

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): 01/24/11	3. DATE RECEIVED BY STATE:	STATE APPLICATION IDENTIFIER:														
2b. APPLICATION ID: 11ED125926	4. DATE RECEIVED BY FEDERAL AGENCY: 01/24/11	FEDERAL IDENTIFIER: 10EDHAZ001														
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: Dustin Woodman TELEPHONE NUMBER: (928) 679-8160 FAX NUMBER: (928) 679-8151 INTERNET E-MAIL ADDRESS: dwoodman@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 Fixed Amount Grant	11.a. DESCRIPTIVE TITLE OF APPLICANT'S PROJECT: MACC Sustainable Natural Resources Corps															
12. AREAS AFFECTED BY PROJECT (List Cities, Counties, States, etc): Arizona: all cities all counties; Colorado: Durango and La Plata County; Nevada: all cities, all counties; New Mexico: Taos and all northern cities and counties; Texas: Austin and Travis County	11.b. CNCS PROGRAM INITIATIVE (IF ANY):															
13. PROPOSED PROJECT: START DATE: 10/01/11 END DATE: 12/31/12	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="2"/>	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; font-size: small;"> <tr> <td style="width: 20%;">a. FEDERAL</td> <td style="text-align: right;">\$ 585,000.00</td> </tr> <tr> <td>b. APPLICANT</td> <td style="text-align: right;">\$ 0.00</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;">\$ 585,000.00</td> </tr> </table>	a. FEDERAL	\$ 585,000.00	b. APPLICANT	\$ 0.00	c. STATE	\$ 0.00	d. LOCAL	\$ 0.00	e. OTHER	\$ 0.00	f. PROGRAM INCOME	\$ 0.00	g. TOTAL	\$ 585,000.00	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	\$ 585,000.00															
b. APPLICANT	\$ 0.00															
c. STATE	\$ 0.00															
d. LOCAL	\$ 0.00															
e. OTHER	\$ 0.00															
f. PROGRAM INCOME	\$ 0.00															
g. TOTAL	\$ 585,000.00															
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: Miquelle Scheier	b. TITLE: Program Manager	c. TELEPHONE NUMBER: (928) 679-8160														
d. SIGNATURE OF AUTHORIZED REPRESENTATIVE:		e. DATE SIGNED: 05/02/11														

Narratives

Executive Summary

The Mountain Alliance of Conservation Corps provides youth workforce development and natural and cultural resource conservation services in collaboration with a wide variety of land and resource management agencies across 5 southwestern states. Corpsmembers receive on the job work skills and leadership training through implementation of projects to protect communities from wildfire, improve native plant and animal habitat, and provide greater, less damaging outdoor recreational opportunities.

Rationale and Approach

A. RATIONALE AND APPROACH

1. COMPELLING COMMUNITY NEED

Programming proposed herein will serve to address three community needs across six southwestern states:

Public Lands Maintenance

The southwestern United States is unique in that it contains huge amounts of undeveloped public land that is crucial to maintaining biodiversity a clean environment, and local economies. Arizona, Colorado, Nevada New Mexico, Texas and Utah are home to millions of acres of national and state forest lands, parks, and other public spaces. Any recent visitor to the region knows there are maintenance challenges that threaten these places resulting in diminished visitor experiences.

The Government Accountability Office identifies high-risk areas to focus on the need for broad-based transformations to address major economy, efficiency, or effectiveness challenges. In a 2005 report, one of these was the high level of backlogged maintenance and infrastructure improvements on our nation's

Narratives

public lands. Land management agencies at all levels face challenges in adequately maintaining the natural resources under their stewardship, and in maintaining facilities and infrastructure. These agencies own, build, purchase, and contract services for assets such as trails, open spaces, visitor centers, schools, office buildings, roads, bridges, dams, irrigation systems, and reservoirs; however, repairs and maintenance on these facilities have not been adequately funded. The deterioration of these facilities and infrastructure has adversely affect the visitor experience and public health and safety, reduced employees' morale and productivity, and increased the need for costly major repairs or early replacement of structures and equipment.

Maintaining public lands also promotes biodiversity which is important for healthy ecosystems to help regulate the Earth's climate. According to the Convention on Biological Diversity the conservation of habitats can reduce the amount of carbon dioxide released into the atmosphere. Unfortunately, many of the southwest's natural ecosystems have become exploited due to over-use. Over-recreation of the Southwest's public lands due to an ever-growing population has caused many natural ecosystems to become fragmented, limiting the amount of biodiversity in that area. Conservation and protection of the southwest's open space and public lands therefore can not only reduce maintenance backlogs, stimulate local economies and protect biodiversity, but may also play a role in slowing the rate of climate change.

Meaningful Youth Opportunity

In addition to high percentages of public lands in southwestern states, many rural areas are characterized by low levels of primary and secondary industries. This combined with unhealthy ecosystems serves to reduce the availability of meaningful developmental and employment opportunities for regional youth. Thousands of young people across the region, especially within rural areas and on Native American reservations, grow up in severely distressed communities. These youth

Narratives

are more likely to be at risk of school failure, unemployment, criminal behavior and persistent poverty.

The Next Generation of Public Lands Managers

Finally, there is a regional and national need for trained natural resource and conservation professionals to begin filling vacancies with local, state and federal land management agencies created by the 'graying' of the workforce. Large numbers of retirees coupled with smaller numbers of younger employees entering the workforce will have devastating effects on local, state and federal agencies' abilities to manage public lands and natural and cultural resources. A trained cadre of youth and young adults is needed to secure the future of our nation's open spaces.

Specific characteristics of each proposed service area follow:

Arizona

Arizona has the 3rd largest percentage of public land of any state in the nation. In northern Arizona, the federal government - primarily land management agencies is one of the largest employers. Yet the task of managing and maintaining these lands and assets is too large to be accomplished by available resources alone. Land managers seek out partnerships to address unmet maintenance needs, but find few resources available to them.

According to the 2000 US Census, northern Arizona is among the most rural areas in the state. In addition, 86 % of the region 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 18.2 percent with 13.1 percent of families living below the federal poverty

Narratives

level. In turn, opportunities for job training, skill development and experiential education for youth are diminished.

Colorado

Colorado's public lands provide some of our nation's most spectacular destinations for outdoor recreation. Because of significant maintenance backlogs, these areas, and many other outstanding natural and recreational assets in Colorado are at risk. Public lands and the ability to enjoy them is a fundamental part of Colorado's identity, state culture and economy. Active outdoor recreation contributes \$10 billion annually to the state's economy. Maintenance backlogs on these lands not only threaten ecosystem health, but quality visitor experiences and local economies.

High school graduation rates in the region in 2003 averaged 62.4%; significantly lower than the statewide average of 83.6%. Additionally, 40% of youth who are not in school are unemployed. These low skilled, non-college bound youth often end up working multiple low-paying service and retail trade sector jobs, sharing residences with numerous roommates, making long commutes or giving up basic items such as health insurance.

Nevada

In 2007, land management budgets were cut in excess of 15%. As a result federal and state agencies seek ongoing assistance from partners to address critical conservation initiatives such as forest restoration and community wildfire protection, invasive species and noxious weeds threats, unmanaged and overused recreational trails, newly created wilderness areas, watershed restoration, erosion control and habitat protection.

Narratives

New Mexico

Over 65 % of Taos County is public land. New Mexico State Forestry has identified 11 wild land urban interface zones at risk of catastrophic forest fires in this region. This poses a threat to the region's fragile economy, environment and future youth opportunities. The 2006 National Partnership Outdoors Conference identified the need to support partnerships in communities that are dependent upon a tourism industry built on healthy and accessible public lands.

In New Mexico, 25 % of youth aged 18 to 24, live in poverty and 20 % are not attending school, not working and have no degree beyond high school (2008 Kids Count). According to the New Mexico Department of Workforce Solutions, unemployment and poverty rates in New Mexico counties exceed national rates. Isolated and living below the poverty level, youth find few opportunities to develop meaningful work skills, improve their academic performance, or consider post secondary educational options.

Texas

In the Austin area, the acreage of open-space, public parks, and preserves is among the highest in the nation, yet resources available to develop public access and maintain the environmental integrity of these sites is below average (American College of Sports Medicine). Statewide, the acreage and funding of parkland per capita is among the lowest in the nation (Bureau of Census).

Without full capacity to undertake trail projects on lands they manage, the Texas Parks and Wildlife Department seeks partnerships to perform trail restoration activities around the state that would

Narratives

otherwise go unfunded. These community needs also demonstrate a need for trained workers in the public and private sector job markets. Both Workforce Solutions and the Austin Chamber of Commerce have noted the need for youth job training opportunities around natural resource conservation.

Utah

Southern Utah communities are identified as major wildfire hazards by the State Division of Forestry. In addition, the canyon country of the region is choked with noxious and invasive plant species. High percentages of public lands, increasing tourism and reductions in funding have left many land managers with significant maintenance backlogs.

Southern Utah is characterized by high levels of unemployment (12.3%), low levels of income (\$21,996 per capita), large concentrations of low-income families (55.7% Native American), lack of employment opportunities, and reduced tax base due to losses of primary industry. 50% of students in San Juan County are Navajo. Of these 90% are on free/reduced lunch; 53% are classified as homeless; 38% have been caught in assaults and fighting; 21% have been caught carrying weapons; 31% have used alcohol; and, 39% have used drugs.

In tough economic times, our nation has mobilized millions of people to conserve and protect its most vital resources, producing lasting benefits for society and providing individuals with opportunities and new skills. Programming proposed herein can do this and more, by employing people from the most vulnerable sectors of our economy in jobs that will enhance their future employability, invigorate them with an enhanced sense of civic pride, and accomplish critical conservation projects on America's public lands.

Narratives

2. DESCRIPTION OF ACTIVITIES AND MEMBER ROLES

Activities

The Mountain Alliance of Conservation Corps (MACC) proposes to operate a multi-state natural and cultural resource conservation program known as the Sustainable Natural Resources Corps (SNRC). Across a six state region, youth and young adults will enroll as AmeriCorps members and will engage in direct, hands on conservation of America's public lands and the maintenance of recreational infrastructure through the implementation of critical resource conservation projects in partnership with local, state and federal land management agencies. Corpsmembers will also serve to mobilize of community volunteers in similar efforts around targeted days of National Service.

