

Narratives

Executive Summary

The NorthEast Washington Educational Service District 101 Spokane Service Team will address national focus issues which are critical to Spokane County; education and economic opportunity, with a diverse corps including 26 full-time and 117 part-time members. Members will tutor in middle and high schools helping students to raise math and reading scores and economically disadvantaged AmeriCorps members will learn construction and employment skills while building or renovating low-income housing.

Rationale and Approach

NorthEast Washington Educational Service District 101 (NEWESD) operates the Spokane Service Team (SST), which launched operations on July 1, 1992 to serve Spokane County residents. Since its inception, over 800,000 hours have been completed on service projects in coordination with many social service, faith-based and community organizations. With approximately 465,000 residents (Community Indicators, 2009), Spokane County is located in eastern Washington state, adjacent to the Idaho border. Under this proposal, the SST will serve Spokane County with a team of 36 full-time members and 112 part-time members in a multi-site AmeriCorps project.

Education and clean energy/environment are two compelling community needs identified by the Community Indicators Initiative of Spokane County. This initiative works to create a healthier, more vibrant community by collecting and sharing comprehensive data to support informed decision-making by individual community members, governmental policy makers, non-governmental organizations, business organizations, researchers and the press. Education and the environment represent two of nine community well-being indicators measured by this initiative and will be addressed through this AmeriCorps program.

EDUCATION: Dropout prevention is a critical issue in Spokane County where only 70.3% of students graduate on time (Community Indicators, 2008), leaving nearly one in three students without a high school diploma. The largest school district, Spokane Public Schools, granted 576 GED releases during

Narratives

2007-08, up from 402 releases two years earlier. In 2008-09, an additional 626 releases were granted, representing a 56% increase over three school years (Spokane Public Schools, 2009).

State graduation requirements exacerbate the dropout problem. Currently, Washington state students must pass a High School Proficiency Exam (HSPE) or a state-approved alternative in reading and writing. During the most recently completed school year, 19.1% of youth in Spokane County failed to pass reading and 11.3% failed writing (Community Indicators, 2009). Students from the Class of 2013 will be required to pass a HSPE in math and science. This will prove to be challenging as only 38% of 10th grade students in Spokane County passed all parts of the state assessment in 2009. Many students failing to meet state standards will become discouraged and leave school without a diploma.

Studies show that tutoring positively impacts learning. New research from Washington University's Brown School shows that over a single school year, students working with trained tutors improved 60% in learning critical reading skills than similar students not served by the program (Washington University in St. Louis, 2009). In Minneapolis, the City of Lakes AmeriCorps members provided tutoring to public school students performing below grade-level. Using standardized test scores and other evaluation data, the district tabulated the number of students making one grade level or more of academic progress. Comparing results between tutored and non-tutored students at the same schools show tutored students performed better (Minneapolis Community Education, 2009).

A significant achievement gap exists for low-income students when examining the percentage passing the state assessment. During 2008-09 in Spokane Public Schools, 78.1% of all 10th graders passed the state assessment in reading. However, only 63.9% of low-income students met reading standards. The achievement gap between low-income students and all students passing assessments widens in math and science, with 42.3% of all students meeting math and 41.4% meeting science standards while only 21.1% and 25.3% of low-income students met math and science during the 2008-09 school year (OSPI, 2009). A report published by OSPI confirms that the achievement gap for low-income students is prevalent in Washington state. In 2006, 56.9% of all 10th grade white students met state standard in

Narratives

three subject areas. However, only 13.2% of these students were from low-income families. While only 6% of students did not meet any state standards, 43.5% of these students were living in poverty (OSPI, 2006).

Poverty also impacts high school graduation rates as students from low-income families face higher school dropout rates. For example, while the cohort dropout rate for all students in Spokane Public Schools totals 29.3%, more than 33% of low-income students leave school with no diploma (OSPI, 2008). This finding suggests that students living in poverty face greater academic challenges than other students. Spokane County contains one of the highest poverty rates in the state. The most recent census data (2006-2008) shows 14.3% of Spokane families with children have incomes below the federal poverty level, compared to 12.4% of families in Washington state. The census also reports that nearly 20% of households in Spokane County received supplemental security income, public assistance or food stamps in the past year compared to 15.1% statewide.

Free and reduced lunch rates are another measure of poverty. Some of the highest poverty rates in the state of Washington are found in inner-city Spokane. Indeed, eight elementary schools in and around the city core show free- and reduced-lunch rates in excess of 80 percent: Holmes, 90.9%; Logan, 89.9%; Stevens, 88.7%; Grant, 86.3%; Bemiss, 86.0%; Regal, 85.1%; Sheridan, 81.9%; and Longfellow, 81.5%. These rates are more than double the state average of 40.4% (OSPI, online School Report Card, 2008-09).

CLEAN ENERGY AND ENVIRONMENT: The majority of housing units in Spokane were constructed before weatherization and energy efficiency became national priorities and prior to the development of best practices for maximizing energy efficiency. According to the U.S. Census, 65% of homes in Spokane County were built over 39 years ago (American Community Survey, 2006-08, 3-year estimates). These homes use approximately 50% more energy per square foot than those constructed in 2000 (New York Times, April 5, 2009). The impact is substantial as 43% of America's carbon emissions come from heating, cooling, lighting and operating homes and buildings.

Narratives

In Spokane County, 21% of the electricity consumed was generated by coal as compared to 17% statewide, resulting in a larger carbon footprint for county residents (Community Indicators, 2007). While 66% of electricity consumed statewide was from renewable hydroelectric power, the consumption for Spokane County residents totaled just over 55%, indicating a greater dependence on non-renewable energy sources. According to the Community Indicators Initiative, efficient energy use mitigates the negative effects of producing electricity, including air and water pollution. As Spokane County residents rely more on non-renewable energy sources than the state, improving the energy efficiency of aging housing lessens environmental impacts and remains a community priority. Additionally, the City of Spokane has established a sustainability task force to identify strategies and guiding principles that support local environmental protection. One strategy includes maximizing energy efficiency that will ultimately reduce greenhouse gas emissions (<http://www.greenspokane.org>).

High-energy costs exacerbate the current economic crisis. In Washington state, retail electricity prices have increased from \$3.12 per kilowatt hour in 1970 to \$21.28 in 2007 (Energy Information Administration State Energy Data System). Since 2000, electricity rates have increased by more than 70% and natural gas prices have nearly doubled to \$13.50 per kilowatt hour. Rising home energy costs make homes less affordable. Nearly one-third of Spokane homeowners spend more than 30% of monthly income on housing costs as compared to only 21.3% in 2000 (Community Indicators, 2008). Even greater percentages of renters face these challenges with nearly half of all renters paying 30% or more of monthly income in rent, leaving fewer dollars for other basic human needs. In a random sample survey of 400 registered voters in May 2008, 51% revealed knowing a friend or family member struggling to pay rent or the mortgage on their primary residence (Spokane Low Income Housing Consortium, March 2009). Making homes more energy efficient will effectively lower monthly housing costs and result in greater home affordability.

DESCRIPTION OF ACTIVITIES AND MEMBER ROLES: To respond to community needs, the SST has designed a diverse corps with members serving in three distinct roles: tutors, construction

Narratives

crewmembers and volunteer coordinators. To support community needs in education, members will serve as tutors and pre-service teachers will be recruited to integrate service learning in classrooms. To address clean energy/environmental needs, members will serve on a construction crews, as individual placements with non-profit housing developers, or be part of the YouthBuild team. Lastly, individual placements will serve as volunteer coordinators in fulfillment of the national priority to recruit volunteers.

The Spokane Service Team will host 148 AmeriCorps positions: 36 full-time, 10 half-time, 72 quarter-time and 30 minimum-time members. In education, eight full-time tutors, 10 half-time ESL tutors and 40 quarter-time service learning tutors will enroll. For clean energy/environment, 17 full-time and 32 quarter-time members will serve in construction. Eleven full-time members and 30 minimum-time members also will serve as volunteer coordinators.

EDUCATION ACTIVITIES AND ROLES: Eight full-time AmeriCorps members will provide direct tutoring and support to students in after-school programs, alternative and credit retrieval programs and adult learning centers. Members will provide individual tutoring and work with small groups of 2-5 students on homework completion and skill development. Individual tutoring and support provided by AmeriCorps members will enable staff to better serve students through large group and skill development instruction.

