

PART I - FACE SHEET

APPLICATION FOR FEDERAL ASSISTANCE		1. TYPE OF SUBMISSION: Application <input checked="" type="checkbox"/> Non-Construction														
Modified Standard Form 424 (Rev.02/07 to confirm to the Corporation's eGrants System)																
2a. DATE SUBMITTED TO CORPORATION FOR NATIONAL AND COMMUNITY SERVICE (CNCS):	3. DATE RECEIVED BY STATE: 24-JAN-11	STATE APPLICATION IDENTIFIER:														
2b. APPLICATION ID: 11AC122938	4. DATE RECEIVED BY FEDERAL AGENCY:	FEDERAL IDENTIFIER: 09ACHLA0010001														
5. APPLICATION INFORMATION																
LEGAL NAME: St. Bernard Project DUNS NUMBER: 826415809	NAME AND CONTACT INFORMATION FOR PROJECT DIRECTOR OR OTHER PERSON TO BE CONTACTED ON MATTERS INVOLVING THIS APPLICATION (give area codes): NAME: Ashley Sloan TELEPHONE NUMBER: (785) 766-0823 FAX NUMBER: INTERNET E-MAIL ADDRESS: ashley.sloan@stbernardproject.org															
ADDRESS (give street address, city, state, zip code and county): 8324 Parc Place Chalmette LA 70043 - 1646 County: St. Bernard																
6. EMPLOYER IDENTIFICATION NUMBER (EIN): 262189665	7. TYPE OF APPLICANT: 7a. Non-Profit 7b. Community-Based Organization															
8. TYPE OF APPLICATION (Check appropriate box). <input type="checkbox"/> NEW <input type="checkbox"/> NEW/PREVIOUS GRANTEE <input checked="" type="checkbox"/> CONTINUATION <input type="checkbox"/> AMENDMENT If Amendment, enter appropriate letter(s) in box(es): <input type="text"/> <input type="text"/> A. AUGMENTATION B. BUDGET REVISION C. NO COST EXTENSION D. OTHER (specify below):	9. NAME OF FEDERAL AGENCY: Corporation for National and Community Service															
10a. CATALOG OF FEDERAL DOMESTIC ASSISTANCE NUMBER:94.006 10b. TITLE: AmeriCorps State	11.a. DESCRIPTIVE TITLE OF APPLICANT'S PROJECT: St. Bernard Project															
12. AREAS AFFECTED BY PROJECT (List Cities, Counties, States, etc): St. Bernard Parish, Louisiana Orleans Parish, Louisiana	11.b. CNCS PROGRAM INITIATIVE (IF ANY):															
13. PROPOSED PROJECT: START DATE: 08/12/11 END DATE: 08/11/12	14. CONGRESSIONAL DISTRICT OF: a.Applicant <input type="text" value="LA 003"/> b.Program <input type="text" value="LA 003"/>															
15. ESTIMATED FUNDING: Year #: <input type="text" value="3"/>	16. IS APPLICATION SUBJECT TO REVIEW BY STATE EXECUTIVE ORDER 12372 PROCESS? <input type="checkbox"/> YES. THIS PREAPPLICATION/APPLICATION WAS MADE AVAILABLE TO THE STATE EXECUTIVE ORDER 12372 PROCESS FOR REVIEW ON: DATE: <input checked="" type="checkbox"/> NO. PROGRAM IS NOT COVERED BY E.O. 12372															
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 20%;">a. FEDERAL</td> <td style="text-align: right;">\$ 829,959.00</td> </tr> <tr> <td>b. APPLICANT</td> <td style="text-align: right;">\$ 325,825.00</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;">\$ 1,155,784.00</td> </tr> </table>	a. FEDERAL	\$ 829,959.00	b. APPLICANT	\$ 325,825.00	c. STATE	\$ 0.00	d. LOCAL	\$ 0.00	e. OTHER	\$ 0.00	f. PROGRAM INCOME	\$ 0.00	g. TOTAL	\$ 1,155,784.00	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	\$ 829,959.00															
b. APPLICANT	\$ 325,825.00															
c. STATE	\$ 0.00															
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f. PROGRAM INCOME	\$ 0.00															
g. TOTAL	\$ 1,155,784.00															
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: Candace Mitchell	b. TITLE: Grant Compliance Coo	c. TELEPHONE NUMBER: (504) 267-5303														
d. SIGNATURE OF AUTHORIZED REPRESENTATIVE:		e. DATE SIGNED: 04/29/11														

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Executive Summary

St. Bernard Project is a nonprofit disaster rebuilding organization serving residents in St. Bernard and Orleans Parishes. Embracing an all-under-one-roof model, SBP's mission is to remove physical, mental and emotional barriers for vulnerable families, senior citizens and disabled residents who are struggling to recover from the devastation caused by Hurricane Katrina while simultaneously providing meaningful service opportunities, specifically for veterans transitioning to civilian life.

Rationale and Approach

a) Compelling Community Need

St. Bernard Project (SBP) is a community-based nonprofit organization in St. Bernard Parish, Louisiana, a uniquely tight-knit, working class community that suffered catastrophic damage in the hurricanes. Founded in August 2006, SBP rebuilds homes that were damaged by floodwaters from Hurricanes Katrina and Rita. In St. Bernard Parish, 100 percent of the 27,000 homes were flooded and rendered uninhabitable. The St. Bernard Project focuses on assisting senior citizens, people with disabilities and parents/caretakers of children who do not have the funds necessary to rebuild their homes. To address the community's widespread rebuilding needs, the St. Bernard Project employs multiple strategies, all of which are firmly rooted in the area's cultural, political and social landscape.

Three years after Hurricanes Katrina and Rita rendered uninhabitable all 27,000 homes in St. Bernard Parish, only 50% of the population has returned. Even for those who have returned, many are not yet living in their homes. Nearly 2,000 families still reside in FEMA trailers and thousands of others live in FEMA/DHS supported housing that will no longer be available after March 2009. Still other families live doubled/tripled up in over-crowded family houses. In St. Bernard nearly 75% of the 27,000 homeowners were either uninsured or underinsured.

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Nearly two years after the federal government initiated its Road Home program to help families return and rebuild, an unacceptable number of homeowners are still waiting for assistance. According to a report published by the Brookings Institution in August 2008, only 70% of all qualified applicants for Road Home assistance have received funding through the program. To further compound the problems with the Road Home program, the majority of Road Home recipients did not receive sufficient funds to rebuild (according to the 2008 Policy Link study titled "A Long Way Home: The State of Housing Recovery in Louisiana"). The small size and slow pace of the grants being awarded has resulted in an unnecessarily slow recovery for residents in St. Bernard Parish.

The barriers to rebuilding that many residents in St. Bernard face are widespread, however these challenges are readily solved by SBP's Rebuilding Program. This program utilizes volunteer labor, skilled supervisors and affordable building supplies to get families back in their homes in 12 weeks for about \$12,000 worth of building supplies. To date the Rebuilding Program has rebuilt more than 150 families' homes. The Rebuilding Program is currently working on 30+ houses at a time.

We have realized, however, that merely rebuilding houses does not solve all problems for people who lost nearly everything (such as homes, businesses, proximity to family members, community relationships). We have also learned that while the plight of homeowners who lost their homes has been daunting, senior citizens and people with disabilities who rented prior to the storms, and who are living on lower fixed incomes, face even more challenges. To address other client needs we are starting two more programs: a Center for Wellness and Mental Health and a Senior/Disabled Housing Program.

Current market rates for rentals have doubled since the storm making it cost prohibitive for seniors and disabled residents to return (according to the Brookings Institute August 2008 report). To address the dearth of affordable rental units, SBP is creating affordable rental housing so that seniors can live out

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their golden years with dignity and without fear of being homeless. Through the Senior/Disabled Housing Program, SBP will rebuild single family homes which are being donated by the local Parish Government, using our current Rebuilding Program model at a cost of approximately \$20,000 per unit. We will rent these properties to qualified seniors and disabled residents at pre-storm rates. This program will allow some of the community's most vulnerable residents to return to the community that they helped to build.