In addition, Corpsmembers, many from disadvantaged communities will gain skills necessary to obtain career-oriented positions and educational opportunities in land management and conservation fields. As the current workforce ages, qualified applicants in these fields are increasingly in demand. In addition, these jobs pay well, are attainable for a relatively modest training investment, and are plentiful throughout the region.

Current Efforts and Partners

Combined, MACC has more than 60 years of experience operating youth and young adult workforce development, Conservation Corps programs. Each MACC member Corps operates programs to serve the training and employment needs of local and regional youth, while addressing critical, unmet needs in their communities.

Narratives

Existing MACC National Direct programming focuses on youth development through community wildfire protection services such as forest thinning, Proposed SNRC programming expands upon MACC's established record of success in this area by deepening the scope of trainings and work experiences provided to members and broadening the amount of resource conservation services provided to land management agencies and organizations. MACC will build upon existing community relationships and partnerships with local, state and federal land management agencies to provide more comprehensive resource conservation trainings for members and a wider variety of project implementation services for partners.

In this way, proposed programming builds upon, without duplicating MACC's current efforts to address regional needs.

Member Roles

MACC, founded in February 2005, is composed of seven independent Conservation Corps: Coconino Rural Environment Corps (CREC) in Flagstaff, AZ; Southwest Conservation Corps (SCC) in Durango, CO and Tucson, AZ; Nevada Conservation Corps (NCC) in Reno, NV; Rocky Mountain Youth Corps (RMYC) in Taos, NM; The Wellness Coalition (TWC) in Silver City, NM; American Youth Works (AYW) in Austin, TX; and Canyon Country Youth Corps (CCYC) in Monticello, Utah. CREC will serve as the prime grantee for proposed MACC SNRC programming.

All MACC member Corps will host one or more crews of 6 to 8 AmeriCorps members each. Crews from each site will participate in joint trainings and 'signature' service projects in various sites across the southwest. When not so engaged, teams will complete resource conservation service projects in their home region.

Narratives

Each of 95 full-time members will serve on a crew at one of seven MACC member Corps sites. All members will receive comprehensive training in disaster response, chainsaw use, wildland fire fighting, first aid/CPR, trail maintenance and construction, invasive plant eradication, watershed restoration, erosion control, habitat restoration, and other resource conservation practices. Members will then complete a wide variety of resource conservation projects representative of the trainings received across six southwestern states.

In partnership with federal, state and local land management agencies members will directly improve the quality of America's public lands through implementation of a wide variety of resource conservation projects including but not limited to: trail construction and maintenance, forest restoration, recreational infrastructure improvement, watershed restoration, invasive plant eradication, revegetation, erosion control, and plant and animal habitat improvement.

Additionally, members will serve to mobilize community volunteers around days of National Service each year to implement resource conservation projects on public lands, and to foster an ethic of conservation and environmental stewardship in their communities.

MACC requests 95 full-time slots. These slots will ensure that a highly trained and experienced year-round conservation resource is available in each of the seven target regions such that project partners in diverse geographic areas can accomplish their management goals when the climate and conditions are best. Further full-time slots will serve to provide members with a sustained period of service, multiple and frequent training opportunities and a year's worth of on-the-job work experience. The number and type of slots requested will best serve to achieve the outcomes of proposed MACC SNRC programming.

Narratives

Non-Duplication, Displacement and Supplementation

MACC SNRC programming will not operate in violation of non-duplication, non-displacement and non-supplementation requirements. Grant funds will not be used to replace state or local funding. Proposed SNRC programming will provide services not currently available within the service areas of MACC Corps. Resource conservation services provided by AmeriCorps members will not displace existing volunteers or supplant the hiring of employees in the community. Nor will any AmeriCorps member replace any employee or infringe on an employees promotional potential.

All MACC SNRC programming will be implemented in partnership with local, state and federal land management agencies and conservation organizations, where the service activities provided by AmeriCorps members adds value to existing regional resource conservation efforts and builds community capacity to perform such activities.

Development, Training, Supervision and Desired Outcomes

MACC SNRC plans for member development, training and supervision will contribute to achieving desired program outcomes. MACC's training plan ensures members possess the skills and motivation to perform a wide variety of resource conservation service activities. The training and orientation members receive prior to service projects provides a clear understanding of AmeriCorps policies and procedures. Training also equips members with the skills to complete the conservation and job training outcomes identified herein.

Beginning in Orientation and continuing during the service term, trainings will occur on actual project sites while accomplishing project partner goals such as habitat restoration, trail construction, and other

Narratives

public land improvement projects. Trainings also include compassionate communication, teamwork and employment readiness components. Trainings prepare members to perform quality work on service projects and provide the conservation skills needed to successfully transition out of the program and into the job market.

MACC SNRC Crew Supervisors ensure that project implementation meets identified standards of quality and provide the support members need to have a positive experience. SNRC members will be supervised by non-AmeriCorps Crew Supervisors in the field full time. Oversight of Crew Supervisors will be provided by program staff at each MACC Corps. This level of supervision in the field and from program administration will ensure all desired outcomes are being met including work project quality and completion, and a high rate of satisfaction from project partners and members.

Prohibited Service Activities

All 7 MACC Corps have experience operating AmeriCorps programs and ensuring compliance with rules on prohibited service activities. MACC will ensure that all AmeriCorps members receive a full orientation on prohibited activities. MACC sites incorporate a full listing of prohibited service activities into member service agreements. MACC sites are seasoned AmeriCorps programs and understand the importance of compliance with prohibited service activities.

Added Value

MACC is proud of current youth workforce development and community service efforts. Continued National Direct funding will add value to existing service activities by expanding and diversifying implementation of training and skill development programs for members and of vital conservation

Narratives

projects for regional land managers. Funding will enable the expansion of service term offerings for several MACC member Corps, enabling Corps to enroll full-time members where they otherwise may not be able to do so. Continued funding will increase collaboration among MACC members Corps in the areas of recruitment, training, project implementation, member support and program management, thereby increasing Corps capacity across the southwest.

3. MEASURABLE OUTPUTS AND OUTCOMES

Priority Areas and Standard Performance Measures

Proposed MACC SNRC programming will address the Clean Energy/Environment and Opportunity priority areas and will be using standard performance measures.

Clean Energy/Environment

MACC SNRC members will implement a minimum of 50 resource conservation projects each year that result in the renewal and rehabilitation of 1000 acres of national parks, state parks, city parks, county parks, or other public lands. In addition, 90% of project partners will report that the quality of the lands affected improved or significantly improved.

MACC SNRC members will also implement a minimum of 50 resource conservation projects each year that clean, improve or create 100 miles of trails or rivers. In addition, 90% of project partners will report that the quality of the lands affected improved or significantly improved.

The long term impacts of these outputs and intermediate outcomes will be a reduction in the backlog of

Narratives

maintenance projects and other unmet environmental needs on America's public lands.

Opportunity

Of the 95 AmeriCorps members engaged each year through MACC SNRC programming, 30 or 31.5% will be economically disadvantaged individuals who were unemployed prior to their term of service.

Of the 95 AmeriCorps members engaged each year through MACC SNRC programming, 50 or 52.6% will be economically disadvantaged individuals that secure employment during their term of service or within one year after finishing AmeriCorps.

The long term impacts of these outputs and intermediate outcomes will be the building of character within members and the creation of career and educational opportunities through the volunteer experience.

Tracking Systems

MACC SNRC programming will use weekly project accomplishment reports filled out and submitted by Crew Supervisors to track acres of lands renewed and rehabilitated and miles of trails and rivers cleaned, improved and created. Project partners will complete satisfaction surveys at the end of each project to report on the extent to which the condition of the lands treated was improved.

Members' economic and employment characteristics will be assessed using pre and post surveys and evaluations and alumni contact networks.

Narratives

All output and outcome data will be logged into a database by MACC Corps staff weekly and monthly and used to report accomplishments annually to CREC as the prime grantee and to CNCS.

4. PLAN FOR SELF-ASSESSMENT AND IMPROVEMENT

MACC has the following systems in place to track progress towards achieving performance measures, reinforce evaluation practices, analyze evaluation results and continuously improve program performance:

1. Each MACC site collects data from project sponsors, partners and other stakeholders on all project outcomes and accomplishments using evaluations and surveys. MACC uses the data to measure progress toward meeting program objectives, to assess strengths and weaknesses and to continuously improve program performance.
2. MACC collects formal and informal feedback from members throughout the program term using member evaluations, Corpsmember councils, suggestion boxes, journals and newsletters. Crew Supervisors also provide regular feedback to MACC staff members. During joint projects and trainings, round table discussions enable members to provide feedback to MACC staff members.
3. Each MACC site engages in annual strategic planning to assess strengths and weaknesses and assess overall operations, making changes and adjustments accordingly. Feedback from project partners and members collected throughout the year figure prominently in these planning sessions.

5. COMMUNITY INVOLVEMENT

Narratives

MACC Corps work closely with federal, state and local land management agencies to address a wide variety of natural resource conservation needs. Partner agencies identify needs on public lands and work with MACC Corps and community stakeholders to design and plan implementation strategies. Partners also regularly provide financial contributions for project implementation.

These relationships and roles will continue through the proposed three-year grant cycle. MACC will broaden this collaborative process by continuing to strengthen partnerships, increase community outreach, and expand project implementation. A sampling of representative partners across all MACC sites includes:

Arizona

Local fire departments; Greater Flagstaff Forest Partnership; National Forest Service; National Park Service; Bureau of Land Management; AZ Game and Fish Department; Rural Communities Fuels Management Partnership; Northern AZ University; Ecological Restoration Institute.

Colorado

Colorado State Parks, Colorado Division of Wildlife, San Juan National Forest, San Juan Public Lands Center, Walton Family Foundation, Nature Conservancy, Canyon of the Ancients National Monument, Cibola National Forest, City of Durango, Town of Ignacio, Colorado Workforce Center

New Mexico

US Forest Service-Questa Ranger District; Bureau of Land Management Taos Field Office; Town of

Narratives

Taos; Village of Questa; Forest Guild; Rivers & Birds; Taos County Soil and Water Conservation District; Amigos Bravos; Taos Land Trust; Gila National Forest; Gila Conservation Education Center; Hidalgo Medical Services; and El Refugio Health and Social Services.

Nevada

Nevada Fire Safe Council, Nevada Division of Forestry, Bureau of Land Management, National Park Service, Nevada State Parks, National Forest Service.