EDUCATION PARTNERS include The Non-traditional Education and Training (The NET) program, YWCA and 21st Century Learning Centers. NEWESD staff will manage the programs, allowing AmeriCorps members to provide direct tutoring and individual academic support to students who are struggling in school. The NET program works in partnership with Spokane County schools to assist students who have dropped out of high school or are in danger of failing to graduate due to credit deficiency. AmeriCorps members will provide individual tutoring with a primary focus on math, writing and communication skills. Another education partner, the YWCA of Spokane, supports and protects children and local families at-risk due to the loss of traditional family structure and support systems.

Narratives

AmeriCorps members placed at the YWCA will directly interact with students and volunteers to provide an after-school tutoring center.

AmeriCorps members also will provide individual tutoring to students enrolled in community learning centers at two middle schools. Coined 21st Century Community Learning Centers, these programs provide academic enrichment during non-school hours for children, particularly students in high-poverty and low-performing schools. Learning centers help students meet state and local standards in core academic subjects, with a primary focus on math, and offer students enrichment activities to complement their regular academic programs.

Ten half-time members will serve as tutors assisting English Language Learners and engaging youth in skill development and service learning. High school seniors will be recruited to serve as minimum-time members connecting service to their culminating senior project and learning about local community needs and assets. Additionally, pre-service teachers will be recruited as quarter-time members to incorporate service learning into education.

Thirty-two quarter-time positions will be utilized in partnership with YouthBuild. The program will co-enroll 18-24 year olds who have not earned a high school diploma or GED. Participants will receive basic skills training and support to re-engage in education and earn a diploma or GED. YouthBuild AmeriCorps members will serve as both service recipients and providers as they complete weatherization and rehabilitation on low-income housing projects.

CLEAN ENERGY AND ENVIRONMENT ACTIVITIES AND ROLES: The SST will address local low-income housing and weatherization needs while providing training and construction experience to young adults. Nine full-time AmeriCorps members and three AmeriCorps leaders will serve on construction crews supervised by SST staff. These participants will complete construction projects to rehabilitate, weatherize and make existing homes more energy efficient. Projects will include; caulking and weather stripping, improved ventilation, insulation, furnace repairs, repairs to windows and doors, and installation of carbon monoxide detectors. Projects will be developed in partnership with non-profit

Narratives

housing organizations, expanding service capacity.

ENVIRONMENTAL PARTNERS: Five full-time AmeriCorps members will be placed with local low-income housing organizations including Inland Empire Residential Resources (IERR), Spokane Neighborhood Action Program (SNAP) and Rebuilding Together Spokane. Additionally, some members will be co-enrolled in YouthBuild as described earlier. These participants will provide housing rehabilitation and weatherization services for the homes owned and operated by program partners.

IERR is a non-profit organization established in 1990 that develops and maintains safe, affordable, long-term housing for individuals with developmental disabilities. AmeriCorps members placed with IERR will complete weatherization projects to improve 31 housing units serving over 100 residents.

Rebuilding Together Spokane is a local affiliate of the nation's largest non-profit organization dedicated to preserving homeownership and revitalizing communities. Rebuilding Together Spokane has completed more than 55 repair and rehabilitation projects for both homeowners and non-profit agencies since its inception in 2000. The program is managed entirely by volunteers. The SST AmeriCorps member will report to the volunteer board and provide full-time support to the project.

SNAP is a non-profit organization that has provided housing resources to low-income families since 1966. As a private, non-profit community action agency, SNAP's goal is to help families and individuals transition from crisis to self-sufficiency, building new and healthy futures. AmeriCorps members will make minor repairs leading to improved conservation and quality of life for low-income residents.

YouthBuild is a youth and community development program which simultaneously addresses low-income housing and youth development. Thirty-two young adults, ages 18-21, who have not received a high school diploma or GED, will co-enroll in YouthBuild while serving as quarter-time AmeriCorps members. Participants will complete 24 weeks in the program, spending 50% of their time working on education and 50% completing construction projects for non-profit partners. The program will provide low-income youth with education, service experience and a \$1,250 AmeriCorps education award to support post-secondary education as well as an opportunity to expand affordable, energy efficient

Narratives

housing.

MEMBER DEVELOPMENT and training will provide further knowledge and skills in service areas and increase the likelihood of success. The tutors will receive training in AVID, understanding the culture of poverty, literacy development and teaching strategies to meet learning objectives. Construction members will receive OSHA 10, "green" building training, First Aid/CPR and other construction skills that will assist them in providing quality services. This proposal will provide essential services that would not otherwise exist for high-risk populations. For example, classroom teachers will be able to focus on classroom learning while the tutor works individually with struggling students.

AMERICORPS COMPLIANCE: The SST has been successful for 18 years due to strong community partnerships with community agencies. These partnerships have been nurtured through open communication and shared planning. Partner agencies are carefully selected based on alignment to the mission and clients served. AmeriCorps members expand client services and enable partner agencies to provide enhanced services to the local community. Each agency signs an annual memorandum of understanding, which outlines prohibited service activities, and non-duplication, non-displacement and non-supplementation requirements. SST staff work with sites to develop meaningful position descriptions and ensure that sites follow AmeriCorps policies and provide adequate support and supervision to members.

MEASURABLE OUTPUTS AND OUTCOMES: The Spokane Service Team will utilize National Performance Measures to gauge the program's impact on education and clean energy/environment. Each objective has an aligned measure reflecting the needs of Spokane County.

EDUCATION: The SST will apply national education performance measures one, two and five. National performance measure one will track the number of students who start in an AmeriCorps education program. Performance measure two will track the number of students who complete the AmeriCorps education program, and performance measure five will track the number of students with improved academic performance. Four hundred students will receive regular tutoring assistance of two

Narratives

hours per week for at least six weeks as documented by a tutor log. Seventy-five percent of students who complete the program will demonstrate improved academic performance as documented by approved proficiency tests. Long-term outcomes will include: tutored students will advance to high school graduation and transition to post-secondary education and training programs, experience higher lifetime earnings, and train for high-skill, high-wage jobs to support local economic growth. Tutors successfully completing terms may advance into careers as successful educators. This program may also ultimately help Spokane County realize a lower high school dropout rate by continuing to promote high school completion and support for students struggling academically.

CLEAN ENERGY AND ENVIRONMENT: SST will utilize national performance measures one, three and seven for clean energy/environment. Performance measure one will track the number of housing units of low-income households and structures weatherized or retro-fitted to significantly improve energy efficiency and reduce carbon emissions. Seventy-five existing homes and structures will be rehabilitated, weatherized or made more energy-efficient by 48 AmeriCorps members during year one. A housing log maintained by SST will track the number of modified homes and structures to measure progress toward this aligned measure.

Performance measure three will track the number of students and youth receiving education or training in energy-efficient and environmentally-conscious practices including but not limited to sustainable energy and sustainable agriculture. Thirty-two low-income youth will be co-enrolled in YouthBuild and serve as minimum-time AmeriCorps members. These participants will receive extensive training in energy conservation and green-building techniques and will develop employment skills while serving vulnerable Spokane County residents who will receive clean, safe and energy-efficient housing.

Performance measure seven will track the annual energy usage reduction for housing units and structures from weatherization services. Long-term, low-income families will realize vital savings in energy expenses, effectively lowering monthly housing costs. Fewer greenhouse gases will be emitted into the atmosphere, resulting in a smaller carbon footprint. By updating Spokane's aging housing stock,

Narratives

fewer homes will be demolished, conserving resources and costs.

SELF-ASSESSMENT AND IMPROVEMENT: A comprehensive evaluation plan will provide critical information to enable SST to focus on continuous program improvement. Quality feedback will guide services and improve member support. Opportunities for meaningful information and feedback will occur in a timely and usable manner throughout this project period. Attitudes and behavior about member development and civic engagement following AmeriCorps service with the SST will be gathered in a post-reflective member survey. Also, members will have an opportunity to relate information about program improvement. This will occur at the completion of service requirements and responsibilities. Ninety percent of members will be surveyed each program year. The post-reflective member survey was submitted with the evaluation plan. The program's success and sustainability depends upon a quality experience for members, positive community relationships and customer satisfaction for generating program match. To this end, numerous communication systems will be developed to continuously gather information for self-assessment and improvement. Data from the evaluation will be compiled and analyzed by an independent evaluator, RD Phillips Evaluation Services, with results and recommendations shared with the program manager and SST staff at monthly meetings. Use of the information will be discussed and documented with action steps for providing continuous and ongoing quality improvements to the program. Results will also be shared with the community advisory board, the WCNCS and the Corporation for National and Community Service as required.