The Center for Wellness and Mental Health (CWMH) will offer mental health services to address the staggering rates of post traumatic stress disorder (PTSD), depression and other mental health problems that plague St. Bernard and other storm-devastated areas. In partnership with LSU's Psychiatry Department the CWMH will offer group counseling, one-on-one therapy and other culturally appropriate therapeutic modalities to address the mental health needs of residents of St. Bernard.

In 2009, SBP will expand its services into Gentilly, a working class community located in New Orleans. Like St. Bernard, Gentilly is a community where many homeowners are still struggling to rebuild their homes that were damaged by post-Katrina floodwaters. After researching the area and talking with a variety of community leaders, businesses and organizations, SBP has learned that there is a significant need in Gentilly for the Rebuilding Program that we currently offer in St. Bernard. By replicating the model we have developed in St. Bernard (including AmeriCorps members, supervisory staff, vehicles, office space), we will expand our services into Gentilly without taking away from our services in St. Bernard.

The St. Bernard Project identified the compelling community needs in St. Bernard through meetings with, and input from local St. Bernard Parish government officials, faith-based leaders and community leaders. In addition, at our office in St. Bernard Parish, between 10-20 residents apply for our services

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each week. We provide focus group meetings for residents through which residents identify areas of need and potential solutions.

b) Description of Activities and Member Roles

AmeriCorps members will serve vital roles within the organization to support these programmatic efforts while providing critical direct service support to community residents. The activities and services that SBP provides that address the compelling need is rebuilding services. We use non-member volunteer labor, supervised by site supervisors (who are, most often AmeriCorps members) to rebuild homes for clients whose homes were severely damaged by Katrina/Rita. SBP is seeking full-time members whose typical day will include:

- meeting every morning at SBP headquarters, 8324 Parc Place, at 8:00 a.m. to prepare for serving with volunteers and clients
- going to their designated site, whether that be client homes or remaining in the office, to complete their assigned duties specifically outlined in the roles below
- return to SBP office at the end of the work day at 5:00 p.m. to prepare for the following day's service.

The integral roles that AmeriCorps members will fill are listed below:

1) Site Supervisor Rebuilding Program and Senior/Disabled Housing Program (16 full time)- 11 St. Bernard, 5 Orleans

Under the direct supervision of a skilled Construction Specialist, a site supervisor will provide on the ground support at a client's home, known as a project site, for all aspects of the rebuilding project including managing/requesting tools and materials, supervising small teams of non-member volunteers, doing direct construction and interacting with the client/homeowners.

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AmeriCorps members will serve as site supervisors for the Senior/Disabled Housing Program in the same capacity as site supervisors for to St. Bernard Project's rebuilding program.

2) Assistant Client Liaison (1 full time, 1 Part Time)- 1 Mental Health and Wellness, 1/2 Time Orleans

An assistant client liaison will serve at SBP headquarters to collaborate with the Client Liaison and mental health professional to deliver direct services to clients. This may include answering questions about our services, assisting prospective clients with their applications, connecting residents with necessary resources and/or assisting clients with other needs.

3) Assistant Volunteer Coordinator Rebuilding Program and Senior/Disabled Housing Program(2 full time)- 1 St. Bernard, 1 Orleans

The assistant volunteer coordinators will serve at SBP headquarters to recruit volunteers -- including local volunteers - for SBP's Rebuilding Program and Senior/Disabled Housing Program. They will collaborate directly with the Volunteer Director to ensure that non-member volunteers have a positive, robust and meaningful experience. Duties may include direct phone and email communication with non-member volunteers to answer their pre-arrival questions, provide onsite orientation and training to non-member volunteers, follow up with non-member volunteers to get their feedback about their experience and maintain contact with past non-member volunteers via the weekly e-newsletter.

4) Skilled Specialist Rebuilding Program and Senior/Disabled Housing Program (13 full time)- 9 St. Bernard, 4 Orleans

Under the direct supervision of a Construction Specialist and licensed professionals, a skilled specialist will be trained to complete specific construction tasks such as electrical, plumbing, interior doors and trim, roofing, and/or window and door installation at varying project sites. These corps members will

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supervise small groups of non-member volunteers to complete these tasks. Skilled specialist will serve on Rebuilding Program homes and Senior/Disabled Housing homes.

5) Skilled Labor Coordinators Rebuilding Program and Senior/Disabled Housing Program (2 full time)-
1 St. Bernard, 1 Orleans

Under the direct supervision of a Construction Specialist, a skilled labor coordinator will serve at SBP headquarters to recruit, coordinate member and non-member skilled volunteers for such tasks as electrical, plumbing, interior doors and trim, roofing, and/or window and door installation.

6) Supply Coordinator Rebuilding Program and Senior/Disabled Housing Program (1.5 full time)-1 St.
Bernard, 1/2 Time Orleans

Under the direct supervision of the Construction Specialist, the supply coordinator will order tools and materials while managing non-member volunteers in delivering the supplies to the appropriate sites.

All of the activities of full-time members listed above directly relate to addressing the identified need because each activity is necessary for rebuilding houses. Site supervisors supervise volunteers, volunteer coordinators ensure that we have volunteers, supply coordinators make sure that the rebuilding sites are stocked with tools and supplies, skilled labor coordinators make sure that skilled non-member volunteers have work and tools commensurate to their skills, skilled specialists conduct and supervise service that unskilled volunteers can not do, and client liaisons make sure that clients' needs identified and addressed.

It is imperative that the AmeriCorps members commit to the program for the entirety of the term of service, serve the mission of SBP, and exit the program as productive members of society who continue to engage in social entrepreneurship and civil service. Achievement of these outcomes is reliant on pre-

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service orientation, training members on their specific position and the rules of SBP and AmeriCorps, goal setting which is monitored and evaluated by the members' direct supervisors as well as the AmeriCorps Program Director, and workshops that engage members in service during and after their term with SBP. The initial member training will last a week and have a session on prohibited member activities including but not limited to the drug and alcohol policy. As a supplement to the training, members will receive written documentation of the barred activities and sign documentation that they have read and understand the conditions for disqualification for participation in a prohibited activity. Members' compliance will be monitored by both direct supervisors and the AmeriCorps Program Director.

The term of service for members at SBP is as follows: members will serve for 10 months for an average of 44 hours per week. Members will serve from September to June. All AmeriCorps members will be managed by direct supervisors and the AmeriCorps State Program Director who are internally managed by SBP's co-directors to ensure that all members and SBP staff are in compliance with permitted activities.

SBP will ensure that members are complying with the rules on prohibited service. The Program Director along with other members of SBP's management team will ensure that all member service activities fall within the guidelines of acceptable service activities. Members will review all prohibited activities during orientation and be regularly reminded of prohibited activities during their term of service. SBP will ensure that members are not engaging in any prohibited activities through regular monitoring.

The AmeriCorps State grant will add value to our existing service activities by strengthening our capacity and allowing us to better leverage our resources. These include donated funds and volunteers.

AmeriCorps State will be a vital partner to SBP and together we will be able to address the critical housing needs in the community.

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c) Measurable Outputs and Outcomes

AmeriCorps members will directly support the organization's mission to remove barriers for families who wish to move home. Through a partnership with AmeriCorps State, SBP will be able to achieve the following outcome: positively impact the recovery of Katrina-affected neighborhoods by ensuring that families are living in safe, humane and stable housing. Specifically, SBP focuses on seniors, people with disabilities and parents/caretakers of children who would not be able to rebuild their houses without SBP's services. SBP's annual accomplishments will be measured by two primary outputs: number of houses rebuilt and number of non-member volunteers trained and supervised.

Output 1: Rebuild 120 homes between September 1, 2009 and August 31, 2010.

* Outcomes

- o Increase the number of residents living in permanent housing structures by rebuilding 120 families' or senior citizens' homes so that they can move out of their FEMA trailer and back their home or a rental unit.

- Measurement method: Signature of client and Construction Specialist on final paperwork verifying satisfactory completion of the rebuild.

Output 2: Recruit, train and supervise 4,000 volunteers between September 1, 2009 and August 31, 2010.

* Outcomes

- o Reengaged 25% of non-member volunteers

- Measurement method: Report in the electronic database that indicates on the volunteer registration that they previously volunteered or were referred by a previous volunteer

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o 75% of non-member volunteers indicate that they would could come back or volunteer again based on their experience volunteering with SBP

-Measurement: Post volunteer service on-line survey

o Recruit 500 local volunteers, as defined by being from Louisiana

o Maintain monthly communication with 15% of non-member volunteers after their service at SBP.