Texas

National Park Service, Texas Parks and Wildlife Dept., City of Austin Parks and Recreation Dept., City of Austin Watershed Protection Dept., Austin Water Utility Wildlands Conservation Division, Austin Parks Foundation, Hill Country Conservancy, PODER (an Hispanic environmental organization), Tree Folks, Campo El Ranchito/Sheild-Ayers Ranch, Miller Blueprint, REI, and Austin Community College.

Utah

Eastland Fire Protection District; National Forest Service; Bureau of Land Management; National Park Service; Ute Mountain Agency; Plateau Restoration; College of Eastern Utah; San Juan County School District; City of Monticello.

6. RELATIONSHIP TO OTHER NATIONAL AND COMMUNITY SERVICE PROGRAMS

Collaboration with Other National and Community Service Programs

Narratives

All MACC member Corps operate other National and Community Service programs in a spirit of cooperation and collaboration. CCYC, SCC, CREC and AYW serve as Education Award Programs (EAP) under larger National Direct grantees such as the Corps Network. SCC, CCYC and AYW both operate VISTA programs. CREC, RMYC, NCC and TWC operate State programs and have strong relationships with their respective Commissions and other State funded programs. All seven programs are active members of The Corps Network. A description of these and other collaborations follows:

Arizona

CREC spearheaded the formation of MACC in 2005 as an effort to partner and share resources with Conservation Corps across the region. CREC is a current National Direct grantee. CREC regularly participates in statewide AmeriCorps events and values its place in the Arizona National Service community. CREC's multiple AmeriCorps programs each offer unique services to members and communities and are not duplicative of each other.

Colorado

SCC participates as a member of the Colorado Youth Corps Association, a collaborative of 11 Corps across the state. SCC recently merged with the Youth Corps of Southern Arizona to maximize resources, build long-term sustainability for both programs, and expand service opportunities for young people.

New Mexico

RMYC and TWC work with four other emerging Corps across New Mexico. An anchor organization of

Narratives

the New Mexico Community Foundation, RMYC works to expand programming within other Corps.

Nevada

NCC operates a State program, and is an active members of the Corps Network.

Texas

AYW is widely connected with the National Service community of Texas, regularly developing partnerships for projects and volunteer opportunities and engaging a wide variety of community stakeholders in program offerings.

Utah

CCYC developed a partnership with the Utah Conservation Corps (UCC) facilitating Corpsmember and Supervisor exchanges.

Consultation with State Commissions

MACC has provided State Commission contact information to each Corps involved in this proposal. Each Corps has consulted either verbally or in writing with their respective commission regarding proposed SNRC National Direct programming and while Nevada, Arizona and Utah did not require a consultation form; forms have been completed and collected from Colorado, New Mexico and Texas.

No issues or concerns over duplicity were raised by any of the six commissions. Each MACC member

Narratives

Corps enjoys existing strong relationships with the respective state commissions and looks forward to continued collaboration through SNRC National Direct programming.

7. POTENTIAL FOR REPLICATION

MACC is a unique partnership between seven similar programs to provide a network of services across a vulnerable six-state region. In addition to the SNRC, MACC Corps have shared staff, conducted joint visits to project sponsors, identified and agreed to a list of high quality program standards and built a shared website. The Directors of MACC Corps conduct joint quarterly conference calls and are exploring a common training and educational curriculum. SNRC strengthens MACC by providing additional programmatic ties.

MACC is prepared and excited to share this collaborative model with other Corps and National Service programs through the Corps Network Annual Forum, State Commission events, and through other National Service conferences and events in order to promote how such regional collaboratives can produce efficiencies and maximize capacity for individual programs.

Organizational Capability

D. ORGANIZATIONAL CAPABILITY

1. SOUND ORGANIZATIONAL STRUCTURE

Ability To Provide Sound Programmatic And Fiscal Oversight

History

Narratives

MACC was established in February 2005 as a working group of Conservation Corps within the Four Corners area; for the purpose of strengthening regional Corps capacity and collaboration. The four initial MACC member Corps: CCYC, CREC, RMYC and SCC, have conducted joint project sponsors visits, identified and agreed to a comprehensive list of high quality program standards, built a shared website, and conducted joint trainings and service projects. In spring of 2006, NCC gained MACC membership, and in 2008 AYW and TWC also became members. This growth has expanded organizational reach over six southwestern states.

CREC will continue to serve as the prime applicant, fiscal agent and "parent" for expanded MACC programming. CREC, established in 1997 as a cooperative partnership between the National Forest Service and Coconino County, has been under the direction of Coconino County's Community Services Department since 1999. CREC has administered State awards for most of its history, has participated in an EAP since 2000, and has successfully managed over \$15 million in local, state and federal grants and contracts.

CREC has served as the prime grantee for existing MACC National Direct programming since 2008 and National Direct Recovery programming since 2009. CREC staff has provided effective training, technical assistance and fiscal and programmatic monitoring to sites and has consistently ensured that all reporting requirements and performance measurements are met and exceeded.

Site Support and Oversight

Using Cooperative Agreements with each MACC Corps, CREC will continue to provide centralized management, oversight and reporting for MACC programming, but will rely on the capable staff of individual Corps to administer each site. A management team, composed of the Directors of each

Narratives

program site convenes quarterly to organize and evaluate program efforts and key financial staff members from each site form a fiscal team and meet monthly and quarterly by telephone conference call to facilitate reporting and compliance.

Each MACC member Corps has a history of administering successful National Service programs with natural resource conservation components. Key staff is in place to provide administrative and fiscal oversight, and to ensure safe and efficient program operations and positive and rewarding member experiences. Each Corps has experience with and staff necessary to administer state and federal grants, and each member Corps has successfully administered AmeriCorps grants; either as current MACC National Direct sub-grantees, State sub-grantees or through EAPs.

Site Selection

MACC member sites are selected through an established process of adopted program standards. All sites have demonstrated compliance with these standards, which are available on the MACC website at <http://www.mountaincorps.org/>. These standards incorporate required AmeriCorps criteria including quality, innovation, sustainability, quality of leadership, past performance, community involvement, and program model and activity.

Current Site Relationships

Each MACC Corps is a current sub-grantee of CREC, either through National Direct programming or through National Direct Recovery programming. Site Agreements are in place with each Corps and financial reimbursements and fiscal and programmatic monitoring occurs monthly and quarterly.

Narratives

In addition, all MACC member Corps work to build regional Corps capacity through shared project work, training and educational opportunities, and staff and member exchanges. Proposed MACC SNRC programming represents an expansion of these existing relationships into new, broader and deeper conservation services, member experiences, and geographic areas.

Site Monitoring

As the prime grantee, CREC utilizes a formal monitoring policy and tool to ensure site compliance with all fiscal and programmatic requirements. This monitoring strategy includes monthly financial reviews, quarterly MACC Site Director conference calls, quarterly desk monitoring, and Annual Performance Reports. These measures serve to provide all necessary information regarding compliance expectations and to identify areas where training and technical assistance may be needed. The monitoring policy also includes a corrective action plan that clearly delineates the steps, expectations and timelines required when compliance issues are detected.

Site Connections

All MACC Corps operate similar National Service programs. Commonly, members, supervisors and staff are exchanged among programs, and opportunities for collaboration are explored and implemented. Through a common identity as the SNRC, and through joint trainings, service projects and recognition and Esprit de Corps events, all sites will continue to develop strong connections and to unify in mission under the MACC banner.

The SNRC at each site will add value and capacity to member Corps' current efforts towards natural resource conservation by promoting expanded project implementation, community outreach and

Narratives

education and volunteer generation. AmeriCorps support will continue to strengthen the connections between similar Corps programs across the southwest and regional land management agencies; building long-term bonds, increased partnership and collaboration and increased regional conservation resources.

Board Of Directors, Administrators, And Staff

MACC is a working collaborative governed by a Board comprised of the Directors of its member Corps. SCC and RMYC are independent non-profit organizations. CCYC, AYW, TWC and NCC are part of larger non-profits and CREC is a program of local government. As the prime grantee, CREC will continue to provide program oversight and administration with the support of Coconino County. Programming at each site will be coordinated and managed by administrative and fiscal teams in place at each Corps.

As a program of Coconino County's Community Services Department, CREC is represented and governed by the elected members of the Coconino County Board of Supervisors, and is supported by community stakeholders and the full fiscal and administrative structure of local government. In addition, key program staff will be paramount in the administration of the proposed program:

Dustin Woodman, CREC Program Director is a Certified Public Manager and has managed CREC programming since 2005.

Robin Mosness, CREC's Business Manager holds two Master's Degrees in Budget and Finance and has over 20 years experience in budget, finance and grant management.

Corps specific qualifications include:

Narratives

Colorado

Key SCC staff members include:

Kathryn Coryell, Vice-President of Business has more than 20 years of financial management experience

David Critton, Vice-President of Site Leadership, has 10 years experience with the Student Conservation Association

Amy Foss, Director of Operations, has served with SCC's Four Corners office as Program Director, Logistics Coordinator and Crew Leader

Chris Nessel, Executive Director has been with SCC since 2002.

New Mexico

RMYC Executive Director Carl Colonius is a recognized leader in his field serving as Chair of the Board of Directors of the Corps Network.

Field Program Director Ben Thomas holds a BS in Recreation Management.

Training Director Jamie Radenbaugh has 7 years of experience providing positive development opportunities for youth.

Narratives

Finance Director Jeff Jordy has 25 years of public and private accounting experience

TWC's Executive Director Sam Castello has successfully developed and directed a set of dynamic multi-organization collaborative programs.

Wally Lawder, Wellspring Coordinator is an expert in meeting the needs of social service providers, having spent 16 years in the field.

Jo Lynn Slaughter, TWC Office Manager for the last 4 years.

Fiscal Manager Freddy Barragan was a Lead Auditor with the State of New Mexico for 15 years.

Nevada

Jerry Keir, Executive Director and founder of the NCC has served as an AmeriCorps Service-Learning Coordinator and a Promise Fellow.

Program Director Matt Johnson completed two terms of service with AmeriCorps and has managed NCC programs for the 3 years.

Mike O'Carroll, CPA, has successfully completed six A133 audits with the NCC without findings.

Texas

Melinda Wheatley, AYW's acting CEO has 12 years of experience managing charter schools and other

Narratives

nonprofit programs.

COO Chester Steinhauser has a 15-year record of achieving 100% success in meeting/exceeding program objectives.