In addition to the comprehensive evaluation plan, a variety of other measures will equip the SST with tools for self-assessment and improvement. Members are the most effective recruiters, making their feedback essential for continuous program improvement. Feedback will be gathered in a variety of venues. Weekly team meetings will allow members to share improvement ideas. Monthly reports will be gathered from individual member placements including the direct question, "Do you have any suggestions to improve the SST program?"

Communication is essential to maintain partnerships. Each year, partners will be provided with a

Narratives

memorandum of understanding outlining responsibilities and expectations. Each program partner will also receive a customer satisfaction survey to provide feedback for continuous improvement.

The SST is focused on sustainability with more than 38% of its operating budget coming from fee-for-service activities, in-kind materials and individual member placements. This is possible only through strong community partnerships. Program income is generated through completion of construction projects including housing construction, maintenance, refurbishing and capital improvement projects for local non-profits. All construction work is guaranteed. No project is billed until it has been inspected and approved by the partner, ensuring customer satisfaction. Evidence of customer satisfaction is seen in the longevity of partnerships and growing number of program partners.

COMMUNITY INVOLVEMENT: The SST meets quarterly with a community advisory board comprised of educators, low-income housing providers, apprenticeship programs, workforce development council members and community volunteers. This panel helps ground and guide NEWESD 101 AmeriCorps programs by sharing resources, information on community needs, and providing guidance for both service activities and member development.

COMMUNITY PARTNERS AND STAKEHOLDERS: Community partners from Spokane County were actively engaged in the grant writing process. The NET program coordinator designed the tutor-training program for AmeriCorps members. The City of Spokane Community Development Department will provide guidance on housing projects; identifying neighborhoods in need of services; directly contracting with the SST to upgrade abandoned buildings for resale to low-income first-time homebuyers; and connecting SST to non-profit organizations through community development block grants. Grant partners will continue to be engaged through quarterly meetings with facilitated discussions on community needs and AmeriCorps service. Partner satisfaction surveys and other frequent contact including site visits, phone calls and emails will occur on a weekly basis. Community partners were involved in creating this proposal. Their feedback and ideas resulted in this action plan. Partner roles, as defined earlier, will evolve as partners serve in an advisory role, sharing resources and

Narratives

providing AmeriCorps member sites.

RELATIONSHIP TO OTHER NATIONAL AND COMMUNITY SERVICE PROGRAMS: The SST has 18 years of experience in national service and serves as a leader in Eastern Washington. The construction team built a 4,000 square foot training facility, which houses the SST, YouthBuild and Washington Reading Corps AmeriCorps programs. These projects collaborate and share training resources, staff and experience.

NEWESD provides training and resources for schools in a seven-county area of Eastern Washington. The SST staff includes trainers and facilitators with the knowledge and experience to provide outstanding program and member development training and collaboration opportunities. Staff are highly visible, recruiting at career fairs, attending member development activities and conducting joint service projects including the September 11th Day of Service, Rebuild Together Spokane, Martin Luther King National Day of Service, AmeriCorps week and Make A Difference Day. NEWESD has hosted an annual Life After AmeriCorps training collaboration offered to every AmeriCorps/VISTA/RSVP member in the region. Three annual events have been undertaken with more than 100 participants representing over 20 organizations attending each event.

POTENTIAL FOR REPLICATION: The SST has been visited numerous times by WCNCS staff, local elected officials, other national service programs and countless private citizens. The executive director for the WCNCS has brought new AmeriCorps programs to visit the SST to learn best practices with a primary focus on developing strong partnerships with city government and Workforce Investment Act (WIA) collaboration.

The SST has developed a comprehensive construction training program. Participants learn all aspects of construction from property acquisition and blue prints to exterior trim and finish work. Safety is integrated into each lesson. Viewed as a best practice that could be easily replicated, the training program is recognized by the Spokane Home Builders' Apprentice program, and participants who complete training with the SST receive advanced placement if they join Spokane Homebuilders

Narratives

following their term of service.

Organizational Capability

SOUND ORGANIZATIONAL STRUCTURE: NEWESD is one of nine current regional service agencies established by the Washington Legislature in 1969 and will provide fiscal oversight for this grant. NEWESD provides services to 59 public school districts and 47 state-approved private schools in a seven-county area of Eastern Washington, managing an annual budget exceeding \$18 million-96 percent of which is derived from competitive grants, cooperative fees and entrepreneurial efforts. NEWESD has an excellent statewide reputation for operating high-quality and cost-effective programs. A state auditor's exit review in the Audit Report dated March 10, 2009 stated: "The District complied with state laws and regulations and its own policies and procedures in the areas we examined. Internal controls were adequate to safeguard public assets." In addition to providing administrative and fiscal services to local districts, NEWESD also provides programs and services in special education, vocational education, dropout prevention, youth counseling, staff development and community collaboration efforts. NEWESD continues to operate several multi-consortia cooperatives providing cost-effective service-delivery systems.

This organization will operate the SST on a solid foundation of experience, expertise and understanding of the needs of hard-to-employ, economically disadvantaged youth. The SST is part of the Center for Prevention Programs housed within the Student Learning and Support Services Division. The Center for Prevention Programs promotes resiliency in all youth and fosters safe, disciplined and drug-free climates that are conducive to success. NEWESD is known for its long and successful commitment to disadvantaged youth and has operated the SST for 18 years. SST is now a principal partner with the City of Spokane's Community Development Department and works collaboratively to provide quality low-income housing to neighborhoods needing revitalization. SST has always met or surpassed performance goals with program cost and placement costs consistently within program requirements. In addition, the SST coordinates a YouthBuild project that enrolls 32 AmeriCorps members each year to

Narratives

serve in part-time AmeriCorps positions and complete a GED/diploma. NEWESD has been a collaborating partner with the Washington State Service Corps for nine years to operate the Washington Reading Corps in 10 Eastern Washington schools. This program annually engages 22 AmeriCorps*USA members, eight VISTA members and a VISTA leader.

MULTI-SITE PROGRAM: This proposed multi-site AmeriCorps program will have sufficient infrastructure to support and oversee the service sites. The program coordinates efforts, sharing resources to support the AmeriCorps programs under one roof, eliminating program silos and benefiting from resources and expertise. The AmeriCorps programs reside in the same building that was recently completed by SST members in a neighborhood that is a revitalization zone and accessible by city bus routes.

Placement sites will be carefully selected based upon three criteria: the degree to which the agency mission reflects AmeriCorps priorities; the commitment of the organization to provide training, support and resources to the AmeriCorps member; and the quality of the position description including meaningful service opportunities and adherence to AmeriCorps guidelines and restrictions. Each site will meet with the education advocate to develop an AmeriCorps position description and sign a memorandum of understanding outlining AmeriCorps regulations prior to member recruitment or placement. Monthly site visits and frequent calls and email checks with partner service sites will promote open communication and develop stability for member support. The memorandum of understanding developed with partner sites will be in place for each location.

BOARD OF DIRECTORS: NEWESD is governed by an elected seven-member board of directors, representing the seven counties in the service region. The superintendent reports directly to the board and supervises the assistant superintendent of Student Learning and Support Services, who supports the director of the Center for Prevention Programs including SST. The board is very supportive of the AmeriCorps programs and has worked to expand business partnerships within the community, marketing services and providing direction and purpose. Board members attend open houses,

Narratives

community events and the AmeriCorps graduation. Updates are provided monthly at the board meetings and through supervision channels.

KEY STAFF: Key staff includes a director, program manager, education advocate/member developer, construction supervisor and compliance analyst. Astri Zidack, director of the Center for Prevention Programs, will perform fiscal, personnel and program oversight, assuring that all state, federal and NEWESD policies and procedures are followed and that required evaluation reports are complete and timely. She holds 14 years of experience in prevention, counseling and other youth services. She received a master's degree in counseling from Montana State University and will complete Washington State University's program administrator certification in Spring 2010. She has administered multiple federal- and state-funded programs. Through her leadership, these programs have received state and national recognition and maintain high profiles within the community.

Manda Edwards, program manager, will provide daily program supervision; monitoring costs and construction schedules; supervising personnel; and overseeing member training and development. She will also prepare project updates and reports. She holds certification in non-profit and national service management through the Leadership Forum for National Service Executives at the University of Washington. This intensive training program was specifically created to meet the education needs of AmeriCorps program directors. Additionally, she holds a bachelor's in English and has spent the last 11 years managing AmeriCorps programs with NEWESD and the Tonasket School District.