-Measurement method: Viewership rate of monthly newsletter

In the case of Outcome 1, the assessment instrument is readily available to determine validity. Once a homeowner moves in, SBP can easily verify that the outcome has been achieved: the homeowner is living in their home again. SBP collects paperwork that is signed by SBP staff and the homeowner to provide written verification that the outcome has been achieved.

For Outcome 2, the assessment tool is a valid process that SBP maintains. The volunteer department tracks the number of volunteers via waivers that non-members complete during orientation. This information is input into a database that tracks the number of times a volunteer serves at SBP. Further data stratification includes whether the volunteer plans to return, whether they are local or from out of town, and the number and type of communications with each volunteers. The e-newsletter tracks the number of volunteers who open and read the email.

d) Plan for Self Assessment and Improvement

SBP has developed an internal tracking tool that members complete on a weekly basis and hand in to the AmeriCorps State Program Director. This tool tracks hours, activities and goals achieved. It allows both the members and the program staff to track progress towards our outcome and outputs. In addition, SBP uses results-driven language. For example, we measure the number of families that have moved back into their homes, the average cost to rebuild each house, the amount of time it takes to rebuild a

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home and the number of volunteers that have participated. By focusing on these outputs, corps members at SBP are able to understand how their daily activities help the organization meet and achieve its performance measures.

SBP is committed to providing a quality service experience for AmeriCorps members. To achieve this we must constantly examine how our members are performing and what, if any, adjustments we need to make to the program. We have and continue to create an atmosphere where members feel supported, feel empowered to identify and fix problems, and understand how their day-to-day activities are aligned with the organization's goals and mission. One way we achieve this culture is through regular meetings and interactions. AmeriCorps State members currently meet weekly as a group and also once each month with the entire staff. These meetings allow members to identify and resolve challenges, celebrate their successes, and understand the impact that their group is having on the community. In addition to meetings, we provide members with regular and consistent communication through various forms such as text and phone message updates, weekly written forecast of incoming volunteers and important announcements, and daily interaction with their supervisor and other members and staff. Finally, mid-term and end-of-term reviews with the Program Director allow members to discuss and measure their goals, successes and challenges.

In addition to looking inward as a group, SBP staff elicits regular feedback from short-term, non-member volunteers, homeowners and other partners who regularly interact with our corps members, with the goal of identifying strengths and weaknesses of the program and specific corps members. Recent feedback has allowed SBP to understand that our two greatest strengths are that we provide a positive volunteer experience and that our stakeholders can see the immediate impact of their volunteer efforts and/or donations. Non-member volunteers have said repeatedly that they have a positive volunteer experience at SBP because: 1. they are well supervised (often by AmeriCorps members); 2.

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they have an opportunity to serve alongside or meet the homeowner whose home they are rebuilding; and 3. they have an opportunity to give feedback and can see their ideas are implemented by SBP. Our second biggest strength is that our stakeholders can see the impact they are making on the community because they get to see the families move back into their homes. This feedback allows us to view our impact through a variety of lenses so that we can ensure that our members and our programs are effectively meeting the needs of our constituents.

Our greatest strength is at times our greatest weakness. Many of our non-member volunteers have such a positive and deeply personal experience that they want to stay connected to SBP. With a limited staffing capacity dedicated to development and non-member volunteers we are not able to cultivate these relationships as well as we could. We hope that the AmeriCorps State grant will allow us to have corps members to fill these critical roles so that we can strengthen these non-member relationships and better leverage these resources.

We believe that our ongoing commitment to tracking and evaluating progress, our focus on continual program improvement and our ability to elicit and share feedback from our members and partners demonstrate our commitment to self-assessment and improvement. Specifically, we elicit ideas for program improvement via our e-newsletter, phone calls to former non-member volunteers and donors, and weekly debriefs with non-member volunteers. These communiqués focus on asking our stakeholders targeted and open-ended questions about what and how they would improve about our programs.

e) Community Involvement

When the co-founders first came to St. Bernard Parish in February 2006 as non-member volunteers they met countless residents who said they wanted two things: not to be forgotten and to be able to

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move back into their homes. Since that time this message continues to resound throughout the community. Whether the co-founders and other members of the staff are talking with residents at a Parish Council meeting or attending a Kiwanis Club meeting or attending a function at the school board, residents continue to ask for the same things: not to be forgotten and to move back into their homes.

SBP currently has three residents of St. Bernard serving as corps members through the AmeriCorps State program. Each of these members was born and raised in St. Bernard and continues to live there today. One member is a single mother of two who also serves on the Board of Directors of the Battered Women's Shelter. Another member is a single father of two who is wheelchair bound after a life-threatening accident almost ten years ago. The third member is senior citizen who is a former school principal and member of several civic organizations. Each of these members serves as a liaison between SBP and the community by identifying residents in need, supporting residents whose homes we are rebuilding, identifying potential community partners and organizing community events. These members are committed to the mission of SBP and will continue to serve as corps members.

SBP became aware of the need to start a mental health program through conversations with homeowners, community leaders and other community members. Time after time we witnessed residents talk about their mental health problems: from not being able to sleep at night to feeling hopeless to having problems communicating with their spouse, family and friends. After reading a study by Dr. Kessler from Harvard it became clear that the anecdotal evidence we had collected was true: two years after the storm the mental health problems were not getting better as they typically do in most storm-affected communities. Instead, they were getting worse. It was this evidence of need that steered us to open the mental health clinic.

Over the past two and a half years SBP has interviewed countless residents who are struggling to find

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affordable rental housing. Many of these residents are either living in FEMA trailers or in DHS subsidized apartments. Sadly, these subsidies are scheduled to end in March of 2009. At that time thousands of older residents living on fixed incomes will have no where to go. These fears have been validated by one of SBP's closest allies who works in the Department of Planning for the Parish Government. His office handles the Section 8 housing vouchers and referrals to DHS for housing vouchers. He, like so many of the residents we have talked to, understands the dire need for affordable rental units for these residents.

Over time SBP's circle of partners and supporters in the community has grown considerably. This is the result of our commitment to being a good partner: to encourage regular feedback from our partners and supporters; to encourage community participation; and to improve our services. This input has allowed us to evolve to where we are today. We will continue to engage our community partners via the e-newsletter and articles in the local newspaper and other local media coverage. We will continue to host community events (such as welcome home/ribbon-cutting parties each time a client moves back into their home) and invite our community partners. We will host community events to honor and recognize our partners and celebrate the positive impact our partnership has on the community.

The ongoing roles and responsibilities of our community partners will include: 1. engaging other local donors; 2. recruiting local volunteers; 3. identifying local residents to serve on the community advisory board; and 4. identifying other community organizations that we could partner with to reach more clients and minimize any duplicated efforts. We believe that the ongoing engagement of community partners is vital to our sustainability and our ability to meet the changing needs of the community and local residents.

f) Relationship with other National and Community Service Programs

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The St. Bernard Project believes that partnerships are essential to affecting change in Southern Louisiana and critically important to the rebuilding efforts. By collaborating with other AmeriCorps agencies, we minimize the amount of duplicated services while maximizing our capacity. We leverage donated funds and non-member volunteer labor through these partnerships with three programs under the Corporation for National Service: AmeriCorps State, AmeriCorps NCCC and AmeriCorps Vista. The combined efforts and interactions between these three branches of AmeriCorps demonstrate an ideal model of how these programs can serve together to help address a significant need in a community through a community-based organization. SBP has the following AmeriCorps relationships:

* AmeriCorps*National Civilian Community Corps (NCCC): provides us with 2-4 NCCC teams who fill crucial short-term functions in our program.

* AmeriCorps*VISTA: provides us with three Vista volunteers who focus on longer-term capacity-building and sustainability related projects

* AmeriCorps State: SBP was awarded a grant in January 2008 for 32 full time members who supervise non-member volunteers on the rebuilding sites and perform skilled construction projects.