Utah

Janet Ross, CCYC Executive Director has a B.A. in Outdoor Education and a M.S. in Experiential Education. She has also worked for the National Park Service, Bureau of Land Management, and U.S. Forest Service.

Tim Foulkes CCYC Program Manager received a B.A. in Recreation and Outdoor Leadership in 2002 and has 8 years of Corps management experience.

CCYC Business Manager Pam Vafi has been reporting on the existing AmeriCorps National Direct grant for 2 years.

Plan For Self-Assessment Or Improvement

Each MACC Corps has an internal system for ongoing assessment and improvement. MACC as a whole mirrors the activities of each Corps by conducting quarterly conference calls to assess progress at each site and for the program as a whole. As the prime grantee, CREC compiles individual Corps' assessments and evaluations into annual reports allowing sites to learn from each other and strengthen individually.

Site-specific examples include:

Narratives

Arizona

CREC undergoes a comprehensive annual planning process. Planning sessions incorporate member and partner feedback and address all program aspects including recruitment, training, fleet management, safety and procurement.

Colorado

The SCC Board developed a comprehensive strategic plan in 2005 and updated the plan in 2007. Each year, the organization undergoes an intensive process of developing annual objectives engaging staff. An integral part of this process is an annual all-Board and staff retreat.

New Mexico

At RMYC weekly management team meetings provide an opportunity for program directors to share ideas, to monitor progress and for organizational decisions to be made. Project outcomes are evaluated quarterly. RMYC also conducts an annual agency retreat including all staff.

TWC has an active Board of Directors that meets monthly to assess organizational performance. The Executive Director and staff make regular reports on program activity and operational issues. The Board also reviews TWC's Strategic Plan annually.

Nevada

Narratives

NCC has comprehensive evaluation and monitoring protocols that provide a continuous feedback loop of program achievement and effectiveness. This loop ensures that feedback from all participants, partners and stakeholders which is incorporated into annual strategic planning.

Plan for Effective Technical Assistance

As the prime grantee, CREC will continue to provide orientation, training and technical assistance to all MACC sites regarding financial and programmatic management.

CREC has developed a comprehensive site manual for MACC National Direct programming that is distributed to each site upon award of funds. This manual contains sections on member management, financial management, reporting requirements, AmeriCorps Provisions and Regulations, and examples of forms and reporting and tracking systems for each. Upon award of funds, CREC hosts a meeting with all site Directors to orient them to the manual and to MACC National Direct programming requirements.

CREC utilizes Site Agreements and Corrective Action Plans to clearly delineate the responsibilities of the prime grantee and those of the sub-site and to provide a process for continuous improvement.

CREC's monitoring plan includes monthly financial reviews, quarterly MACC Site Director conference calls, quarterly desk monitoring, and Annual Performance Reports that also serve to identify training and technical assistance needs. These activities also provide avenues for the provision of training and technical assistance when needed.

CREC management staff is available as training and technical assistance resources. CREC also connects

Narratives

sites to training and technical assistance capabilities available at the AmeriCorps Resource Center. These assets have been invaluable for MACC sites over the past two grant years. CREC also forwards information to sites received from the National Direct List Serve such that all sites can have the latest updates and information and be prepared when changes occur.

2. SOUND RECORD OF ACCOMPLISHMENT AS AN ORGANIZATION

Volunteer Generation and Support

Each MACC Corps has a record of success with volunteer generation and support. Efforts serve to increase the organizational capacity of each Corps. MACC Corps use volunteers in the following ways:

1. MACC Corps conduct community-wide volunteer service projects. RMYC operates AmeriCorps Service Days that promote and support CNCS priorities. In 2004/2005 through the implementation of RMYC AmeriCorps Community Service Days members recruited nearly 1,000 volunteers who donated over 16,000 hours of service.
2. MACC Corps engage volunteers for on-going volunteer assignments. SCC engages middle and high school youth in on-going public service projects. Students work with SCC to mitigate the environmental impacts of border crossings and engage in education sessions with people on every side of border issues.

NCC exceeded its common performance measurements in 2009 by recruiting 75 continuous volunteers providing more than 2,000 hours of service.

Narratives

AYW hosts large groups of civic and corporate volunteers for one day events to serve as mentors and tutors working with students and Corpsmembers. AYW recruits and manages 300 volunteers performing 1,800 hours of service every year.

3. MACC Corps encourage AmeriCorps members to conduct volunteer activities. While not counting the members themselves as volunteers mobilized, MACC feels this is an important program component to build a lifelong ethic of service. CREC Corpsmembers work to identify, publicize and organize volunteer events in their communities.

Organizational And Community Leadership

MACC Corps are leaders in their communities and are recognized locally and nationally as exemplary programs. Each program has received awards and staff members from each site volunteer in their own communities and frequently serve on local, state and national Boards. Site specific examples follow:

Arizona

Recent CREC awards include:

2006 and 2007 Corps Network "Service Project of the Year".

2006 and 2007 Corps Network "Corpsmember of the Year".

2007 Alliance for Innovation "Outstanding Achievement in Local Government Innovation Award"

CREC's Program Manager also serves as Vice-Chair for Membership on the Corps Network Board of Directors.

Narratives

Colorado

Recent SCC awards include:

2008 Corps Network "National Strategic Partnership of the Year"

2008 Durango Chamber of Commerce "Non-Profit of the Year"

2007 Coalition for Recreational Trails "Annual Achievement Award"

2007 Corps Network "National Corpsmember of the Year"

SCC staff members also serve on 31 Boards of Directors and/or Committees at national, regional and local levels.

New Mexico

RMYC has been recognized by such groups as: After School for All: Project 2010, Clean Air Works, the New Mexico Community Foundation, the Santa Fe Community Foundation and the Taos Chamber of Commerce.

TWC's staff lead community classes for youth including breakdancing, writing workshops and local open-mic poetry slam. TWC's Executive Director is a member of the New Mexico Telehealth Alliance Board.

Nevada

Narratives

Recent NCC awards include:

2005 Governor's "Points of Light Award" for outstanding organization

2001 Golden Pinecone Award for Environmental Leadership

NCC's Executive Director serves on several Boards of Directors including Rainshadow Charter High School and the Corps Network.

Texas

Recent AYW awards include:

National Trails Accessibility Enhancement Project of the Year

The Groundwater Stewardship Award

The Community Collaboration of the Year Award - Keep Austin Beautiful

2009 Project of the Year Award - Capitol Area Workforce Solutions

Utah

Recent CCYC awards include:

2004 Governor of Utah's Watershed Improvement Award

2004 BLM Utah Public Land Volunteer of the Year Award.

Success in Securing Match Resources

Narratives

MACC is in year three of National Direct funding and all MACC member Corps are also current sub grantees of State Commissions and/or other National Direct grantees. As such, MACC Corps have a strong record of success in securing matching resources. CREC, the prime applicant has generated approximately \$2 million in contributions from conservation project partners across Arizona during 2009.

In addition, each MACC member Corps has been successful in providing budgeted matching amounts during the first two years of existing National Direct-funded programming. MACC matches existing CNCS funding at more than 50%, well in excess of grant requirements.

While this MACC SNRC proposal is for a Fixed Amount Grant, MACC is aware that additional funding is required to fully support proposed programming. MACC member Corps' strong record of securing matching funds will thus continue to be integral for SNRC programming.

3. SUCCESS IN SECURING COMMUNITY SUPPORT

Collaboration

MACC itself is an outstanding example of a multi-state collaboration that increases the quality and reach of regional Conservation Corps programming and produces positive and meaningful results in multiple communities. In addition, each MACC Corps has numerous local and regional partnerships.

Arizona

Narratives

Through partnership with over 20 land management agencies and institutions across Arizona, CREC members help to address critical conservation issues through direct project implementation.

CREC also leverages financial resources in collaborative efforts with partner agencies towards increased and enhanced funding streams and greater and more efficient project implementation. CREC's involvement in the Rural Communities Fuels Management Partnership is aimed at reducing the risk of catastrophic wildfire in rural communities through a cost share program by which property owners can reduce fuel loads on their properties at a subsidized rate.

Colorado

One of SCC's most important collaborations is a partnership with the Durango Adult Education Center and Pueblo Community College to develop the nation's first multi-site non-profit center focused on education.

Other SCC partnerships include the Senate Bill 94 Committee, the Durango Area Non Profit Organization, the Durango Regional Education Center, the Southwest Colorado Workforce Investment Board and the Southwest Colorado Youth Council.

New Mexico

TWC has expanded partnerships with the Gila Conservation Education Center to include increased training and education opportunities for Corpsmembers.

Nevada

Narratives

Annual service events such as National Trails Day, Make a Difference Day, the Martin Luther King, Jr. Day of Service, and Earth Day provide opportunities for NCC to work with community organizations on service projects including trail maintenance, restoration, river clean-up, education and outreach projects, and environmental awareness campaigns.

In addition to these collaborations, NCC has more than 20 existing partnerships in place with local, state and federal agencies charged with land management.

Texas

AYW is supported by numerous partners, sponsors, collaborators, and community stakeholders including employers, educational institutions, state and local government officials, community organizations, and the regional workforce development system.

Utah

CCYC operates in partnership with four school districts in the four corners area, the Moab District of the BLM, the Manti La Sal National Forest, the Utah Division of Wildlife Resources, the National Park Service, the College of Eastern Utah, and Workforce Services.

Local Financial And In-Kind Contributions

Each MACC Corps engages local organizations and partners who contribute to the success of individual efforts and to MACC programming overall.

Narratives

Arizona

In addition to projects supported by partner contributions, CREC has numerous non-federal partnerships that allow the program to move toward sustainability. State and County agencies, non-profit organizations and educational institutions have provided substantial funding aimed at collaboration on a diverse range of CREC projects.

CREC is also supported in large part by in-kind contributions as a program of Coconino County. Benefits over the last 12 years include support from facilities, human resources, attorneys, fleet management and budget and finance oversight. County support has enabled the program to build a history of sound management and community support.

Colorado

SCC's revenue has grown from \$560,000 in 2003 to over \$5,000,000 in 2010. SCC generates over 80% of its revenue through partnerships with project sponsors. These partnerships have expanded significantly over the past five years both in the contributions from individual sponsors and the number of different sponsors contributing.