Mike Murphy, construction supervisor, is a licensed contractor with 20+ years of experience. He will provide oversight of construction projects, supervision for two crew supervisors and training to AmeriCorps members. He has managed construction for approximately 200 homes. A leader in the construction industry in Spokane County, he served on the Spokane Home Builders Association board of directors as well as the City/County Building Codes Council. Four of the homes he constructed received recognition in area home shows, including one for the prestigious judge's choice and people's choice awards. He has also supervised community home builds including one that constructed three houses in

Narratives

14 days engaging more than 1,000 volunteers.

The education advocate/member developer role is critical in conducting member development activities, including civic engagement. Mark Altmar holds a bachelor's in mathematical sciences. He is a certified instructor for First Aid, CPR and OSHA 10 and has over 25 years experience in the classroom as an educator and technology specialist. The primary functions of this position will include orientation, career and guidance counselor, member development, site visits to monitor progress of the individual placements and support for member retention. During member orientation, the education advocate will instruct AmeriCorps members on Corporation-prohibited activities. Corporation-prohibited activities will also be published in the SST AmeriCorps member contract. The ongoing contact, training and supervision of members will ensure compliance with all AmeriCorps requirements. The education advocate will assist in program evaluation, gathering data for progress reports and conducting meetings to support AmeriCorps members, regional collaboration with other streams of national service and the planning and implementation of all national service activities.

The compliance analyst will ensure adherence to local, state and federal regulations. While NEWESD is renowned in the state for its outstanding fiscal controls, the agency has taken the pro-active view that its efforts must move to yet a higher level as regulations have become more numerous and complex. The agency's commitment to compliance will be ensured through a staff specialist trained in regulatory affairs.

PLAN FOR SELF-ASSESSMENT AND IMPROVEMENT: The SST program has developed an evaluation process that assesses progress toward goals and objectives and provides information for ongoing quality improvements. Quarterly goals and outcomes will be assessed with community stakeholders at the advisory board meetings. Feedback from community partners is important for efficient and successful progress toward goals. Weekly staff meetings and monthly member meetings also will provide opportunities for frequent checks on progress. Suggestions and adjustments will be addressed and prioritized for maximum outcomes for the targeted measures of success. In addition, the director and

Narratives

program manager will meet monthly with NEWESD's assistant superintendent to assess progress, budget and adherence to policies and procedures. This process will connect the AmeriCorps programs to the broader NEWESD community and programs. SST staff will follow the evaluation plan submitted in conjunction with this proposal using an independent evaluator, sharing results with stakeholders and following program recommendations.

PLAN FOR EFFECTIVE TECHNICAL ASSISTANCE: The SST will work closely with WCNCS staff. The WCNCS is a valuable source for training and technical assistance, which will ensure that the program evolves continuously and adopts best practices. SST staff attend annual WCNCS-sponsored training including Network NorthWest and the Leadership Forum for National Service Executives. The AmeriCorps program participates in additional projects to secure technical assistance and expand funding opportunities. For example, the Gates Foundation recently supplemented the SST with funds to purchase tools and upgrade the trucks that transport members and equipment to the construction sites. This funding improved safety and efficiency of the services provided by members. The program manager is in weekly communication with WCNCS.

SOUND RECORD OF ACCOMPLISHMENTS: Over the past 18 years, the SST has become a vital resource in the Spokane community. Non-profit organizations contact the SST for assistance in recruiting volunteers and organizing community events. SST staff serve on community boards and create collaboration opportunities. Community partnerships have created a strong financial source of match.

VOLUNTEER GENERATION AND SUPPORT: Volunteers serve in a variety of capacities, from one-time events to ongoing service. The SST provides opportunities to move individuals along this continuum of service. National days of service including Make a Difference Day, Martin Luther King Jr. Day, and Rebuilding Together Spokane introduce hundreds of community members to service opportunities and enable volunteer coordinators to gather contact information and develop relationships cultivating additional volunteer opportunities. Many episodic volunteers become involved

Narratives

in long-term service opportunities like Season of Service and Summer of Service. These multi-week projects educate volunteers about community needs and resources and introduce them to non-profit organizations in need of assistance. Volunteers experience a wide variety of service opportunities and often develop connections which keep them engaged long after the AmeriCorps project ends.

Community volunteers who serve a consistent 10 hours per week are often recruited to enroll as part-time AmeriCorps members. These part-time members provide dependable service to non-profit organizations and serve as ambassadors for National Service. Several community volunteers have followed this full continuum of service and are now serving as full-time AmeriCorps members.

ORGANIZATIONAL AND COMMUNITY LEADERSHIP: The NEWESD AmeriCorps building serves as a hub for community service. The training room is often used to host community planning meetings and events. The Center for Prevention Programs' director, Astri Zidack, serves on the Greater Spokane Substance Abuse Advisory Coalition, Washington Student Assistance Certification Board, Spokane Drug Endangered Children Alliance and numerous other school and community planning groups. SST staff serve on many community boards. Program Manager Manda Edwards serves on the Green Collar Jobs Task Force and the West Central Project Hope board promoting youth employment and training opportunities. Education Advocate Mark Altmar serves on the Associated General Contractors apprenticeship board and helps to plan an annual construction career day to introduce hundreds of students to trade opportunities. Construction Supervisor Mike Murphy has served on the Spokane Home Builders Association board of directors as well as the City/Council Building Codes Council.

COMMUNITY SUPPORT: The SST has consistently secured grantee match exceeding required minimums. In the past three program years, the SST has generated an average of \$422,855 each program year, representing an average match of 43%. Securing additional match each year has placed the SST in a stable position to match at the scheduled annual match increase, which will be 38% in 2010-2011.

COLLABORATION: Community partnerships have increased in both numbers and depth over time.

Narratives

Many partnerships started with single service projects and expanded to include full-time AmeriCorps placements. In 2004, full-time members were placed with two partner organizations. This proposal outlines partnerships for placement of 24 full-time members with 11 partner organizations, and an additional 112 part-time AmeriCorps members serving over 20 non-profit organizations. New low-income housing and weatherization partnerships have been created with SNAP and Volunteers of America Veteran's Services. Partner agencies hosting AmeriCorps members provide \$6,500 in cash and additional in-kind contributions through tracking site supervisor time spent training and mentoring AmeriCorps members. In addition to support provided to members on-site, site supervisors serve as guest speakers and trainers for the full AmeriCorps team.

The City of Spokane Community Development Department (SCD) has been an SST partner for 16 years and remains a strong advocate. This partnership created the current SST building. SCD contracted with the SST to remodel two abandoned homes into a 4,000 square foot training center, which serves as SST headquarters. In addition to contracting with SST to remodel low-income houses, SCD provides Community Development Block Grants (CDBG) to purchase tools and equipment to support construction projects. SCD serves as an advocate for the SST by sharing information with non-profit organizations receiving CDBG funds, to encourage them to utilize the SST in capital improvement projects.

COMMUNITY STAKEHOLDERS: The SST is a collaborative partnership with shared planning, recruitment and service delivery from partner agencies committed to promoting and supporting national service. Key partners include: WorkSource, The Next Generation Zone, local school districts, faith-based and business partners. Representatives from each of these agencies serve on the advisory board, which will meet quarterly throughout the project period.

Cost Effectiveness and Budget Adequacy

COST EFFECTIVENESS: This proposed budget reflects 36 full-time members and 112 part-time education-award-only members providing a total of 65 member service years (MSY). The total CNCS

Narratives

funds requested is \$860,428. This calculates a cost of \$12,958 per MSY, which is lower than the average approved rate of \$13,000 per MSY. NEWESD will leverage an additional \$534,294 in cash and in-kind contributions to fund the required 38% of the total annual budget of \$1,394,722.

DIVERSE NON-FEDERAL SUPPORT: The grantee share of the total budget is comprised of both cash and in-kind resources contributed by partner agencies. The largest source of cash match, \$130,000 will be raised through member placements with partner agencies. Twenty full-time members will be placed with agencies, which will contribute \$6,500 per member as outlined in the Memorandum of Understanding signed by each agency. An additional \$90,000 will be secured through fee-for-service contracts with low-income housing partners.

There will be two primary sources of in-kind match, site supervision and construction materials. Site supervisors will contribute time spent directly training and mentoring members. This time will be tracked monthly and valued at individual salary and benefit rates. It is anticipated that \$73,046 of in-kind site supervisor time will be contributed. An additional \$250,000 of in-kind contributions will be tracked through receipts and documented expenses of construction projects paid directly by program partners.

DECREASED RELIANCE ON FEDERAL SUPPORT: This proposal will represent year seven of the graduated single match requirement with a minimum grantee match share of 38 percent. The SST is well prepared for this level of match as the project has averaged this percentage and higher in the past three program years.