To engage AmeriCorps members in their service, St. Bernard Project will hold an AmeriCorps Build week where current and former AmeriCorps members of the St. Bernard Project and other local AmeriCorps Programs, such as Hands-On, Habitat for Humanity, Trinity Christian Community and more, can collaborate to understand the impact of their efforts through AmeriCorps.

g) Potential for Replication

SBP is committed to replicating our program and expanding our services into other areas of need across the New Orleans area and into other states. We believe that our model, which leverages donated funds

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and non-member volunteers through a partnership with AmeriCorps, will become the national long-term disaster recovery model. In 2009, SBP will open a project in the Gentilly neighborhood, an area, like St. Bernard, that is comprised of many working class families who are struggling to rebuild their homes and lives. SBP has also been approached by organizations about replicating its Rebuilding Program and expanding into areas of Houston, western Louisiana, Iowa and Missouri.

Organizational Capability

1. Sound organizational structure

a) Ability to provide sound programmatic and fiscal oversight

History

The St. Bernard Project is a nonprofit, community-based organization that was created in 2006 to remove barriers for families who wish to return to their homes in St. Bernard Parish that were damaged by Hurricanes Katrina and Rita. While the problems that homeowners in St. Bernard face are widespread the solution is readily available: we use volunteer labor and donations to purchase building supplies to help families get back in their homes.

Experience

The barriers to rebuilding that many residents in St. Bernard Parish face are widespread, however these challenges are readily solved by the St. Bernard Project's Rebuilding Program, which utilizes volunteer labor, skilled supervisors and affordable building supplies to get families back in their homes in 12 weeks for about \$12,000 worth of building supplies. For the past 26 months we have carried out our mission through our Rebuilding Program which has rebuilt more than 152 homes and utilized the services of more than 9,000 non-member volunteers. The program has the capacity to serve on more than 30 families' homes in St. Bernard simultaneously. Our accomplishments and outcomes include: 1)

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the 152 homes that we have rebuilt; 2) the 9,000 non-member volunteers who have worked with us; and 3) the 208,000 hours of volunteer labor that AmeriCorps members have leveraged in the past year. The addition of a second site in Gentilly will allow SBP to rebuild 70 families' homes in New Orleans starting in fall 2009.

We have realized, however, that merely rebuilding houses does not solve all the problems for people who lost nearly everything (such as homes, businesses, proximity to family members, community relationships). We have also learned that while the plight of homeowners who lost their homes has been daunting, senior citizens and people with disabilities who rented their homes prior to the storms, and who are living on lower fixed-incomes, face even more challenges. To address other client needs, we are starting two new programs: a Community Mental Health and Wellness Center and a Senior/Disabled Housing Program.

Federal Grant Experience and Capacity

Our co-founders/directors have previous experience winning and managing federal grants, specifically grants from the Department of Labor, the Department of Health and Human Services and the Department of Education.

We have hired a former AmeriCorps State member to serve as the AmeriCorps State Program Director. She will handle all programmatic reports, paperwork, member training and monitoring in a timely manner. Her experience includes one term as an AmeriCorps State member, one term as an NCCC Team Leader and one term as an AmeriCorps Direct member. She is committed to providing an enriching program to our members that focuses on:

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--mobilizing more volunteers: SBP leverages its AmeriCorps State members by having them train and supervise our daily/weekly volunteers. Our members train and supervise over 4,000 volunteers per year.

--helping the community of St. Bernard recover from Hurricane Katrina, the nation's worst natural disaster in modern history, by rebuilding homes for families in need.

In addition to the Program Director, SBP's bookkeeper and co-director will submit the required financial reports on a monthly and quarterly basis.

Multi-Site Program

The St. Bernard Project will expand its services from St. Bernard into New Orleans in fall 2009 and become a multi-site program. This expansion will allow us to provide our Rebuilding Program in other neighborhoods in the Greater New Orleans area that are struggling to rebuild post-Katrina.

1. SBP has selected the Gentilly neighborhood as its second site for the Rebuilding Program. After lengthy discussions with community leaders, current funders and other local organizations in the area, SBP determined that there is a high concentration of homeowners who want to rebuild their homes but do not have the resources. Many of these residents are similar to our clients in St. Bernard-- they are working-class people, seniors, people with disabilities and parents who owned their homes before Katrina and can not afford to rebuild; they are struggling with mental health issues because they can not move back into their homes. Residents of Gentilly deserve the same quality services that we have been delivering to our clients in St. Bernard. Through a continued partnership with AmeriCorps State, SBP will be able to offer these services to residents of Gentilly.

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2. SBP is committed to providing a quality program at the Gentilly site that mirrors our programmatic offering in St. Bernard. We believe that our innovative model that focuses on leveraging resources and partners will ensure the sustainability of the Gentilly site. SBP will work collaboratively with existing community organizations, leaders and businesses and continue to involve the community in every step of the site development and implementation. The Gentilly site will have an office in the community, like the St. Bernard site, that will serve as its base of operations. It is where residents will come to apply for assistance, volunteers will meet for orientation, staff will store tools and other materials.

3. SBP recently promoted a staff member to Deputy Director who will oversee the St. Bernard and Gentilly sites. She reports directly to the co-directors and will work closely with the management team to ensure high quality service delivery at both site.

4. SBP currently operates one site in St. Bernard Parish. The St. Bernard Project will oversee and manage all operations at both sites. The new site in Gentilly will replicate our current service model in St. Bernard.

5. SBP has closely examined the staff needed to manage and oversee our St. Bernard site. We are committed to offering the same high quality services to residents in Gentilly and understand that we must have the same programmatic and fiscal capabilities that we have dedicated to our St. Bernard site.

6. When we have both sites open, SBP will develop connections among sites by doing the following: a) we will have weekly management meetings for management staff; b) we will have monthly all-staff bbq's to foster staff cohesiveness; c) volunteer department staff will be supervised by one Director of Volunteers; and d) we will have bi-monthly all-staff meetings.

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b) Board of Directors, Administrators and staff

SBP's Management Team (listed below) plays a vital role in ensuring and guiding a successful AmeriCorps program. Each member of the management team adds a skill set that ensures that we comply with the regulations and spirit of the program. They also offer a supportive environment for members to develop and thrive as they carry out the mission of the organization. Members of the management team include:

1) Chief Executive Officer, Zack Rosenberg. Mr. Rosenberg is an attorney with 13 years of non-profit experience. Mr. Rosenberg is responsible for the executive level functions including goals, vision, fundraising, management and partnerships.

2) Development Director, Liz McCartney. Ms. McCartney has 6 years of experience managing and running non-profit organizations. Ms. McCartney is responsible for operations (fiscal management and fundraising)

3) Director of Operations: Andrea Bean. Ms. Bean has extensive experience recruiting and retaining volunteers. She joined the SBP in 2007 as an AmeriCorps Vista after serving as the Volunteer Director for Habitat in Ft. Collins, Colorado. Ms. Bean became a full-time staff member this fall and responsible for overseeing the day-to-day operations of the organization.

4) AmeriCorps State Program Manager: Ashley Sloan. Ms. Sloan has extensive AmeriCorps experience. Ms. Sloan was awarded the Spirit of Service Award by AmeriCorps in 2008. She completes her third term of service as an AmeriCorps State member at SBP on November 3. At that time she will be hired by SBP and become a full-time staff member responsible for managing this program. She will file the

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necessary reports, track timesheets, and monitor the program.

5) Bookkeeper. This staff member is responsible for filing the financial reports on a monthly and quarterly basis.

6) Construction Manager: experienced construction professionals oversee a portion of the homes being rebuilt.

The AmeriCorps Program Manager will attend the HR training course, meet monthly with all individuals serving as supervisors for AmeriCorps members, the construction specialists and deputy director, to review the AmeriCorps member policies and handbook, discuss member performance and present best practices for supervision.