The following organizations regularly contribute to SCC's Careers Training Program: Coutts and Clark Western Foundation, City of Durango Block Grant, Ballantine Family Foundation, San Juan Public Lands Center, and Southern Ute Community Action Program.

Nevada

Narratives

Local business supporters such as REI and Patagonia provide resources and volunteers for NCC community based service projects. Business partners contribute to efforts toward sustainability. Partnerships with local non-profits include the Great Basin Trails Alliance, Nevada Wilderness Project, Environmental Leadership, Tahoe Rim Trail Association, and Friends of Nevada Wilderness.

Utah

The Monticello Foundation supports CCYC non-AmeriCorps summer Community Crews for youth ages 14 to 16. The San Juan Foundation provides CCYC with AmeriCorps Vista Volunteers and their off-site management. These community contributions have increased over time as programming has expanded at CCYC.

Wide Range Of Community Stakeholders

MACC Corps' Stakeholders fit into three distinct groups:

1. Members, parents and families: In many communities MACC Corps have become integral parts in the lives of children and family members. SCC enrolled a Corpsmember from Navajo, NM in 2004. He returned in 2005 and generated over 20 additional applications from his high school.
2. Project sponsors: Public land managers play an integral role for all MACC Corps; developing cooperative agreements and securing resources to support conservation projects on public lands. Each MACC Corps is growing in response to demand for services on public lands. Public land managers provide mentoring, training and other in-kind resources to support program operations.

Narratives

3. Community partners: MACC Corps have scores of local partners who assist with recruiting, identifying projects, undertaking joint ventures and serving as program advocates.

Special Circumstances

The Four Corners region has two unique characteristics worthy of consideration herein.

1. Significant numbers of highly disadvantaged communities exist across the region; many on Native American reservations. 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 land in the rural southwest is public and reservation. Coconino County is indicative of the entire region. 37% of the land in Coconino is comprised of Native American Reservations. An additional 49% is public. Public concentration of land limits the ability of local government to collect taxes and subsequently limits local resources available for a wide range of services including resource conservation and youth development.

Budget/Cost Effectiveness

E. COST EFFECTIVENESS AND BUDGET ADEQUACY

1. COST EFFECTIVENESS

Corporation Cost per Member Service Year (Msy)

Narratives

This MACC SNRC proposal is for a Fixed Amount Grant built on a cost per MSY of \$13,000

Diverse Non-Federal Support

Each MACC Corps engages in cooperative agreements with a host of federal and non-federal land management partners. CREC has successfully managed over \$15 million in federal, state and local grants and agreements since 1999. The University and Community College System of Nevada provide non-federal support for NCC programs, including an in-kind investment supporting the infrastructure of essential Corps operations. Additionally, CCYC earns approximately 40% of program revenue from non-government sources.

Non-Corporation Resource Commitments

Sources of non-CNCS cash and in-kind resources include long time partnering and contracting agencies that have expressed an interest in continuing and expanding MACC program outcomes. A sampling of committed and pending non-federal partners includes the following: Colorado State Parks, Arizona State Parks, Colorado Division of Wildlife, Acoma Pueblo, New Mexico Youth Conservation Corps, Colorado Governor's Energy Office, Colorado State Forest Service, Arizona Trail Association, Navajo United Way, Janus Foundation, Flagstaff area Fire Departments, Arizona State Land Department, Daniels Fund, Walton Family Foundation, JEPS Foundation, Messengers of Healing Winds Foundation, Empire Electric, Smart Wool Advocacy Fund, and Taos County.

Budget Adequacy

Narratives

Each MACC Corps has extensive experience with costs and resources necessary to operate effective programs with comprehensive natural resource conservation components. While each has individual fiscal needs to ensure success of proposed programming, MACC SNRC budgets include adequate costs for administration, supervision, member support, training, transportation, program operations, monitoring, and technical assistance across all sites.

The MACC budget is sufficient for the attainment of desired outputs and outcomes. With budget elements focusing on the training, equipment and supervision for program activities, members will be empowered to address the southwest's resource conservation issues. Members will gain skills necessary to implement conservation projects and obtain post-Corps employment.

Fixed-Amount Grants

MACC is aware that CNCS funds do not cover the full cost of operating an AmeriCorps program. Matching funds to support the remainder of program operating costs are generated through long-standing partnerships with local, state and federal land management agencies, educational institutions and non-profit organizations. Each MACC member Corps enjoys partnerships with dozens of such entities within their local service area. Through cooperative agreements, these partners provide cash contributions for project implementation. In addition, many MACC member Corps have partnerships with community organizations that provide significant in-kind resources

Through such successful partnerships, MACC has provided matching funds in excess of those required by CNCS. During the first two years of National Direct programming, MACC's matching contribution was above 50% of total program operating costs and the same or greater percentage is expected for year three.

Narratives

For traditional MACC AmeriCorps programming, matching funds have been utilized to supplement expenses related to personnel, fringe, staff and member training, member support and recognition, staff and member travel, tools, protective equipment, uniforms and supplies, member living stipends, member support services and indirect costs. Under this fixed amount grant proposal, project partner contributions and in-kind community support will be used to support these same expenses where they are in excess of awarded CNCS funding. In this way each MACC Corps will continue to raise the resources necessary to manage and operate successful AmeriCorps programs.

Evaluation Summary or Plan

F. EVALUATION SUMMARY OR PLAN

Each MACC Corps is an "Excellence in Corps Operation" (ECO) accredited program through the Corps Network. 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 CNCS to conduct a rigorous random assignment study assessing the overall effectiveness of Corps programs nationwide. CREC and 3 other MACC Corps were randomly selected to participate in the Abt Youth Corps Study. Current CNCS guidance states that participation in the study satisfies requirements for external evaluation.

Amendment Justification

N/A

Clarification Summary

2010/2011 National Direct Fixed Amount Application - Clarification I

Coconino Rural Environment Corps (CREC)

Legal Applicant: Coconino County Community Services

Narratives

Application ID: 10ED112232

BUDGET CLARIFICATION:

The proposed budget has been modified in e-Grants to reflect 45 member positions, 45 MSY and a total request of \$585,000.

PROGRAMMATIC CLARIFICATIONS:

Proposed MACC programming helps to address a set of pressing national employment and workforce development needs.

Unemployment for Americans under the age of 25 has been increasing dramatically over the last decade and has only worsened as a result of the great recession. The Center for Labor Market studies at Northeastern University reports that "Individuals under the age of 25 represented 60% of the 1.2 million jobs lost last year [2008]" (1).

In addition, an employment backlog exists across federal land and resource management agencies, wherein trained and qualified individuals are increasingly hard to find for an increasing number of vacancies (2). For example, \$9 Billion in jobs wait in the National Parks alone, with a backlog of \$3 Billion in National Wildlife Refuges and National Fish Hatcheries.

Finally, the department of the Interior reports that by 2012, a full 38% of the Department's work force will be eligible to retire (2). The situation is echoed in the Department of Agriculture as reported by the Government Accountability Office (GAO) (3).

Narratives

While specific state by state and local data on the above employment needs on our nation's public lands is difficult to come by, the 5 state area within which proposed MACC programming will operate is comprised of some of the highest percentages of public lands in the nation. Nevada, Utah, Arizona, New Mexico and Colorado all appear in the top ten list of states with the highest percentages of public lands as follows (4):

1. Nevada	84.5%
2. Alaska	69.1%
3. Utah	57.4%
4. Oregon	53.1%
5. Idaho	50.2%
6. Arizona	48.1%
7. California	45.3%
8. Wyoming	42.3%
9. New Mexico	41.8%
10. Colorado	36.6%

It stands to reason therefore that the employment needs of federal land management agencies with regards to un-fillable positions and impending baby-boomer retirements are acutely felt in the MACC operating area.

MACC AmeriCorps members will receive extensive training and on-the-job work skill development opportunities through the implementation of a wide variety of natural and cultural resource conservation projects on our nation's public lands. These projects will be developed and implemented

Narratives

in partnership with local, state and federal land management agencies. As such, AmeriCorps members will work alongside practicing land management professionals throughout project implementation gaining valuable direct experience with the field.

In addition, recently enacted federal legislation provides non-competitive hiring status for graduates of Conservation Corps programs like those in the MACC collaborative, providing a readily accessible vehicle for post-Corps AmeriCorps member employment with all land and resource management agencies within the Departments of Interior and Agriculture (5). This legislation demonstrates clear interest from the Departments in hiring Corps graduates to meet their workforce needs.

MACC AmeriCorps members will work on crews of six to eight individuals, each led by a qualified Crew Supervisor. Crews will work in partnership with a wide variety of local, state and federal land management agencies to implement natural and cultural resource conservation projects on our nation's public lands.

Projects will include, but not necessarily be limited to: trail construction and maintenance, forest restoration and hazardous fuels reduction, river and watershed restoration, plant and animal habitat improvement, erosion control, revegetation, removal and eradication of invasive and exotic plant species, rehabilitation and maintenance of facilities and recreational infrastructure, and improvement of campgrounds and other facilities.

Crews will work 40 hours each week and will often camp or receive lodging at or near project sites. Each day begins with a documented safety briefing after which project work begins. Each day ends with tool cleaning and maintenance and each project week ends with a debrief of the week's work intended to identify any strengths, challenges and corrective actions necessary.

Narratives

The wide variety of local, state and federal partners listed in the MACC proposal, as well as members of the target communities in each MACC Corps' region are primarily involved in the planning and implementation of proposed MACC programming through the development of natural and cultural resource conservation projects to be implemented by AmeriCorps members on their locally managed public lands. A large backlog of such projects exists for virtually every local, state and federal land management agencies and these partners view MACC's member Corps as valuable partnership assets in addressing this need.

Partners contact MACC Corps to develop and schedule project work and commit cash and in-kind resource contributions to the project. Agreements are then developed and approved specifying scope of work, timelines, deliverables and cash and in-kind resource commitments. Partners and community members in each of the target communities connect with the local MACC member Corps serving their community to develop such projects and agreements and to implement identified projects.

In this way partners and target communities are directly involved in the planning and implementation of proposed programming.

MACC is a collaboration of seven Conservation Corps across six southwestern states, supported by varying degrees through CNCS funds. The MACC collaborative serves to exchange best practice models, to share training, recruitment, public relations, and staffing resources, and to explore funding opportunities to increase regional Corps capacity.