BUDGET ADEQUACY: The proposed budget will provide appropriate levels of staffing and supervision and sufficient funds to support infrastructure costs and development. Staffing costs will directly cover 6.4 FTE for direct member supervision. An additional 10 site supervisors will provide 15% of their time, in-kind, supervising individual member placements. AmeriCorps members serving on the construction crew will be supervised at a low ratio of 1:3 to ensure adequate safety. Tutors will also be supervised with a low ratio of 1:4. Part-time members will receive support and services through the

Narratives

education advocate, AmeriCorps volunteer coordinator, and partner agencies.

Funds of \$37,669 will be set aside for infrastructure costs. These costs are lowered through program partners. The NEWESD building will provide housing and space for four different grants, enabling the SST to share the costs of administrative support, rent and utilities.

Evaluation Summary or Plan

The SST is a re-competing project using an independent source for evaluation services in this proposal. The two performance measure areas and service categories addressed in this application are: 1) education/secondary education; and 2) weatherization/clean energy and environment. In addition, the Spokane Service Team will gather post reflective information about member demographics, attitudes toward civic engagement and areas for SST to improve.

The Spokane Service Team will work to improve on-time graduation rates in Spokane County. Only 70.3% of students graduate from high school, leaving nearly one in three without a diploma. Goal 1.1: Seventy-five percent of students who have received regular tutoring assistance will increase basic skills. Goal 1.2: Fifty percent of students who have received regular tutoring assistance will be on track for graduation. Specific tools to collect information will include a tally sheet and teacher survey.

The activities will include eight full-time AmeriCorps members providing direct tutoring and support to students in after-school programs, alternative education and credit retrieval programs and adult learning centers. Members will provide individual tutoring and work with small groups of 2-5 students on homework completion and skill development. Thirty-six education-award-only positions will be utilized in partnership with YouthBuild where 18-24-year-old youth who have not earned a high school diploma or GED will be co-enrolled. Fifty part-time members will serve as tutors for English Language Learners and engage youth in skill development and service learning.

The need identified under clean energy and environment indicate that a majority of housing units in

Narratives

Spokane were constructed long before home weatherization and energy efficiency became national priorities and prior to the development of many best practices and techniques for maximizing energy efficiency. According to data reported by the U.S. Census Bureau, 65% of homes in Spokane County were built over 39 years ago. Goal 2.1: Forty-eight AmeriCorps members will complete construction projects on 75 existing homes and structures to rehabilitate, weatherize or make the homes more energy-efficient. Specific tools to collect information include a tally sheet and housing log.

To address this need, 48 members will develop employable skills while 75 existing homes and structures are weatherized and rehabilitated. Vulnerable populations will receive clean, safe and energy-efficient housing.

The need for quality feedback to the program that guides services and support to members is important to the SST. Providing opportunities for information and feedback to occur in a timely and usable manner will be created during this project period. Attitudes and behavior about member development and civic engagement following AmeriCorps service with the SST will be gathered in a post reflective member survey. Also, members will be provided with an opportunity to relate any information about program improvement on the survey. This will occur at the time of exit and completion of service requirements and responsibilities.

Goal 3.1: Ninety percent of members will be surveyed at the time of exit/completion of the program. This will include part-time and full-time members. The survey will be administered by the education advocate. The post-reflective member survey is attached.

Data and information from the evaluation process will be compiled and analyzed by an independent evaluator with results and recommendations shared with the program manager and SST staff at a monthly staff meeting. Use of the information will be discussed and documented with action steps for providing continuous and ongoing quality improvements to the program. Results will also be shared with the community advisory group, the Washington Commission for National and Community Service

Narratives

and the Corporation for National and Community Service, as required.

Amendment Justification

Not applicable.

Clarification Summary

CLARIFICATION 2011-2012

Education Service District 101 -- Spokane Service Team: 11AC122526

This application is currently under consideration for a continuation grant in the amount of \$720,591, 53.87 Member Service Years (MSYs) and 125 member positions.

Budget Clarification Items:

Please make the following changes directly in the application budget and budget narrative in eGrants:

Section 1-I Other Program Operating Costs - Criminal history checks are not budgeted for members or grant funded staff, and FBI checks are included for 15 members only. Please confirm that criminal history checks are conducted on all members and grant funded staff through separate funds, or add all necessary costs to the budget.

RESPONSE: Background screening for all AmeriCorps members consists of the WATCH: Washington Access to Criminal History and NSORD: FBI Sex Offender Registry. Each of these background searches is free to our agency as an Educational Service District.

Fifteen participants serve as tutors and work with vulnerable populations. In addition to the WATCH and NSORD screening tools, these participants complete fingerprinting and full FBI screening. The budget has been increased to cover the costs of 35 fingerprints to include both the full-time tutors and twenty additional part-time participants with reoccurring access to vulnerable populations.

Narratives

Participants who serve on construction crews do not have access to vulnerable populations and are not fingerprinted by the agency. There are also no fingerprints provided to minimum-time positions which are episodic volunteers and not placed with vulnerable populations.

NorthEast Washington Educational Service District 101 requires staff working with vulnerable populations to complete a fingerprint background criminal history check. The cost is paid by the individual staff member and maintained on-file at the agency headquarters. In compliance with the new AmeriCorps regulations, all AmeriCorps staff will be fingerprinted prior to the start of this grant cycle.

Section 1-I: Other Program Operating Costs -- Please provide justification regarding the member appreciation events costs to determine if they are allowable and reasonable, per the application instructions. Please describe what is included these costs. Also, please move all consumable costs (e.g. safety and service gear) to Section 1-E: Supplies.

RESPONSE: There are strict regulations determining how and when food can be provided as a component of a member training and appreciation event. Appreciation events are focused around the National Days of Service including Make A Difference Day, Martin Luther King Day and AmeriCorps week.

All meal purchases must be pre-approved and include back-up documentation proving who was served and that the meal was a vital component of an approved training with an agenda which includes a working lunch. NEWESD101 adheres to the state established per diem rates for our area.

Section 1-I - Other Program Operating Costs -- Please clarify the difference between "space rental and

Narratives

utilities" and the "ESD space usage."

RESPONSE: The Spokane Service Team is housed at 2424 E. Riverside in a training building that is shared with a separate Washington Reading Corps Program and YouthBuild. All building costs including rent and utilities are distributed between the programs based upon an approved cost allocation plan reflecting space usage.

The Director and Compliance Analyst are housed at the NEWESD 101 headquarters at 4202 South Regal. This grant pays for 10% of their time and 10% of the space they utilizes at the NEWESD building, based upon the approved cost allocation plan.

Section 1-I -- Other Program Operating Costs - After moving the supplies to Section E, please confirm that no single supply item in the construction materials and small tools line items exceed \$1,000.

RESPONSE: It is unusual for a tool/item to exceed \$1,000. When it is necessary to purchase or replace a tool that exceeds \$1,000 the Washington State Commission will be contacted in advance for approval.

Construction materials are purchased by program partners and utilized as match towards the AmeriCorps grant. All costs are itemized with copies of detailed receipts maintained by the AmeriCorps program.

Programmatic Clarification Items:

Please make the following changes in the eGrants narrative filed labeled "Clarification Summary."

* No programmatic issued identified.

Narratives

Performance Measurements:

Education -- Academic Achievement Measure

Please explain how improved academic performance for ED5 will be determined (i.e. what will constitute improvement).

RESPONSE: Evidence of academic improvement is documented through teacher assessments based upon pre-post tests or improved grades.

How was the percentage of 56% of students showing improvement determined?

RESPONSE: The standard for improvement is 75% of the students enrolled in the program who complete the minimum 12 hours of tutoring will show improvement.

200 enroll, 75% or 150 complete 12 hours of training, and of this 150 who complete the 12 hours, 75% or 112 will show improvement. This amount was selected based upon examples provided in Project STAR and previous program success.

CLARIFICATION 2010-2011

Educational Service District 101 -- Spokane Service Team

This application is currently under consideration for a continuation grant in the amount of \$723,600, 54 Member Service Years (MSYs) and 143 member positions.

BUDGET CLARIFICATION ITEMS AND CHANGES:

The program budget and design were modified to reflect recommended totals of \$723,600 with 54 MSY and a total of 143 member positions.