Board of Directors

The St. Bernard Project was recently granted its 501c3 status from the IRS. Prior to this, SBP partnered with a fiscal agent who oversaw our finances and served as our Board of Directors. With our new status as an independent nonprofit we are developing a Board of Directors. Currently, our board has five members: Kirk Menard, Jackie Alexander, Ari Mittleman, Zack Rosenberg (non-voting member) and Gina Warner. SBP's board brings more than 50 years of combined nonprofit and fundraising experience. The current Board has identifying and in the process of interviewing three additional members who hail from the greater New Orleans area.

c) Plan for Self-Assessment or Improvement

The St. Bernard Project understands that honest self-assessment is vital to progress and successful

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operation and growth. We constantly meet with staff members to learn of ways that we can improve. Further, we ask all non-member volunteers and partners to fill out feedback forms which alert us about what is going well and what needs improvement. Finally, we have worked and will continue to work with consultants on a variety of projects focused on self-assessment and improvement. These projects take place both at the board and staff level.

d) Plan for effective technical assistance:

We work with outside non-member volunteer technical consultants to assess and address our technical assistance needs. In the past these technical assistance projects have focused on our website, database resources and financial tracking. Our Board has a wealth of resources (mostly corporations) that have offered to assist with other projects as needed.

Our staff understands the financial and programmatic requirements of the grant. To ensure that we are complying with all requirement we will hold monthly meetings to check that the appropriate paperwork and reports are completed in a timely fashion. Any new staff members that are added to our team to help manage this program will undergo a thorough orientation of the program.

SBP will work closely with the staff at the Louisiana Learn and Serve Commission around any training and technical assistance needs. If they are not able to provide us with assistance, we will access one of the resources they suggest or a resource that our Board of Directors has secured.

2.Sound Record of Accomplishment as an Organization

a) Volunteer Generation and Support

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To increase our organizational capacity, we seek to recruit non-member volunteers who will be able to meet a need of the St. Bernard Project for an extended period of time. We currently have eight long-term, non-member volunteers working with us. Many of these non-member volunteers decided to extend their initial commitment of a week and work with our team for a longer period of time. Further, we have developed partnerships with local companies through which the companies loan us their skilled employees for significant periods of time. We recruit from colleges, retiree groups, local businesses and the military.

In addition, we recruit weekly and daily non-member volunteers from institutional partners, such as colleges, faith-based institutions, businesses, and labor organizations. Further, we utilize our 9,000 non-member volunteer base to recruit additional volunteers.

b) Organizational and Community Leadership

SBP has provided leadership by developing one of the most effective rebuilding programs in the community. We work closely with other organizations such as the long-term recovery committee and the advisory board for the United Way to share our model and learn from other successful organizations. SBP staff members regularly attend local community meetings including Rotary Club and Kiwanis Club.

SBP has received several awards including:

- Social Entrepreneurship Award, Manhattan Institute, October 2008 (this award included a \$25,000 prize)
- Liz McCartney, CNN Top Ten Hero of the Year Finalist, September 2008 (this award included a \$25,000 that Liz donated back to SBP)
- Liz McCartney and Zack Rosenberg, Gambit Weekly's 40 under 40, September 2007

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In addition, SBP staff hold the following community positions:

Rotary Club, Member -- Les Sharfenstein

St. Bernard Parish Civil Service Board -- Les Sharfenstein

St. Bernard Parish Battered Women's Shelter, Board Member-- Joycelyn Heintz

c) Success in Securing Match Resources

SBP successfully secured the required match for the grant awarded in 2008. We have already talked with several funders about the match necessary for this grant and they are committed to continuing funding for our program. Our partnership with AmeriCorps allows us to leverage our resources with a high level of success. Current committed match funding for this grant includes, but is not limited to:

--Exxon Mobile: \$10,000

--General Electric Foundation: \$375,000

--United Way for the Greater News Orleans area: \$120,000

--Manhattan Institute: \$25,000

--CNN Hero award: \$25,000 (awarded to Liz McCartney which she donated back to SBP)

3. Success in Securing Community Support

a) Collaboration

Narratives

SBP has developed a range of partners that increase the quality and reach of the services provided by our program including:

--Corporate funding: Motiva, Tide, Winn Dixie, Shell Oil, DeWalt, Winn Dixie and Entergy

--Foundation support: GE Foundation, United Way for the Greater New Orleans area, Brown Foundation, Braveheart Foundation, Starfish Foundation have provided our most significant foundation support.

--Higher Education: LSU's Psychiatry Department is partnering with SBP to open a Center for Wellness and Mental Health; Loyola University, LUCAP volunteers.

--St. Bernard Parish Government: refers clients to us, provides trailers for our long-term volunteers, loans us two Parish trucks to haul supplies and will donate properties for our Senior Housing Program

--Local small business support: a local licensed electrician and a local licensed plumber inspect all job sites and file the required permits with the local government AND train AmeriCorps State members

--Client referrals: Abdullum Church, Christian Fellowship Church, St. Bernard Community Recovery, Red Cross, Catholic Charities

--Volunteer labor: Church of the Brethren, Christian Aid Ministries, Habitat for Humanity, One Brick, Loyola University and hundreds of faith-based groups, colleges and universities from around the country

b) Local financial and in-kind contributions

Several of the companies listed above are local such as Shell Oil, Murphy Oil, Baiamonte Electric, RPS Plumbing, United Way for the Greater New Orleans area, and the Brown Foundation. These relationships have continued over time, expanded in scope and increased in amount.

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For example, Steve Baiamonte is a local licensed electrician who started partnering with SBP in late 2006. Initially, he inspected our electrical team's wiring. Since that time he has expanded his in-kind services to include rough inspection and permit filing, finish inspection and permit filing and training for SBP staff and AmeriCorps State members. Inspired by Steve's generous efforts, a local plumbing company, R.P.S., is now offering similar in-kind services to SBP for all plumbing work, permits and training.

Another example is Shell Oil. Initially Shell sent 24 employees to work with us for a day in late 2006. Next, they donated \$11,000. Months later, they send 40 employees to work with us. In late 2007, they donated 2 trucks and an additional \$25,000. In 2008, they have sent over 200 employees to volunteer on five separate days. By the end of the calendar year they will donate more than \$25,000 to SBP.

Murphy Oil recently learned of Shell's partnership with SBP and started sending six skilled staff members to volunteer at SBP each week. They focus on doing plumbing and electrical work. This partnership will allow SBP to get 25 families home for the holidays. In 2009, Murphy will continue to send their staff members to assist with these projects but expand their scope to include 10 staff members each week.

c) Wide Range of Community Stakeholders

Please see above for a list of SBP community stakeholders. SBP believes that our community partnerships have been critical to our success. Many of the organizations listed above are based in the community such as St. Bernard Parish Government, several local universities and faith-based

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organizations. These relationships have continued over time, expanded in scope and increased in amount.

One example of an expanded partnership is with the Church of the Brethren. Initially they sent 10 non-member volunteers to us every Wednesday. After working with SBP for several months, they decided to create a base camp in St. Bernard. Now, they send us 10-30 non-member volunteers every day. Recently, they started hosting a weekly dinner that our corps members and SBP staff excitedly attend every week.

A student-led group from Loyola University started bringing non-member volunteers to SBP on Saturdays in late 2006. Initially the groups had 5-10 non-member volunteers. Over time the size of the Saturday groups increased. Most recently, they brought over 25 students. This relationship has provided SBP with over 3,000 hours of in-kind labor over the past two years.

4. Special circumstances

Our organization was created to address an urgent need: to help American families living in unsafe, inhumane FEMA trailers rebuild their homes. We have grown quickly, because of the great need. Initially we had 2 staff members. Now, we have 6 plus 19 AmeriCorps State members, 2-4 NCCC teams, 3 Vistas and 8 long-term, non-member volunteers. Initially we had non-member volunteers only on the weekends. Now, we have the capacity to manage up to 200 non-member volunteers every day. It is imperative that we strengthen and expand our capacity so that we can address the severe housing crisis in St. Bernard and expand our services into New Orleans.

St. Bernard is absolutely resource poor, especially post-Katrina, and is classified as rural by the Department of Agriculture. The majority of residents are categorized as working class. Prior to the

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hurricanes they were self sufficient. This was demonstrated by the high homeownership rate (75%) and the low unemployment rate (4%).

Post hurricane however, many residents are teetering on the verge of poverty: they can not access equity or loans to rebuild their primary asset, their home; and they are experiencing mounting debts due to the increased cost of living and stagnant income levels. To further compound these problems in St. Bernard, a significant percentage of the population suffers from mental health problems which are directly attributed to storm-related trauma and stress caused by the local housing crisis. Without support from the St. Bernard Project, many of the once self sufficient residents of St. Bernard will slip into poverty.