Each individual MACC Corps program has long standing and successful partnerships with AmeriCorps and CNCS which support programs in their local areas, different from those proposed herein. These

Narratives

relationships are either through their respective state commissions or through sub-recipient or prime National Direct grantee agreements.

In addition, each MACC member Corps regularly collaborates with other AmeriCorps and CNCS funded organizations in their states and local areas through volunteer events, state commission sponsored events and gatherings, and other partnership efforts.

Further, all MACC Corps are active members of the Corps Network which is a national membership organization representing 148 Service and Conservation Corps in 48 states and the District of Columbia. Together, Corps Network Member Corps field more than 1/3rd of all AmeriCorps members in the nation each year.

MACC programming proposed herein will serve to further enhance these collaborations in supporting new regional programming and expanded AmeriCorps service delivery.

For the first 3 year cycle of AmeriCorps National Direct funding, MACC programming utilized 2 community-based performance measures: Community Wildfire Protection and Ensuring a Brighter Future for America's Youth. Following is data from the first 2 years of program implementation.

Community Wildfire Protection.

The target output was to implement forest fuels reduction projects across 1,000 acres of land in the Wildland-Urban Interface (WUI) of regional communities. The actual output level for year 1 was 1,058 acres. The actual output for year 2 was 783 acres due to a propensity for project partners to engage MACC crews in treating very dense forest stands on difficult terrain. The conditions reduced

Narratives

productivity, however MACC crews were specifically chosen for these difficult projects due to their high skill levels.

The target intermediate outcome was that 85% of project partners would rate the quality and impact of MACC Corps' work as "good" or "excellent". The actual intermediate outcome for year 1 was 85% and the actual intermediate outcome for year 2 was 91%. This indicates continued performance improvement and attainment of target goals.

The target end outcome was that no wildfire would return to the treated forest areas within three years of project implementation. While data is still being collected for years 1 and 2 of MACC programming, the target is on track to be met as no fires have yet returned to the treated areas.

Ensuring a Brighter Future for America's Youth

The target output was to provide basic Wildland fire mitigation trainings to 37 AmeriCorps members, at least half of whom could be characterized as "at risk". During year 1, actual output was 39 and during year 2, actual output was 40.

The target intermediate outcome was that 85% of AmeriCorps members would report that they gained important job-related skills as a result of participation in MACC programming. During year 1, the actual intermediate outcome was 87% and during year two actual data was 93%.

The target end outcome was that 50% of AmeriCorps members would attain post-Corps employment within 6 months of completing their MACC service terms. During year 1, the actual end outcome was 51% and during year 2 the actual data was 63%.

Narratives

The combined results from this performance measure indicate continued improvement of program offerings and results.

MACC will continue to mobilize community volunteers and will retain a target of 700 volunteers who will provide an estimated average of 6 hours each, for a minimum total of 4,200 hours of service. Volunteers will be both on-going and episodic.

MACC Corpsmembers and staff mobilize volunteers to aid in the implementation of resource conservation projects around days of National Service such as Earth Day, National Trails Day, National Public Lands Day, Martin Luther King Jr. Day and Make a Difference Day. Community volunteer events are also developed in celebration of AmeriCorps Week.

Volunteers participate in a wide variety of service projects on these days of National Service. Specific projects are developed in MACC member Corps' communities in accordance with the community need at that time. Examples of past projects include community cleanups, graffiti removal, construction and maintenance of community gardens, trail construction and maintenance, greenway and watershed restoration, community food bank support, and more. Episodic and ongoing volunteers donate their time to these efforts in their communities and perform activities related to the specific projects implemented at the time of their volunteerism.

As a working collaborative of individual and independent Conservation Corps programs, there is no comprehensive organizational self-assessment strategy for MACC at this time. The closest such practice is the regular monitoring that occurs as a part of existing National Direct programming.

Narratives

CREC as the prime grantee performs quarterly conference calls and annual monitoring of all sub-grantees, assessing any compliance issues and generating corrective action plans as necessary. Further evaluation is performed during the review and processing of monthly reimbursement requests from sub-grantees and during the collection of annual progress reports from sub-grantees.

In addition, MACC Corps convene in person annually to review collaborative efforts and programming and to develop plans and strategies for addressing any challenges or moving forward with growth and improvement ideas.

Finally, each MACC member Corps engages in individual strategic planning, evaluation and assessment relative to their individual operations and programming and incorporates MACC collaborations, strategies and programming into their processes.

Each MACC members Corps uses Project Accomplishment Reports that Crew Supervisors complete at the end of each project. These reports collect data generated from GPS units and other measuring devices about the number of acres of lands improved and maintained, and the miles of trails and rivers improved and maintained.

Each MACC member Corps also distributes and collects satisfaction surveys from project partners for use in determining the level of improvement and increased use of the lands improved and maintained.

Further, each MACC members Corps uses Applicant Interview Questionnaires and Member Evaluations to assess economic and employment status.

All data is then entered into a database maintained at each MACC member Corps site and reports are

Narratives

produced and provided to CREC as the prime applicant as required.

CREC send requests for performance measure reports to each MACC Corps when needed and then collates all performance data into a single report for submission to CNCS by the required due date. CREC has a strong record of submitting all required reports complete and on time.

Each MACC member Corps has existing relationships with Corporation funding as described herein and each is thus familiar with and aware of the limitations of AmeriCorps funding and the requirements for the generation of additional resources to cover actual costs associated with operating proposed programming.

The actual implementation costs not covered by Corporation funding will likely vary from member Corps to member Corps. Some Corps find it easier to generate additional resources to cover direct member costs such as stipends, while others find it easier to generate resources to cover costs associated with program administration.

In general however, MACC Corps utilize Corporation funds to cover direct member costs and associated direct service implementation costs such as travel, tools, supplies, member service gear, training, health insurance and background checks. Non-Corporation resources are then generated to cover any additional needed support in these areas as well as administrative staffing, staff training, staff travel, facilities, utilities, office supplies, recruitment, public relations, communications, etc.

With each MACC members Corps likely operating slightly differently, it is challenging to identify specific actual costs that will not be covered by Corporation funds. However, MACC National Direct programming has successfully provided all required match during years 1 and 2 of programming, far in

Narratives

excess of that required by the Corporation. Matching resources in excess of 50% are commonly provided by MACC member Corps. These matching resources are generated from a long list of foundations, educational institutions, not-for-profit organizations, and conservation groups, in addition to project partner contributions from regional land management agencies.

Each MACC member Corps submitted Consultation Forms to their respective state commissions prior to proposal submission. These forms detailed the nature of the proposed national Direct program, the needs and service areas identified, the number and types of slots requested, the proposed outcome measures, and the proposed budget request and sources of match.

Each commission acknowledged receipt of the form and no further questions were submitted. In addition, several commissions said they did not require the forms and that a verbal or e-mail notification of intent to apply would suffice for future consultations.

PERFORMANCE MEASURES:

MACC has chosen to opt-in to the National Performance Measure Pilot. 3 Aligned performance measures have been entered in e-Grants: 2 in the Clean Energy/Environment priority area and 1 in the Economic Opportunity priority area.

REFERENCES

(1)http://www.clms.neu.edu/publication/documents/The_Lost_Decade_for_Teen_and_Young_Adult_Employment_in_Illinois.pdf

Narratives

(2)http://www.doi.gov/hrm/WorkforcePlanningDepartment_Final_Oct%202003.pdf

http://www.doi.gov/pfm/human_cap_plan/pdf/appendices.pdf

(3)

<http://archive.gao.gov/t2pbat11/140844.pdf>

(4)

<http://strangemaps.wordpress.com/2008/06/17/291-federal-lands-in-the-us/>

(5)

<http://www.doi.gov/hrm/guidance/PB%200917.pdf>

2010/2011 National Direct Fixed Amount Application - Clarification II

Coconino Rural Environment Corps (CREC)

Legal Applicant: Coconino County Community Services

Application ID: 10ED112232

PROGRAMMATIC ISSUES

All projects on public lands within and around the target communities are developed by locally-based land management agency staff. Each year, local units of state and federal land management agencies develop lists of project work to be implemented during the year in their parks and forests, in accordance with their local needs and the availability of approved budgets. These lists are developed by local agency staff and are prioritized according to the needs and goals of the local park or unit of public land.

Narratives

Often locally-based environmental, community and stakeholder groups and individuals will provide feedback to the local land management units through public comment periods prior to project implementation. Such groups share thoughts about project specifications with the local land management units for consideration in the development of specific project scopes and implementation strategies. This feedback is vital for locally-based land managers in ensuring that their project priorities and implementation strategies are connected with the needs and goals of the larger community.

Once projects are identified for each year, implementation and oversight of project implementation is generally delegated to specific land management agency staff. For example, a prioritized trail construction project in Grand Canyon National Park will be delegated to the Park's locally based Trails Foreman. Similarly, an invasive plant eradication project at a Colorado State Park will be delegated to a local Park Ranger for implementation. These individuals further refine project scopes and implementation timelines and perform needs assessments of what will be required to implement the project.

This needs assessment includes an analysis of the internal capacity the local public land unit has to implement the project and what partnership resources are available in the local area to support project implementation. MACC member Corps have strong existing relationships with each unit of public land in their operational area and as such, MACC member Corps are viewed as valuable partnership resources for project implementation. MACC Corps work with local agency staff to share the mission and capacity of their Corps. When agency staff identifies projects that are within the operational capacity of their local Corps to implement, partnership agreements are developed and the Corps begins work on the project.

Narratives

Local agency staff works alongside their local Corps throughout project implementation, setting daily and weekly goals and providing oversight for project implementation. These individuals coordinate members' service activities and provide on-the-job training and skill-building opportunities as well. This effort is also supported by staff at each MACC member Corps.

From an agency management perspective, all local, state and federal land management agencies within the MACC Corps' operational areas place high priority on youth involvement in public lands and in local youth workforce development. MACC Corps AmeriCorps resources are highly valued as partnership resources at an agency level, and this commitment is reinforced down to the local land units. Agency upper management support these goals and approve budgets and funding requests from their local land units, but it is the locally-based agency staff that prioritize and develop projects and determine when AmeriCorps resources are most appropriate as partnership resources for project implementation.

PERFORMANCE MEASURES

Both performance measures in the Clean Energy/Environment priority area have been revised to show number targets for intermediate outcomes rather than percentages. Instead of the targets being a percentage of project partners reporting improvement or significant improvement, the intermediate outcomes have been revised to show that project partners will report improvement or significant improvement over a number of acres of land or miles of trails and waterways maintained and improved.