Twenty-six full-time positions include 13 construction members supervised by SST staff, seven tutors and six volunteer coordinators placed with partner organizations. One hundred seventeen part-time

Narratives

education-award-only positions will include: four half-time ESL tutor positions targeting bi-lingual applicants; 37 quarter-time tutor positions targeting college students; and 76 minimum-time service learning positions targeting at-risk youth including YouthBuild and Summer of Service.

SECTION 1-A: PERSONNEL EXPENSE CLARIFICATION OF STAFFING AND SUPERVISION.

The budget includes nine paid staff positions and 10 local site partners who track supervision time as program match. All participants are supervised at a 1:5 ratio including part-time members who serve with non-profit agencies. Four full-time paid staff provide direct supervision and support to participants. Five staff are partially funded by this project to provide administrative oversight and program support.

This is a multi-site program and participants placed at partner organizations are directly supervised by a local site partner. The local site partner's time is tracked for program match. The SST education advocate provides oversight, support and resources to the local site supervisors and members placed with partner organizations.

There are a variety of part-time positions. Each position has an identified mentor which will be the classroom teacher or volunteer coordinator at the site where the member volunteers. These mentors sign the member's timecards and communicate with SST staff. They are not included in the budget as their time is not tracked as matching funds. The education advocate and AmeriCorps leader coordinate volunteer opportunities and provide support and supervision to ensure that the part-time members are accurately reporting volunteer hours.

SECTION 1-B: PERSONNEL FRINGE - PLEASE DESCRIBE THE CLASSIFIED HEALTH BENEFITS. PLEASE JUSTIFY THE VACATION AND SICK LEAVE COMPENSATION.

Personnel fringe benefits are approximately 30% of salaries and include workers' compensation, OASI/Medicare, retirement, and health insurance. The health benefits are a mandatory employer contribution to the employee's medical and dental insurance premiums which are currently \$9,763 per year.

Narratives

Vacation and sick leave compensation is payment for unused vacation/sick leave when an employee separates from service with the ESD, by reason of resignation, lay-off, dismissal, retirement or death and is required by state statute. The agency contributes to the Compensated Absences Trust and Agency Fund for liabilities relating to sick leave and vacation leave cash outs. Contributions to this fund are made through payroll, based upon a percentage of wages. This is a mandatory, agency wide contribution, much like Unemployment and L&I contributions, that funds compensated employee absence liabilities.

SECTION 1-C: MEMBER TRAVEL - PLEASE DESCRIBE IF 3,000 MILES IS SUFFICIENT FOR SITE VISITS TO 148 MEMBERS/ 10 SITES/ 12 MONTHS (AND 9 NON-FIELD STAFF).

The budget was increased to four thousand miles which is sufficient as the SST exclusively serves Spokane County. The SST office is centrally located and the partner sites are all within 10 miles of the SST office.

Non-employee travel is submitted by full-time AmeriCorps participants. They submit travel reimbursement requests to attend monthly AmeriCorps meetings. In addition, the AmeriCorps leader is reimbursed for mileage to organize community service projects and complete site visits to part-time participants. This is reflective of past travel costs. A fleet of three agency trucks and one van provide member transportation to off-site training and service sites.

Air fare and lodging to attend CNCS sponsored meetings is exclusively utilized by SST staff. It is not included in member travel. The SST Program Manager and Education Advocate attend the three-day annual Network Northwest conference and state meeting which is sponsored by the Washington State Commission for National and Community Service.

SECTION 1-G: STAFF & MEMBER TRAVEL

Modifications were made in the budget to reflect the updated mileage rate for both staff and member travel.

SECTION 1-D: EQUIPMENT - COSTS ARE LESS THAN 10% OF FEDERAL SHARE. (860,428 *.10 =

Narratives

86,042>27,000) SECTION 1. PLEASE CLARIFY THE NEED FOR A VAN.

The SST construction program has three crews which complete weatherization and construction projects for low-income housing units. Each crew utilizes a truck or van to transport members and tools. The fleet is aging and annual maintenance costs have steadily increased. Equipment funds would enable the program to purchase a fuel efficient vehicle for transporting tools and participants and to retire a vehicle which is experiencing several mechanical failures and has a gas mileage rating of only ten miles per gallon.

Costs for vehicle maintenance are included in the budget. Gasoline costs are included in member travel. Equipment repair and maintenance is included in Other Program Operating Costs. Insurance costs are paid through the NEWESD 101 account utilizing program income.

SECTION 1-E: SUPPLIES - PLEASE ITEMIZE CONSTRUCTION COSTS (21,000 X 12 = 252000) AND PUT ON DIFFERENT LINE THAN OFFICE MATERIALS 2700.

Construction supplies have been placed on a different line from other supplies with a more in-depth description in the budget narrative. Construction supplies and materials are paid directly by low-income housing partners. These costs include; site work, foundation materials, plumbing, framing materials, siding, roofing, windows, exterior doors, masonry, heating and air conditioning, insulation, drywall, cabinets, tile, hardware and landscaping materials.

APPRECIATE SEEING SAFETY EQUIPMENT. EXPLAIN WHY SERVICE GEAR IS ONLY FOR 65 MSY RATHER THAN FOR EACH OF THE 148 MEMBERS.

Service gear has been modified \$20 for each of the 143 positions. This will provide an AmeriCorps shirt for every member which will be distributed during orientation. In addition, there will be an AmeriCorps sweatshirt for participants who attend Make a Difference Day. Safety supplies include gloves, hard hats, eye protection, steel toed boots, and harnesses.

PLEASE CLARIFY THAT NO ALCOHOL WILL BE PURCHASED BY THE GRANT.

No alcohol will be purchased with grant or any other funds at graduations, open house or training

Narratives

events. All food purchases will be pre-approved by the Superintendent or authorized designee on a Request for Authorization of Expenditures (A-30) form. A justification supporting the authorization includes the name of the organizations or persons attending the meeting and the purpose or accomplishments of the event. Coffee, meals or light refreshments may be approved only for agency-sponsored meetings or formal training sessions. Maximum meal rates are determined in RCW 43.03.050 and will be adhered to.

SECTION 1-E: SUPPLIES

All items other than office supplies have been removed from the supply category. Safety supplies tools and member recognition costs are now included in Other Program Operating Costs.

SECTION 1-G: MEMBER TRAINING - THE BUDGETED TRAINING (\$5,000) DOES NOT SEEM TO COVER ADEQUATELY THE DEPTH OF TRAINING INCLUDED IN THE APPLICATION NARRATIVE.

Over the past 18 years, the SST has developed a very strong AmeriCorps training curriculum. The nine AmeriCorps staff serve as the primary trainers. The member training budget provides funding for an additional 10 training events with hired speakers to supplement and enrich member development.

SST staff members are certified trainers who provide OSHA10, First AID/CPR, HomeBuilders Pre-Apprenticeship Certification and Lead Awareness certification for members. SST staff provides training in AmeriCorps affiliation, conflict resolution, budgeting and financial independence, leadership skills, civic engagement and diversity awareness.

NorthEast Washington ESD provides training and technical assistance to schools and other learning communities to prepare students for success. The SST members and staff have access to a wealth of training and resources with no associated cost. Additional training is provided at no cost by program partners including the WIA funded Next Generation Zone and Spokane Community Colleges. Tutor training is provided by Dr. Mona Griffith who is the local site supervisor and NET program coordinator. This training time is included in the 10% site supervisor time which is utilized as in-kind to the program.

Narratives

SECTION I-I: OTHER PROGRAM OPERATING COSTS

Member support costs have been split with an individual line for GED testing, bus passes and fingerprinting. Monthly bus passes are included in member transportation. These passes will be provided to members who request support in economic hardship.

Criminal history and sex offender checks are completed for all members. The budget reflects funding for a more intensive FBI fingerprint clearance for full-time tutors. All staff members are required to complete fingerprint clearance as a screening component of the hiring process. Part-time members who serve as tutors are required to pay for fingerprint clearance on their own prior to serving in a school. This is not a hardship because the majority of part-time tutors are in the education field and have already completed this process.

The ESD PC network support is based upon staffing FTE for program staff with offices in the NEWESD building.

Building costs including electric, water, garbage and utilities are based on actual costs. The AmeriCorps training building is used exclusively by NEWESD 101 AmeriCorps programs. The SST pays 50% of building rent and utilities based upon staffing and space usage as documented by the approved building cost allocation plan. The SST utilizes 2,116 of the total 4,229 square feet in the building.

SECTION II-B: MEMBER SUPPORT COSTS - WORKMAN'S COMP IS NOT CLEAR.