SBP is committed to providing assistance to this vulnerable population so that they will not face further crisis and fall into poverty. Additionally, with so many of the community's residents and businesses still struggling to rebuild, St. Bernard continues to be a resource-poor community with few philanthropic resources and corporate resources. For the next few years, St. Bernard will need an influx of resources to rebuild, stabilize and position itself to become a self sufficient community once again.

Cost Effectiveness and Budget Adequacy

1. Cost Effectiveness

a) MSY \$13,703

b) Diverse Non-federal Support

SBP has a proven track record of being able to raise funds from corporations, the United Way, foundations, faith-based and civic groups and individuals. Our fundraising plan includes grant writing, fundraising events, in-kind donations and fundraisers. Matching funds for the grant include, but are not limited to:

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--Exxon Mobile: \$10,000

--General Electric Foundation: \$375,000

--United Way for the Greater News Orleans area: \$120,000

--Manhattan Institute: \$25,000

--CNN Hero award: \$25,000 (awarded to Liz McCartney which she donated back to SBP)

In addition, SBP has successfully recruited over 9,000 non-member volunteers over the past two years. Nearly 40% of these volunteers have donated to SBP or hosted fundraising events for SBP in their hometowns. To date SBP has received over 4,000 donations from individuals, corporations, faith-based groups, community and civic groups.

2. Budget Adequacy

a) The outputs and outcomes of this grant proposal are directly driven by the organization's mission to remove barriers for families who wish to move back home. The program staff and other costs listed in this budget are necessary for us to achieve our mission based on the work that SBP has done for the past 26 months. These staff members and costs are necessary to ensure that our Americorps members can help us continue to achieve our outcomes. In accordance with CNS rules, SBP will hire an external evaluator to conduct a final evaluation of the project. This evaluation will determine if the corps members were able to achieve the stated outputs and outcomes and why or why not.

In addition to a formal evaluation process, SBP will regularly collect data from corps members and their direct supervisors to ensure that they are meeting their set goals

SBP is committed to providing assistance to this vulnerable population so that they will not face further

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crisis and fall into poverty. Additionally, with so many of the community's residents and businesses still struggling to rebuild, St. Bernard continues to be a resource-poor community with few philanthropic resources and corporate resources. For the next few years, St. Bernard will need an influx of resources to rebuild, stabilize and position itself to become a self sufficient community once again.

Evaluation Summary or Plan

The St. Bernard Project will hire an external evaluation performed by a faculty member from UNO's School of Business, a local university, to conduct a program evaluation prior to the end of the program.

The goals of the evaluation will be to:

1. determine if the program is able to achieve its stated outcomes
2. determine if the program is positioned to provide a professional environment in which its members can help the organization achieve its outcomes and achieve their own professional goals
3. determine any other factors based on recommendations by the Louisiana Serve Commission

This evaluation will utilize a variety of data collection techniques including one-on-one interviews, surveys, review of paper files and review of all tracking processes.

The results of the evaluation will be shared with the Louisiana Serve Commission and all partners and donors.

Amendment Justification

N/A

Clarification Summary

Budget Clarification Items

-Equipment: Vehicles removed due to inability of program to expand by 20 members

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-Supplies: Section I.E - St Bernard Project will be purchasing the same supplies as listed in the 2010 budget in order to maintain a consistent inventory of supplies. St Bernard Project utilizes unskilled volunteer labor in order to complete construction on our clients' homes. Because these volunteers are unskilled, the wear and tear on SBP's tools far exceeds what can be normally expected and drastically decreases the lifetime of the tools. Thus, SBP has to replace tools at a much higher frequency than a typical organization relying on skilled labor. Thanks to the expansion of SBP's AmeriCorps program in 2010 and continued expansion in 2011, we are able to operate a much larger number of work sites than in the past. St Bernard Project needs additional tools in order to stock these additional sites.

-Supplies: Computers - In the next months, St Bernard Project will be implementing new project management software in order to better track operations within our Construction Department. In order to allow us to have the most up to date information about a work site's progress, St Bernard Project will begin to place laptops with our AmeriCorps Site Superintendents in the field. This will increase communication and work flow and allow our Construction Department to function more effectively. These computers will be purchased via St Bernard Project's policy for vetting competitive bids.

-Contractual/Consultant Services: Consultant services will be utilized to provide AmeriCorps members with high quality trainings and member development opportunities. Topics to be covered include: Diversity (provided by Teamwork Leadership Institute), Community Organizing (provided by Kevin Lawler, a Field Organizer for Organizing for America), Conflict Resolution, Diversity Awareness, Time/Task Management and Financial Management.

*AmeriCorps Program Manager updated the budget to provide a more accurate reflection of salary levels and positions that will manage AmeriCorps members or maintain the AmeriCorps program/budget.

Programmatic Clarification Items:

St Bernard Project will have 3 Corps serve during the program year. The first Corps will start on August 12, 2011. The second Corps will start on September 30, 2011. The Summer Corps will start on May 15.

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St Bernard Project will ensure that all AmeriCorps members are enrolled and exited from our AmeriCorps program within 30 days. St Bernard Project utilizes an online calendar system to manage our internal operations. The start and end date of all 2011-2012 Corps has been scheduled on this calendar system, as well as the 30 day window for enrollment/exit of members. An electronic reminder will be sent to AmeriCorps Program Manager to enroll/exit members to ensure compliance.

Performance Measure Clarification

St Bernard Project will be folding Veterans Corps into the 64 MSYs and will still keep the Veterans Performance Measure.

Continuation Changes

SBP is requesting an expansion of its program to include 20 additional members, returned United States military veterans, who will not only assist in solving the housing crisis in New Orleans, but also learn on the job training in varying components of energy efficient and environmentally sustainable construction.

Two main reasons drive SBP's requested expansion. First, the housing crisis in the Greater New Orleans area has not abated and has gotten worse. SBP will use additional members to augment and expand our Owner-Occupied Rebuilding Program as well as our Opportunity Housing Program, which utilizes blighted and abandoned properties and vacant lots to rebuild/build housing that is truly affordable. Second, as veterans are "always looking for their next mission," as the unemployment rate for returned war veterans is staggeringly high, and as significant but solvable problems exist in our community, it is vital to utilize the skills, ethos and energy of returned veterans as part of the solution.

With an additional 20 members, SBP will increase the capacity of our Owner-Occupied Rebuilding Program and Opportunity Housing Programs in Orleans, St. Bernard and Jefferson Parishes. These

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members will make up our Veterans Corps-style program, a pilot program we are launching in January 2011 with seven half-term AmeriCorps members.

Explanation for need of services and expansion of for Veterans: More than five years after Katrina, the New Orleans area is still facing a housing and mental health crisis that further exacerbates decades of social, environmental, and economic injustices. Today there are still more than 250 families who own homes, but who are living in FEMA trailers in front of their gutted houses. Another 6,000 families who own homes are living in other forms of temporary housing without the resources to repair their damaged homes.

SBP completed a study with the eight largest nonprofit rebuilding programs in N.O. and determined that our current capacity (including SBP) is 400 homes a year. If we were to continue rebuilding at our current capacity it would take nearly 15 years to rebuild homes for the 6,000 households who own their homes but cannot afford to rebuild them.

In addition, there is a gap between the number of families in need of affordable housing and the number of affordable units available. Indeed, New Orleans has the highest percentage of "cost-burdened" Americans in the United States. According to the Greater New Orleans Data Center, there is currently a shortage of 20,000 affordable housing units. The overarching reason for this unmet demand is that, while rent has doubled since Hurricane Katrina, wages are not keeping pace. Today, 47% of all full-time workers in the region earn less than \$35,000 annually, and 80% of these households are cost burdened (defined as 30% of monthly income on housing). The high housing prices affect the very people needed to rebuild the area - maintenance and repair workers and those in the construction trades. It also prices out the people needed to bolster the state's infrastructure (i.e. teachers, police officers, firefighters, and nurses) as well as those needed to keep the tourism industry afloat (cashiers, waiters, and

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housekeepers).