MACC SUSTAINABLE NATURAL RESOURCES CORPS (SNRC)

COCONINO COUNTY COMMUNITY SERVICES

AMERICORPS NATIONAL DIRECT

YEAR 2 (FY-11) CONTINUATION APPLICATION - CLARIFICATION I RESPONSE

Narratives

Budget Clarification Items:

The budget in e-Grants has been amended to reflect 45 MSY at a cost per MSY of \$13,000, for a total of \$585,000 in grant funds.

Programmatic Clarification Items:

Please make the following changes in the e-Grants narrative field labeled "Clarification Summary."

Consultation with State Commissions -- Please describe the process used to consult with state commissions in preparation for submitting your year two continuation. If this consultation did not take place, please describe both the process that will be used to communicate with commissions following award (if awarded) for the 2011/2012 program year and the steps in place to ensure future consultation takes place as required in the NOFO and Application Instructions.

Due to an oversight in our reading of the continuation NOFO and Application Instructions, consultation with State Commissions did not take place prior to submission of our year 2 continuation proposal. We incorrectly assumed that the consultations that had taken place prior to submission of our re-compete proposal for a second 3 year grant cycle were sufficient.

Moving forward to the 2011/2012 grant year, we will require that all sub-grantees contact their State commissions following award (if awarded) to inform them of continued MACC National Direct programming in their state, and to discuss how they can regularly communicate and integrate with AmeriCorps State and other CNCS programming in their state. This will be documented through use of

Narratives

the Consultation Form we have used in the past.

To ensure future consultations take place as required in the NOFO and Application Instructions, we will require that each sub-grantee perform consultations with their respective commissions each year prior to submission of continuation or re-compete proposals. These consultations will be documented through use of our existing Consultation Form.

Performance Measure Clarification Items:

EN4:

Please provide additional information on the Project Partner Survey. What indicators of improved ecosystem conditions are reported by partners? How does the program define "improved" or "significantly improved" public lands?

The current Project Partner Survey instrument only allows partners to report on whether conditions on the lands they manage have improved or significantly improved. The definition of improvement is currently left to the partner completing the survey.

There are many variables involved in assessment of improvement, and this determination is left to the partner. Partners commonly utilize indicators such as quality of plant and animal habitat, quantity reductions in invasive plant species, quantities of hazardous forest fuels reduced, numbers of hazard trees removed, miles of fencing constructed or removed, the extent to which public recreational facilities such as campgrounds have been improved, etc. The current survey instrument does not capture these indicators, but simply allows partners to report the level of improvement following their own

Narratives

assessment of indicators such as those mentioned above as they are relevant to the scope of the project performed.

EN5:

The intermediate outcome measures either improved environmental conditions or improved public utilization. Each outcome should measure one change that results from members' service. You may add a second outcome if desired.

The intermediate outcome measure has been amended to indicate only improved environmental conditions. The improved public utilization indicator has been removed.

Please provide additional information on the Project Partner Survey. What indicators of improved ecosystem conditions are reported by partners? How does the program define "improved" or "significantly improved" trail conditions? What is meant by improved public utilization and what specific aspects of improvement do surveys show? How does the program define "improved" or "significantly improved" public utilization?

As indicated above, all references to improved public utilization have been removed from this performance measure.

As with the EN4 Performance Measure, the current Project Partner Survey instrument only allows partners to report on whether conditions on the lands they manage have improved or significantly improved. The definition of improvement is currently left to the partner completing the survey.

Narratives

There are many variables involved in assessment of improvement, and this determination is left to the partner. Partners commonly utilize indicators such as quality of plant and animal habitat, quantity reductions in invasive plant species, quantities of hazardous forest fuels reduced, numbers of hazard trees removed, miles of fencing constructed or removed, the extent to which public recreational facilities such as campgrounds have been improved, etc. The current survey instrument does not capture these indicators, but simply allows partners to report the level of improvement following their own assessment of indicators such as those mentioned above as they are relevant to the scope of the project performed.

O12:

Output -- Please edit the output to reflect the number of members who enroll and complete their terms of service (or exit early for compelling personal circumstances).

Both the output and the intermediate outcome have been amended to reflect actual numbers of members served. All references to percentages have been removed.

O15:

Outcome -- Please provide additional information on the timing and frequency of member evaluations. How will the program know if a member secures employment a year after service is completed?

All members generate a pre-evaluation during their first week of service. This is used to set goals and evaluate knowledge and skills at the start of service terms. All members then complete a mid-term evaluation approximately half-way through their service terms. Lastly, all members complete an end-of-

Narratives

term evaluation during their last week of service. Use of the three evaluations allows for comparison and documentation of changes that occur as a result of service.

The end-of-term evaluation is the primary instrument for evaluating members' post-Corps employment. This instrument includes questions wherein members self-disclose their post-Corps plans and activities. Included in this instrument are questions about the post-Corps employment received by members.

We currently do not have an effective instrument for measuring post-Corps employment after members' graduation. Members commonly disperse across the region and the country fairly rapidly following graduation, making contact and collection of subsequent data prohibitively difficult.

However, we are interested in developing a method and instrument for measuring post-Corps employment up to one year after members' graduation. We are interested in working with Project STAR or another appropriate technical assistance provider to accomplish this goal.

Continuation Changes

MOUNTAIN ALLIANCE OF CONSERVATION CORPS (MACC)

SUSTAINABLE NATURAL RESOURCES CORPS (SNRC)

2011-2012 NATIONAL DIRECT CONTINUATION PROPOSAL (YEAR 2)

I. Applicant Info and Application Info

The Applicant Info section has been reviewed in e-Grants and no changes are necessary at this time.

The Application Info section in e-Grants has been updated with the following changes:

Narratives

The Areas Affected by the Program field has been updated to reflect the program changes described in the Continuation Changes narrative field. Specifically the scale of the MACC SNRC program has been reduced from the originally proposed 7 service locations to 5 due to the budget reductions requested during the clarification process prior to the awarding of funding for the 2010/2011 grant year (year 1).

Program start and end dates have been updated to reflect alignment of MACC SNRC programming with the FY-12 federal fiscal year.

II. Narrative (Narratives Section)

EXECUTIVE SUMMARY

The Mountain Alliance of Conservation Corps provides youth workforce development and natural and cultural resource conservation services in collaboration with a wide variety of land and resource management agencies across 5 southwestern states. Corpsmembers receive on the job work skills and leadership training through implementation of projects to protect communities from wildfire, improve native plant and animal habitat, and provide greater, less damaging outdoor recreational opportunities.

CONTINUATION CHANGES

During the clarification process preceding awarding of funds for the 2010-2011 grant year (year 1 of the current cycle), CNCS requested that MACC reduce proposed MSY from 90 to 45, and reduce budget requests accordingly. The change necessarily impacted MACC's ability to field SNRC crews in all of the originally proposed service locations. For this reason, sub-awards were not made to 2 of the 7 originally proposed sites: The Wellness Coalition (TWC) in Silver City, New Mexico; and Canyon Country Youth

Narratives

Corps (CCYC) in Monticello, Utah.

When assessing how to best utilize awarded CNCS funds and meet identified community needs, Coconino County Community Services determined that awarding larger numbers of AmeriCorps slots to fewer sites was preferable to awarding fewer slots to more sites. The chosen course of action allows for each selected site to field full SNRC crews rather than smaller, partial crews. TWC and CCYC were ultimately chosen to not receive funding based on compliance issues during previous National Direct and National Direct Recovery-funded programming. No prior compliance issues have been experienced with the sites chosen for funding under this Fixed Price Grant.

ENROLLMENT

As the 2010-2011 grant year (year 1 of the current cycle) has just begun, there is no complete enrollment data to report. However, during the 2009-2010 grant year (year 3 of the previous cycle), MACC's SNRC program enrolled 39 of 39 granted slots, for an enrollment rate of 100%. Similar success is anticipated during the 2011-2012 grant year (year 2 of the current cycle).

RETENTION

As the 2010-2011 grant year (year 1 of the current cycle) has just begun, there is no complete retention data to report. However, during the 2009-2010 grant year (year 3 of the previous cycle), seven of the 39 MACC SNRC members enrolled were exited without successfully completing the program, resulting in a retention rate of 82.5%. Retention among full time 1700 hour slots was 93.8%, and retention among part time 900 hour slots was 75%. While this retention rate is slightly below the 90% target established by CNCS, it does represent a dramatic improvement over previous years, indicating a focus on continual

Narratives

improvement and the implementation of successful retention improvement strategies. MACC Corps are committed to continued work to improve retention.

The most commonly cited reason for member attrition across MACC Corps is the pursuit of higher paying employment opportunities. MACC Corpsmembers are in demand with regional employers due to their training and experience, and some choose to pursue higher wages knowing they are sacrificing their AmeriCorps Education Award.

Even so, as MACC Corps begin to only offer full time, 1700 hour service opportunities under the current Fixed Price Grant, higher retention rates are anticipated, as indicated by last year's 93.8% retention rate among 1700 hour members.

30 DAY ENROLLMENT AND EXIT COMPLIANCE

As the 2010-2011 grant year (year 1 of the current cycle) has just begun, there is no complete 30 day enrollment and exit compliance data to report. However, during the 2009-2010 grant year (year 3 of the previous cycle), MACC programs were compliant with 30 day enrollment and exit requirements, enrolling and exiting 100% of members within the required 30 day time frame. This rate indicates continued improvement over previous grant years as well as MACC's dedication to achieving full compliance with all AmeriCorps regulations and provisions. Similar success is anticipated during the 2011-2012 grant year (year 2 of the current cycle).

CONSULTATION WITH STATE COMMISSIONS

Prior to submission of MACC's SNRC funding proposal for the 2010-2011 grant year (year 1 of the

Narratives

current cycle) each MACC member Corps submitted Consultation Forms to their respective state commissions. These forms detailed site contact information, the nature of the proposed National Direct program, the needs and service areas identified, the number and types of slots requested, the proposed outcome measures, and the proposed budget request and sources of match. Each commission acknowledged receipt of the form and no further questions were submitted. In addition, several commissions said they did not require the forms and that a verbal or e-mail notification of National Direct-funded programming would suffice for future required consultations.