Workers Compensation rates in Washington State are dependent on differential rates based on job classifications and their associated risks. AmeriCorps members in this project fall into 2 different classifications (construction and office work) resulting in two different rates as described in this budget line item. The 14 members who do construction have a rate of 1.0347 per hour while the 13 members who serve as tutors and volunteer coordinators have a workman's compensation rate of .1848 per hour. This percentage rate is also applied to staff.

PROGRAMMATIC CLARIFICATION ITEMS:

Narratives

HOW WILL THE PROGRAM TRACK ANNUAL ENERGY USAGE REDUCTION?

The primary construction objective will be AmeriCorps National Performance Measure - Economic Opportunity Output 04: Housing units developed, repaired, or otherwise made available for low-income housing. This objective is a perfect fit for the construction and building rehabilitation and matches the experience and expertise of the Spokane Service Team. Performance measure templates have been updated to reflect this selection.

WHAT ARE ACADEMIC GAINS THAT ARE ANTICIPATED AND HOW WILL THEY BE MEASURED?

The program will address Education Priority ED5: number of students with improved academic performance. The outputs and measurement for this objective are still in development. The program will utilize the national tracking forms in addition to local assessments.

AmeriCorps members placed as tutors in a high school re-entry program will focus on academic gains in reading, writing and math. At the site level, gains will be measured through the recognized state testing and progress made on ALEKS software (Assessment and LEarning in Knowledge Spaces) a Web-based assessment and learning system. Members placed as tutors in middle school programs will primarily focus on improved math grades. Forty-eight and a half percent of the participants will show improved math grades from fall to spring.

CLARIFY COLLABORATION WITH OTHER STREAMS OF CNCS SERVICE IN EASTERN WASHINGTON BEYOND SHARED TRAINING AND SERVICE.

The program is co-located in an AmeriCorps training facility with multiple programs including the Washington Reading Corps AmeriCorps program, the Page Ahead VISTA program and YouthBuild. In addition to shared training and service projects, programs share space, staff and resources.

The national service community in Spokane is a close-knit group that works together to promote AmeriCorps awareness and shared recruitment activities including a Martin Luther King resource fair and collaborative efforts to expand community engagement in service. The 2010 AmeriCorps week includes multiple AmeriCorps projects and streams of service. The downtown public library has

Narratives

dedicated space to display AmeriCorps artwork, poetry sessions and music created by AmeriCorps members to share personal stories of service.

The SST is an active participant in the national service community. Staff and members participate in DOVIA (Directors of Volunteers in Agencies), an interagency service program to increase capacity and collaboration in Spokane County. SST AmeriCorps leaders receive training and networking through the Washington Leader Corps and each year AmeriCorps members are encouraged to participate in the Northwest National Service Symposium.

PLEASE DESCRIBE PLANS TO OUTREACH TO ENSURE A DIVERSE MEMBER CORPS.

The SST consistently recruits a diverse team reflective of the community served. Positions are available for low-income young adults working on their diploma or GED through the YouthBuild minimum-time positions. Positions in tutoring and volunteer coordination attract college graduates. The range of available positions provides opportunity for diversity in age, education, experience and income levels.

To promote racial and ethnic diversity, the Spokane Service Team attends many career and service fairs including Unity in the Community; Martin Luther King, Jr., Construction Career Day; and events sponsored by WorkSource, the state's supportive employment program. Service opportunities are listed on the eGrants Web site, Craig's List, WorkSource Web site, and with the Next Generation Zone (a division of WorkSource that targets low-income youth and young adults).

Historically, SST teams have been diverse and staff is committed to ensuring that the training and culture of the program reflects an awareness and appreciation for diversity. Annual training in communication, teambuilding and diversity awareness promotes open dialogue and focus groups. Surveys and open conversations solicit feedback from participants for continuous program improvement.

PLEASE CLARIFY IF EDUCATION MEMBERS WILL ALL BE IN TUTORING PROGRAMS AS DEFINED BY CNCS OR IF THEY ARE PROVIDING ACADEMIC SUPPORT AND ENCOURAGEMENT (MENTORING).

Narratives

Education members will be placed in tutoring programs and participate in National Performance Measures ED1, ED2 and ED5.

SPLIT OUT AND DESCRIBE TRAINING FOR EACH BRANCH OF SERVICE.

All AmeriCorps members will receive core-training including: AmeriCorps affiliation; life after AmeriCorps personal planning seminars; effective use of the AmeriCorps award; and first aid/CPR training. In addition to formal training, teambuilding and collaboration is a primary program goal and all participants will be brought together for communication and diversity awareness training as well as shared planning for national days of service.

Each member will participate in specific training to enhance service. Volunteer coordinators will receive training in service learning, capacity building, effective collaboration, media outreach and volunteer recruitment and management. Tutors will receive trainings in the Socratic method of tutoring, literacy and math skill development, classroom management, school culture, service learning and meta-cognition. Construction members will receive training in construction safety, Pre-Apprenticeship Construction Training (PACT), green-building practices and lead awareness.

DESCRIBE PARAMETERS OF SUMMER OF SERVICE PROGRAM FOR 10 MEMBERS.

Summer of service is a twelve-week collaboration with the Next Generation Zone, a division of WorkSource designed to engage low-income youth in community outreach and skill development. Participants are enrolled as minimum-time AmeriCorps members receiving a stipend from another source. Summer of service members will be placed at non-profit agencies four days a week with Fridays reserved for AmeriCorps training. AmeriCorps training includes AmeriCorps affiliation, First Aid/CPR, community asset mapping, teambuilding, and civic engagement using "A Roadmap to Civic Engagement." Each Friday, the team completes a group service project planned by the team and led by the AmeriCorps volunteer coordinator. Participants will complete post-reflective surveys to determine if they have increased awareness of community needs and to assess the likelihood of their continued volunteerism as a result of the program.

Narratives

PLEASE DESCRIBE "ADEQUATE" SUPERVISION FOR THE VOLUNTEER COORDINATOR.

The volunteer coordinator is housed at the SST building and serves as a valued member of the training team. The volunteer coordinator reports directly to the education advocate and has a primary responsibility of creating meaningful service projects and providing support and communication to members placed off-site to develop a strong AmeriCorps team. The volunteer coordinator receives regular performance feedback through daily contact, shared space and direct supervision.

PLEASE ELABORATE THE OVERSIGHT ROLES OF THE BOARD.

The NEWESD Board of Directors provides the SST AmeriCorps programs with oversight in approving projects and budgets that reside within the agency. Final approval of job descriptions and staff hiring occur through the NEWESD board and members are updated monthly about expenditures, staffing changes and progress toward program performance measurements. In addition to board members, NEWESD cabinet members also receive this information. Cabinet members include the superintendent, assistant superintendent over programs, assistant superintendent over financial services, and the directors of grants and public information, technology, and human resources. Weekly meetings and communication occur with SST program staff and the assistant superintendent over programs.

PLEASE CLARIFY HOW 22 MEMBERS THAT SERVE WITH PARTNER ORGANIZATIONS GENERATING VOLUNTEERS AND BUILDING CAPACITY WILL BE DOING & HOW THEY WILL BE TRAINED FOR THEIR SERVICE.

Thirteen AmeriCorps members will be placed at partner organizations. Seven will serve as tutors and six will serve as volunteer coordinators. To develop capacity, AmeriCorps members at each site will be required to develop or build upon an existing sustainability binder. This collection of resources, contacts and best practices promotes continuity between program years and helps to build sustainability for the partner agency.

Members serving as volunteer coordinators will begin the year by completing an assessment of their site's capacity for meaningful volunteer engagement. Then, they will develop plans with their site

Narratives

supervisors for steps and measures they can take to help build capacity. This includes helping sites develop meaningful volunteer position descriptions and interviewing volunteers to provide improvement feedback for the organization.

Continuation Changes

YEAR-TWO CONTINUATION CHANGES

BUDGET changes reflect an increased program match of \$525,636 which meets the requirement of 42% in the 2011 program year. Sources of funds have been added to the budget narrative to account for the full grantee share of program costs.

Changes have been made to reduce the cost per MSY from \$13,442 in the 2010 program year to \$13,295 in year-two. The budget has been reduced by \$2,997 changing the total budget from \$723,588 to \$720,591. The year-two budget reflects an increase in staff salary and benefits with scheduled step increases for two employees and a .2 FTE member advocate who will focus on removing barriers to member retention. To compensate for a reduced budget and increased costs in staff salaries and member stipends, the year-one \$27,000 in equipment costs were eliminated from the year-two budget.

The total MSY has been increased from 53.87 to 54.2. This change reflects the increased demand for half-time positions and minimum-time positions utilized to enroll low-income adults through YouthBuild.