A report by the Louisiana Disaster Recovery Foundation (LDRF) reveals that monthly rent for a two-bedroom apartment in the area is simply unaffordable for these workers. As significant, seniors and people with disabilities make up a sizable portion of those renting, and their fixed incomes make it impossible to keep up with the high rents. An average one bedroom in NO costs approximately \$940 while a typical two bedroom costs nearly \$1100 per month.

According to the August 2010 Brookings Institute N.O. Index, nearly 9,000 applicants are still waiting for their checks from the Road Home, the federal grant program to assist homeowners repair their homes. The majority of homeowners who have received Road Home assistance did not receive sufficient funds to rebuild, with an average shortfall of \$35,000, according to a 2008 Policy Link study. Finally, recent studies by LSU and Policy Link found more than 10,000 households have been affected by contractor fraud. These barriers have resulted in the current housing crisis for homeowners. For these homeowners, their options are limited.

In the numerous neighborhoods throughout both St. Bernard and Orleans Parishes where homeowners cannot afford to rebuild, slabs and empty lots serve as a constant reminder of the storm's devastation. As of October 2010 there are still more than 48,000 blighted and vacant addresses in the city of New Orleans alone.

Considering the myriad housing challenges low to moderate income families in the New Orleans area face, expansion of SBP's Owner-Occupied Rebuilding Program and our Opportunity Housing Program is vital for individual, family, community and regional recovery.

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In addition to the enduring housing crisis in the region, SBP is aware of the challenges that newly returned veterans face when trying to re-enter society as a civilian. Unemployment rates for returning veterans are nearly 14% compared with the national average of 9%. Many veterans who were in active duty struggle with mental health problems and as a result can have difficulty maintaining full-time employment. Studies have shown that over 70% of veterans are committed to civic engagement upon completion of their military service. By serving as members at the St. Bernard Project, veterans will fulfill their desire to remain civically engaged by helping to address the large scale housing problems the region still faces.

In many ways, the veterans' work will fill many of the voids left by their war-theatre service. Unlike in foreign battle, working for SBP in New Orleans will: a) have a clear impact on America's future; b) have a clear impact on the lives of specific Americans; and c) have clearly demonstrable success tied to their effort and daily work.

Activities of Expansion Members: The new Veteran members will assume and learn construction responsibilities as:

1. Site Supervisors: supervise non-member volunteers in rebuilding activities;
2. Skilled Laborers: learn plumbing, electrical or carpentry and complete tasks according to local codes.
3. Warehouse / Supply Coordinators: manage the operations of ordering tools, materials and supplies for the 50+ rebuilding projects under construction.

Organizational Capacity to Support Expansion: SBP has responsibly yet aggressively expanded our operations over the past four and a half years. SBP has a high retention rate, a high re-up rate (when members remain at SBP for a second term of service) and a very high rate of applications from NCCC members who served at SBP. Further, SBP's capacity to train veterans in energy efficient rebuilding and

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building is bolstered by SBP's new partnership with the United States Department of Energy, which has occurred after DOE Secretary Chu spent Veterans' Day with SBP. Subsequent to the Secretary's visit, DOE created an in-house working group, and has hired an independent contractor (Build America) to turn SBP into a national and replicable model of energy efficient building and rebuilding.

We are well positioned to successfully manage this expansion because of the following efforts:

1. Program Staff: SBP is hiring an experienced Veterans Programs manager who will design and implement all hiring and training practices for veterans.
2. Partnerships: SBP is partnering with Warriors in Transition, Iraq and Afghanistan Veterans of America (IAVA), and the nation's only active Veterans Corps in Washington State to best position members for success.
3. Experience with Veterans: SBP currently has four veterans on staff, members of Veterans in Transition working full time at SBP, and has just hired a veteran to serve as a Project Manager.
4. Past Experience Expanding our AmeriCorps Programs: SBP's current 2010-2011 AmeriCorps program is double the size of SBP's 2009-2010 program. SBP received three applications for every available position when recruiting for 2010-2011 members. The overwhelming interest in serving with SBP assures that SBP is able to select individuals of the highest caliber for service and would be able to fill a greater number of MSYs

As further evidence of SBP's capacity to effectively and optimally manage this expansion, SBP was recognized by First Lady Michelle Obama as one of the top twenty civilian-military partnerships.

Changes to the Budget: St. Bernard Project added staff to support the increase in AmeriCorps members serving with the organization, including the financial aspects of the grant reporting. An outline of the

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positions is below.

AmeriCorps Program Manager is responsible for the key components of this program including recruitment, orientation, trainings, member development and Life After AmeriCorps.

Veterans Program Manager will have the same responsibilities of the AmeriCorps Program Manager for the expansion of the Veterans. In addition, the Veterans Program Manager will focus effort on licensing and meaningful employment for Veterans servings as AmeriCorps members at the completion of their term.

Direct Supervisors of AmeriCorps Members include: Client Services Supervisor; Director of Construction; Development Director, who oversees the volunteer coordinators, Director of Operations, who oversees the members serving in the warehouse; Electrical Team Manager, Master Plumber and the Project Managers who oversee the AmeriCorps members who serve as construction site supervisors.

The scale of salaries for SBP's Construction Project managers is related to professional licenses, which are required for new construction, and experience in the industry.

AmeriCorps Support Staff: Bookkeeper; Executive Director; Human Resource Assistant who reviews the living allowance distribution, assists the AmeriCorps Program Manager with AmeriCorps member selection and member development and Controller who oversees grant reporting.

SBP intends to have donated plumbing and electric vans, both of which are essential for additional AmeriCorps members serving on the plumbing and electric teams. The increase in capacity for

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AmeriCorps members and number of home rehabilitated will require additional transportation. The budget request includes insurance, title, registration, maintenance overview and replacement of tires for the donated vehicles before they are put on the road.

SBP is implementing a project management software. The AmeriCorps members serving as site supervisors will update the enterprise database on constructions sites. Site Supervisors will require wireless communication via the Internet to communicate with the database. The budgeted request for computers will allow the new Veteran members serving as Site Supervisors (10) to update the status of their projects from the field. In addition the computers will be used for skills trainings and member development for AmeriCorps members.

Justification for an increase in cost per MSY: St. Bernard Project's cost per MSY increased from \$12,969 per member to \$13,261 per member because of the increased living allowance, which in turn increases FICA and worker's comp. Additionally, St. Bernard Project will now be providing a monthly housing allowance for second term AmeriCorps members.

Plans for improving enrollment, retention or other compliance issues:

Enrollment

In 2009-2010, SBP enrolled 94% of the slots awarded (31 out of 33). Two slots were left unfilled due to individuals who committed to serve but dropped out of the program at the last minute. SBP recognizes the importance in filling all allocated spots and SBP's 2010-2011 AmeriCorps Program represents a deliberate plan for improving SBP's enrollment rate to insure 100% enrollment. By having two separate

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enrollment dates for full time members, SBP has been able to expand recruitment efforts in order to provide greater individual attention to each applicant and to accommodate the availability of more applicants. To insure 100% enrollment in 2011-2012, SBP has begun keeping detailed records of all AmeriCorps NCCC members that serve at SBP and plans to recruit from within this pool. Additionally, SBP plans to begin recruiting for the 2011-2012 AmeriCorps team during March and April of 2011 by making contacts with college groups on Spring Break. SBP plans to reach out to these contacts once they return to their college communities and send an SBP representative to these campuses in order to raise awareness of AmeriCorps opportunities and to conduct interviews. SBP feels confident that these efforts will garner significant interest in the SBP AmeriCorps Program from highly committed individuals who are already inspired by SBP's work, which will lead to 100% enrollment.

Retention

SBP strives to retain 100% of the AmeriCorps members that enroll in our program. During SBP's 2009-2010 AmeriCorps program, SBP had a retention rate of 86.5% (51 out of 59 members). Members who left the program early did so for highly personal reasons, including health problems, school obligations, and other service opportunities with CNCS.