III. Performance Measures (Performance Measures Section)

No changes have been made to this section in e-Grants. For the 2010-2011 grant year (year 1 of the current cycle), CREC has begun to monitor and report on two national performance measures, one in the Environment area and one in the Opportunity area, and this will continue for the 2011-2012 grant year (year 2 of the current cycle). However as the 2010-2011 grant year has just begun, there is little accomplishment data to report.

During the 2009-2010 grant year (year 3 of the previous grant cycle), CREC monitored and reported on two program specific performance measures: Community Wildfire Protection and Ensuring a Brighter Future for All of America's Youth.

In Community Wildfire Protection, MACC SNRC programs partnered with public land management agencies, landowners and homeowners' associations to conduct hazardous forest fuels mitigation projects and create defensible space around communities at-risk of catastrophic wildfire. 704 acres were treated with thinning and other forest fuels reduction prescriptions during the grant year; 296 acres shy of our target. The shortfall in acreage is due to a continued trend among project partners to utilize

Narratives

MACC resources on projects characterized by challenging topography and high tree densities. Project partners see MACC SNRC programs as valuable resources for providing necessary forest fuels reduction services in these areas, but such conditions result in decreased productivity in terms of total acreage treated. In light of this continued trend, we have decreased our target acreage for the 2010-2011 grant year (year one of the current three year grant cycle), to better reflect the true outcomes of MACC activities.

All other Community Wildfire Protection measures were met or exceeded. 30 out of 30 project sponsors ranked MACC SNRC crews as "Good" or "Excellent": equating to 100%, exceeding our target of 85%. Further, zero fires have occurred in any of the treated areas.

In Ensuring a Brighter Future for All of America's Youth, 100% of MACC members received the equivalent of S-212 Chainsaw Training, S-130/190 Introduction to Wildland Firefighting Training and First Aid/CPR training during the grant year. In addition, 66% of these members are considered "at-risk" or "at promise" as we like to describe them. Trainings received will aid these members in obtaining career-oriented jobs in conservation and land management related careers. 100% of members surveyed reported that they gained important job-related skills as a result of participation in MACC's SNRC program and 75% of graduated members have obtained post-Corps career-oriented jobs or continued educational pursuits.

In addition, during the 2009-2010 grant year, MACC SNRC Corpsmembers responded to the flood emergency resulting from the June 2010 Shultz Fire on the San Francisco Peaks north of Flagstaff, Arizona. 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

Narratives

flooding for their homes and property.

Finally, during the 2009-2010 grant year, MACC SNRC programs leveraged 110 community volunteers who provided nearly 500 hours of volunteer service to southwestern communities, equating to more than \$100,000 in added value.

IV. Budget (Budget Section)

MACC SNRC respectfully requests an increase in CNCS cost per MSY from \$13,000 to \$13,300 for the 2011-2012 grant year due to increased costs associated with program operation. Details of these increased costs follow.

Member Travel: Most MACC sites are experiencing increased costs for rental vehicles and fuel due to price increases at rental agencies and increased travel distances. Costs are anticipated to be around \$500 more per vehicle, per service location.

Living Allowance: Some sites desire to align member living allowances with state and federal minimum wages to better compete against other area employers in the area of member recruitment. In Arizona for example, the state minimum wage has increased from \$7.25 to \$7.35, increasing the amount of a 1700 hour living allowance by \$170 total.

Member Support Costs: Along with slightly increased member living allowances are associated slightly increased FICA and Worker's Comp expenses. In addition, health insurance costs for full-time members have also increased from \$140 to \$155 per month equating to \$180 per full-time member over their 12 month service term.

Narratives

The requested increase would add \$13,500 to the total MACC request, increasing it from \$585,000 per year to \$598,500 for the 45 requested MSY ($45 \times \$13,300 = \$598,500$)

SOURCE OF MATCH

As an AmeriCorps National Fixed Amount Grantee, MACC's SNRC program has no matching requirement. However, each MACC member Corps has existing relationships with Corporation funding as described in MACC's re-compete proposal for 2010-2011 grant year (year 1 of the current cycle) and each is thus familiar with and aware of the limitations of AmeriCorps funding and the requirements for the generation of additional resources to cover actual costs associated with operating proposed programming.

The actual implementation costs not covered by Corporation funding vary from MACC member Corps to MACC member Corps. Some Corps find it easier to generate additional resources to cover direct member costs such as stipends, while others find it easier to generate resources to cover costs associated with program administration. In general however, MACC Corps utilize Corporation funds to cover direct member costs and associated direct service implementation costs such as travel, tools, supplies, member service gear, training, health insurance and background checks. Non-Corporation resources are then generated to cover any additional needed support in these areas as well as administrative staffing, staff training, staff travel, facilities, utilities, office supplies, recruitment, public relations, communications, etc.

With each MACC members Corps operating slightly differently, it is challenging to identify specific actual costs that will not be covered by Corporation funds. However, MACC National Direct

Narratives

programming has successfully provided all required match during the first 3 years of National Direct-funded programming, far in excess of that required by the Corporation. Matching resources in excess of 60% have been provided by MACC member Corps each year. These matching resources are generated from a long list of regional foundations, educational institutions, not-for-profit organizations, and conservation groups, in addition to project partner contributions from regional land management agencies.

V. Increasing Grantee Overall Share of Total Budgeted Costs

While there is no matching requirement for MACC's current Fixed Price Grant, MACC consistently provided 61% matching funds each year of the previous grant cycle, far in excess of matching requirements for AmeriCorps programs in their first 3 years of operation. While matching funds will not be an element reported to CNCS under the Fixed Price Grant, MACC Corps will continue to subsidize SNRC programming at similar levels during the current grant cycle.

Performance Measures

SAA Characteristics

- AmeriCorps Member Population - None
 Geographic Focus - Urban
 Geographic Focus - Rural
 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 45

Service Categories

- At-risk Ecosystems Improvement
- Job Development/Placement

National Performance Measures

Priority Area: Environmental Stewardship

Strategy to Achieve Results

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

45 AmeriCorps members will implement natural resource conservation projects on public lands across 5 southwestern states, in partnership with local, state and federal land management agencies.

Result: Output

Result.

45 AmeriCorps members across 5 southwestern states will implement improvement and maintenance projects across 600 acres of public lands each year.

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

Target : 600 acres of public land will be maintained and improved each year.

Target Value: 600

Instruments: Project Accomplishment Reports

PM Statement: In partnership with local, state and federal land management agencies, 45 AmeriCorps members across 5 southwestern states will implement improvement and maintenance projects across 600 acres of public lands each year.

Result: Intermediate Outcome

Result.

Project Partners will report that the public lands they manage have improved or significantly improved as a result of AmeriCorps members project implementation.

Indicator: Level of public land improvement reported by project partners

Target : Project partners will report that 540 acres (90%) of lands maintained and improved by

AmeriCorps members each year will have improved or significantly improved as a result of

AmeriCorps members project implementation.

Target Value: 540

Instruments: Project Partner Surveys

PM Statement: Project Partners will report that the public lands they manage have improved or significantly improved as a result of AmeriCorps members project implementation. Project partners will report that 540 acres (90%) of lands maintained and improved by AmeriCorps members each year will have improved or significantly improved as a result of AmeriCorps members project implementation.

Priority Area: Economic Opportunity

Strategy to Achieve Results

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

Economically disadvantaged and unemployed individuals aged 18 to 25 will gain post-Corps employment as a result of the job and life skill trainings and on-the-job work skill development opportunities they receive throughout their AmeriCorps service.

Result: Intermediate Outcome

Result.

National Performance Measures

Result.

AmeriCorps members who are economically disadvantaged and unemployed prior to their AmeriCorps service will secure employment during their term of service or within one year after finishing AmeriCorps.

Indicator: O15: Members that secure employment.

Target : 17 AmeriCorps members who are economically disadvantaged and unemployed prior to their

AmeriCorps service will secure employment during their term of service or within one year after

finishing AmeriCorps.

Target Value: 17

Instruments: Member Evaluations

PM Statement: AmeriCorps members who are economically disadvantaged and unemployed prior to their AmeriCorps service will secure employment during their term of service or within one year after finishing AmeriCorps. 17 AmeriCorps members who are economically disadvantaged and unemployed prior to their AmeriCorps service will secure employment during their term of service or within one year after finishing AmeriCorps.

Result: Output

Result.

Economically disadvantaged and unemployed individuals aged 18 to 25 will be recruited and hired into

AmeriCorps service.

Indicator: O12: Members unemployed prior to service.

Target : 23 AmeriCorps members will be economically disadvantaged and unemployed prior to their

AmeriCorps service.

Target Value: 23

Instruments: Member Interview Questionnaires

PM Statement: Economically disadvantaged and unemployed individuals aged 18 to 25 will be recruited and hired into AmeriCorps service. 23 AmeriCorps members will be economically disadvantaged and unemployed prior to their AmeriCorps service.

Priority Area: Environmental Stewardship

Strategy to Achieve Results

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

45 AmeriCorps members will implement trail maintenance and construction, and river restoration projects across

5 southwestern states, in partnership with local, state and federal land management agencies.

Result: Output

Result.

45 AmeriCorps members will implement construction, maintenance and improvement projects along 50 miles of

trail and riverways on public lands across 5 southwestern states each year.

Indicator: (PRIORITY) EN5: Miles of trails or rivers improved and/or created.

Target : 50 miles of trails and riverways will be constructed, maintained or improved each year.

National Performance Measures

Result.

Target Value: 50

Instruments: Project Accomplishment Reports

PM Statement: 45 AmeriCorps members will implement construction, maintenance and improvement projects along 50 miles of trail and riverways on public lands across 5 southwestern states each year.

Result: Intermediate Outcome

Result.

Project Partners will report that the conditions of the trails and riverways they manage has either improved or significantly improved as a result of AmeriCorps member project implementation.

Indicator: Level of improvement reported by Project Partners

Target : Project Partners will report that 45 miles (90%) of the trails and riverways they manage has

improved or significantly improved as a result of AmeriCorps members' project implementation.

Target Value: 45

Instruments: Project Partner Surveys

PM Statement: Project Partners will report that the conditions of the trails and riverways they manage has either improved or significantly improved as a result of AmeriCorps member project implementation. Project Partners will report that 45 miles (90%) of the trails and riverways they manage have improved or significantly improved as a result of AmeriCorps members' project implementation.

Required Documents

Document Name

Status

Evaluation

Not Applicable

Labor Union Concurrence

Not Applicable