2010 / 2011 AmeriCorps Member Position Changes

26 / 26 Full-Time with living allowance

4 / 20 Half-Time with no living allowance

37 / 24 Quarter-Time with no living allowance

76 / 20 Minimum-Time with no living allowance

0 / 36 Minimum-Time with living allowance paid through YouthBuild

143 / 126 Total

Narratives

PERFORMANCE MEASURES will continue to address the national performance measures of education and economic opportunity. There have been no changes in the targets but additional details have been added in accordance with the 2011 National Performance Measures Addendum.

ENROLLMENT rates reflect a steady increase over the past four years. In the last program year 111 members were enrolled with a 96% fill rate. In the current program year all available slots have been filled with the exception of 13 minimum-time slots reserved for YouthBuild participants who will begin in May 2011. Recruitment and retention were identified as the top priority for program improvement and the focus of the 2009-2012 external evaluation.

RETENTION rates for the 2009-2010 program-year were 82%, with ninety members successfully completing the AmeriCorps term. This reflects the highest retention rate in the history of the Spokane Service Team which has enrolled low-income applicants as AmeriCorps members with a focus on construction and employment training for many years. The majority of participants serving on construction crews are 18-24 year old with a very high mobility rate.

To improve member retention, a social worker has been hired as a member advocate to help remove barriers to service. In addition, the new economic opportunity performance measures will increase member retention as it provides the opportunity for a positive exit for participants to complete the AmeriCorps term or transition to new employment opportunities.

In the 2009-2010 program year an external evaluation provided program feedback for improvement in retention with specific feedback on member training and support. These changes have been incorporated into the 2010 program year with positive results. In the current program year 104 slots have been filled with only 3 exiting without awards for a mid-year retention rate of 97.1%.

Performance Measures

SAA Characteristics

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

Priority Areas

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

Grand Total of all MSYs entered for all Priority Areas 36.64

Service Categories

- Secondary Education
- Community-Based Volunteer Programs
- Job Development/Placement
- Housing Infrastructure

National Performance Measures

Priority Area: Economic Opportunity

Strategy to Achieve Results

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

Ten full-time and thirty part-time AmeriCorps members will serve on construction teams building or renovating housing units to be made available for low-income individuals, families or people with disabilities. AmeriCorps recruitment efforts will target economically disadvantaged AmeriCorps members and assist them to secure employment during their term of service or within one year after finishing AmeriCorps.

Need:

The Spokane Service Team serves the 3rd legislative district which is among the poorest in Washington State. Housing projects are located within a Community Empowerment Zone recognized by the state's Department of Community, Trade and Economic Development for high poverty rates. The Spokane Homeless Coalition documented 6,188 homeless in Spokane County during 2006, representing a 20% increase since 1999. Nearly 50% of families residing in Spokane County rentals spend 30% or more of their monthly income on housing costs (National Low Income Housing 2007-2008 Out of Reach Report). Spokane residents must earn \$26,960 annually to afford rent on a two-bedroom home according to the report. The most recent census data for Spokane County (2007) shows 26% of households earning less than \$25,000.

The majority of housing units in Spokane were constructed before weatherization and energy efficiency became national priorities. According to the U.S. Census, 65% of homes in Spokane County were built over 39 years ago (American Community Survey, 2006-08 3-year estimates). These homes use approximately 50% more energy per square foot than those constructed in 2000 (New York Times, April 5, 2009)

In a random sample survey of 400 registered voters in May 2008, 51% revealed knowing a friend or family member struggling to pay rent or the mortgage on their primary residence (Spokane Low Income Housing Consortium, March 2009). Constructing new homes and renovating existing homes will increase energy efficiency and lower monthly housing costs for Spokane residents.

Result: Output

Result.

Forty economically disadvantaged applicants who are unemployed prior to their term of service will be enrolled as AmeriCorps members annually.

National Performance Measures

Result.

Indicator: O12: Members unemployed prior to service.

Target : AmeriCorps members

Target Value: 40

Instruments: Economic Opportunity Member Survey

PM Statement: Forty economically disadvantaged applicants will be enrolled as AmeriCorps members as evidenced by the Economic Opportunity Member Survey.

Result: Output

Result.

Ten full-time and thirty part-time AmeriCorps members will construct or renovate 20 housing units to be made available for low-income individuals, families or people with disabilities.

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

Target : Housing Units

Target Value: 20

Instruments: Summary Housing Units Output Log

PM Statement: Ten full-time and thirty part-time AmeriCorps members will construct or renovate 20 housing units annually to be made available for low-income individuals, families or people with disabilities as evidenced by the summary Housing Units Output Log.

Result: Intermediate Outcome

Result.

Seventy-five percent of economically disadvantaged AmeriCorps members will receive training and support leading to employment during their term of service or within one year after finishing AmeriCorps.

Indicator: O15: Members that secure employment.

Target : AmeriCorps Members

Target Value: 30

Instruments: Member Employment Summary Log

PM Statement: At least 75% of the 40 AmeriCorps members identified as economically disadvantaged will receive training and supportive services leading to post-service employment as evidenced by the Member Employment Summary Log.

Priority Area: Education

Strategy to Achieve Results

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

Ten full-time and thirty part-time AmeriCorps members will be placed in tutoring centers including 21st Century after school programs, alternative HS programs and adult learning centers to provide individual and small-group tutoring to middle school and high school students leading to increased skill development in reading and math.

Need: Dropout prevention is a critical issue in Spokane County where only 70.3% of students graduate on time (Community Indicators, 2008), leaving nearly one in three students without a high school diploma. The largest

National Performance Measures

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

school district, Spokane Public Schools, granted 576 GED releases during 2007-08, up from 402 releases two years earlier. In 2008-09, an additional 626 releases were granted, representing a 56% increase over three school years (Spokane Public Schools, 2009).

State graduation requirements exacerbate the dropout problem. Currently, Washington state students must pass a High School Proficiency Exam (HSPE) or a state-approved alternative in reading and writing. During the most recently completed school year, 19.1% of youth in Spokane County failed to pass reading and 11.3% failed writing (Community Indicators, 2009). Students from the Class of 2013 will be required to pass a HSPE in math and science. This will prove to be challenging as only 38% of 10th grade students in Spokane County passed all parts of the state assessment in 2009. Many students failing to meet state standards will become discouraged and leave school without a diploma.

Studies show that tutoring positively impacts learning. New research from Washington University's Brown School shows that over a single school year, students working with trained tutors improved 60% in learning critical reading skills than similar students not served by the program (Washington University in St. Louis, 2009). In Minneapolis, the City of Lakes AmeriCorps members provided tutoring to public school students performing below grade-level. Using standardized test scores and other evaluation data, the district tabulated the number of students making one grade level or more of academic progress. Comparing results between tutored and non-tutored students at the same schools show tutored students performed better (Minneapolis Community Education, 2009).

Result: Intermediate Outcome

Result.

Seventy five percent of students enrolled in AmeriCorps tutoring center who receive a minimum of twelve hours of tutoring will increase academic performance as evidenced by increased reading or math levels or on-time course completion.

Indicator: (PRIORITY) ED5: Students w/ improved academic performance.

Target : students

Target Value: 112

Instruments: Student Test Data Request Form

PM Statement: One hundred and twelve students enrolled in AmeriCorps tutoring centers who receive at least twelve hours of tutoring will improve academic performance as indicated by Student Test Data Request Forms completed by teachers.

Result: Output

National Performance Measures

Result.

Two hundred students will be enrolled in AmeriCorps tutoring programs.

Indicator: ED1: Students who start in an AC ED program.

Target : number of students

Target Value: 200

Instruments: Education Service Output Summary

PM Statement: Two hundred students will be enrolled in AmeriCorps tutoring centers as evidenced by Education Service Output Summary forms maintained by AmeriCorps members.

Result: Output

Result.

Seventy-five percent of the students enrolled in AmeriCorps tutoring centers will receive at least 12 hours of

tutoring with an average of two-hours per week for at least six weeks.

Indicator: (PRIORITY) ED2: Number of students who complete an AC ED program.

Target : Students

Target Value: 150

Instruments: Education Service Output Summary

PM Statement: One hundred and fifty (75%) of the 200 students enrolled in AmeriCorps tutoring centers will receive at least twelve hours of tutoring as evidenced by Education Service Output Summary forms maintained by AmeriCorps members.

Required Documents

Document Name

Status

Evaluation

Already on File at CNCS

Labor Union Concurrence

Not Applicable