SBP is implementing an aggressive plan to insure that all members complete their term of service, as well as to retain an increasing number of members for a second term of service. In order to improve SBP's retention rate during the year, SBP is vastly expanding efforts to recognize the accomplishments of members, promote a sense of team identity, and remain responsive to member needs and concerns. To celebrate member accomplishments, SBP has started distributing an award at our monthly staff meeting to recognize a high performing member. All SBP staff and AmeriCorps members are able to submit nominations for this award throughout the month, and the nominated individuals are posted in the SBP building. Throughout the year, SBP also allows staff and AmeriCorps members to send each

Narratives

other Candy Grams to provide encouragement and recognition to their fellow members. To integrate members into our organization and promote a culture of inclusion, SBP has begun sending out a bi-weekly newsletter that updates all members and staff on accomplishments and upcoming events, as well as spotlights three AmeriCorps members in each edition. SBP is beginning to hold monthly AmeriCorps Member meetings to provide a venue for members to come together and reflect on their service. SBP is also an active member of the Greater New Orleans AmeriCorps Program Alliance, which allows SBP's members to connect with other members throughout the city. In order to remain responsive to the needs of members, SBP has created an anonymous system for members to voice their feedback / concerns and begun an aggressive assessment of our training and management practices that relies upon evaluations completed by AmeriCorps members.

SBP is committed to both increasing second year retention rates, as well as providing members with a more robust "Life After AmeriCorps" program. Of the 59 full-term, half-term and minimum time members who served in SBP's 2009-2010 AmeriCorps program, 18 signed on for another term of service and 5 were hired as SBP staff, for an overall organizational retention rate of 40%. Members who did not stay on for an additional term left to pursue job opportunities, higher education or travel. To increase second year retention rates, SBP will offer a \$150 monthly housing stipend to returning AmeriCorps members in recognition of the support, guidance, and leadership that they provide to new members of the SBP AmeriCorps team. In the coming year, SBP will also offer additional trainings to facilitate members' professional development, so that members recognize their time with SBP as an opportunity for tremendous personal and professional growth.

Performance Measures

SAA Characteristics

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

Priority Areas

- | | |
|--|--|
| <input type="checkbox"/> Education
<i>Selected for National Measure</i> <input 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 checked="" type="checkbox"/> Veterans and Military Families
<i>Selected for National Measure</i> <input checked="" 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 80.85

Service Categories

Disaster Recovery

National Performance Measures

Priority Area: Economic Opportunity

Strategy to Achieve Results

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

St. Bernard Project, through the assistance of AmeriCorps members, will address affordable housing and housing rehabilitation in St. Bernard and Orleans Parishes in neighborhoods that were affected by Hurricanes Katrina and Rita. AmeriCorps members will lead non-member volunteers in reconstruction of gutted homes for low-income families using local vendors to purchase materials to reduce the carbon footprint in material delivery. AmeriCorps members will also repair and develop properties for our Opportunity Housing Program, which will provide affordable housing for low income families and first time home buyers.

Result: Intermediate Outcome

Result.

St Bernard Project AmeriCorps members will rehabilitate, develop or weatherize existing homes in St Bernard and Orleans Parish.

Indicator: (PRIORITY) O11: Individuals transitioned into housing.

Target : Existing homes in St Bernard and Orleans Parish that are in need of rehabilitation, development or weatherization.

Target Value: 120

Instruments: St. Bernard Project will use I-Nexus, a performance computer database, to tally and track the number of existing homes rehabilitated.

PM Statement: One hundred twenty homes and structures in St Bernard and Orleans Parish will be rehabilitated, developed, weatherized or made more energy-efficient.

Result: Output

Result.

Low-income families that transition into the 120 rehabilitated or developed homes

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

Target : Low-income families living in non-permanent housing

Target Value: 120

Instruments: St. Bernard Project will use I-Nexus, a performance computer database, to tally and track the number of existing homes rehabilitated and the number of low income families that transition into safe, permanent housing.

PM Statement: St Bernard Project will enable 120 low income homeowners to transition from non-permanent housing into the 120 homes rehabilitated by SBP AmeriCorps members.

Priority Area: Veterans and Military Families

Strategy to Achieve Results

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

St Bernard Project will develop a program, in partnership with local vocational schools and colleges, that will provide comprehensive supportive services to aid veterans in transitioning back into civilian life. The Veterans Corps will aid veterans in re-entry civilian life through service learning, on-the-job construction skills training, and

National Performance Measures

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

education on (1) utilizing the benefits available to veterans, (2) identifying signs/symptoms of PTSD and traumatic brain injuries, (3) advocating for veterans in civil society.

Result: Intermediate Outcome

Result.

Participants in St Bernard Project's Veterans Corps will display an increased level of knowledge on the benefits, opportunities, and issues for veterans transitioning into civilian life.

Indicator: Veterans displaying an increased level of knowledge on the benefits, opportunities,

Target : Number of veterans displaying an increased level of knowledge on the benefits, opportunities, and issues for veterans transitioning into civilian life.

Target Value: 10

Instruments: St Bernard Project will administer a survey to assess the level of knowledge of Veteran Corps members at the beginning, mid point, and end of their participation in the program. The results of the survey will be tracked in a database application on Salesforce

PM Statement: Ten veterans will display an increased level of knowledge on the benefits, opportunities, and issues for veterans transitioning into civilian life as a result of participating in Veterans Corps.

National Performance Measures

Result.

and issues for veterans transitioning into civilian life.

Result: Output

Result.

Veterans participating in St Bernard Project's Veterans Corps will receive supportive services to re-enter civilian life through service learning, on-the-job construction skills training, and education on (1) utilizing the benefits available to veterans, (2) identifying signs/symptoms of PTSD and traumatic brain injuries, (3) advocating for veterans in civil society.

Indicator: (PRIORITY)V1: Veterans receiving services and assistance.

Target : Veterans enrolled in St Bernard Project's Veterans Corps.

Target Value: 15

Instruments: St Bernard Project will use a database application in Salesforce to track the trainings that veterans in SBP's AmeriCorps Program receive.

PM Statement: Fifteen veterans will receive assistance from St Bernard Project by participating in our Veterans Corps, which provide supportive services in re-entering civilian life through service learning, on-the-job construction skills training, and education on (1) utilizing the benefits available to veterans, (2) identifying signs/symptoms of PTSD and traumatic brain injuries, (3) advocating for veterans in civil society.

Priority Area: Veterans and Military Families

Strategy to Achieve Results

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

St Bernard Project will develop a program, in partnership with local vocational schools and colleges, that will provide comprehensive supportive services to aid veterans in transitioning back into civilian life. The Veterans Corps will aid veterans in re-entry civilian life through service learning, on-the-job construction skills training, and education on (1) utilizing the benefits available to veterans, (2) identifying signs/symptoms of PTSD and traumatic brain injuries, (3) advocating for veterans in civil society.

As part of St Bernard Project's commitment to creating a more veteran-friendly community, Veteran Corps members will implement community events that raise awareness of veterans' issues and engage veterans in civic activism/community service.

Result: Intermediate Outcome

Result.

Veteran Corps members will implement community events that raise awareness of veterans' issues and engage veterans in civic activism/community service. These events will promote a greater sense of unity, community, and engagement amongst veterans in the Greater New Orleans area.

National Performance Measures

Result.

Indicator: Veterans living in the Greater New Orleans area who indicate a desire to continue to

Target : Veterans living in the Greater New Orleans area

Target Value: 20

Instruments: St Bernard Project will survey the veterans that become engaged in a Veterans Corps sponsored event to assess their interest in continuing to be involved in veterans-related events.

PM Statement: 20 out of 40, or 50% of the veterans who become engaged in a Veterans Corps sponsored event will indicated that they would like to continue to be involved in the veterans community in the Greater New Orleans area.

National Performance Measures

Result.

be engaged in community service

Result: Output

Result.

Veteran Corps members will implement community events that raise awareness of veterans' issues and engage veterans in civic activism/community service.

Indicator: (PRIORITY)V2: Veterans engaged in service (other than mentoring disadvantaged

Target : Veterans living in the Greater New Orleans area

Target Value: 40

Instruments: St Bernard Project uses a database, Civicore, to track every person who volunteers with our organization

PM Statement: Veteran Corps members will implement community events that raise awareness of veterans' issues and engage 40 veterans in civic activism/community service.

National Performance Measures

Result.

youth).

Required Documents

Document Name

Status

Evaluation

Not Applicable

Labor Union Concurrence

Not Applicable