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Executive Summary

Barnstable County's AmeriCorps Cape Cod is a full-time residential program dedicated to providing high quality environmental and disaster preparedness and response service activities to the 15 towns of Barnstable County, Massachusetts. Its members partner with local non-profit and government agencies to provide service in the areas of Natural Resource Management, Disaster Preparedness and Response, Environmental Education, and Volunteer Engagement.

Rationale and Approach

A. RATIONALE AND APPROACH

COMPELLING COMMUNITY NEED

The AmeriCorps Cape Cod (ACC) program is a regional residential service program that responds to the critical environmental, disaster and community needs within the fifteen towns of Barnstable County (commonly known as Cape Cod) in Massachusetts. The program offers 26 full-time members an opportunity to enhance their personal development, foster civic values, build community leadership and recruit and mobilize volunteers.

The Cape Cod environment is a fragile, finite and valuable resource to be preserved, protected and sustained for future generations. Surrounded on three sides by the Atlantic Ocean, the peninsula of Cape Cod extends 30 miles into the Atlantic Ocean. The Cape is composed of 15 towns covering 396 square miles. This includes the Cape Cod National Seashore (CCNS), as a unit of the National Park System (NPS). The outer beach of the Cape Cod peninsula has been recognized by Congress for its ecological, historical and cultural significance.

The unique coastal environment of Cape Cod has been attracting visitors from throughout the United States and abroad for many decades. In recent years, the number of visitors has grown dramatically. In 1998 alone, more than 5 million people crossed the bridges of the Cape Cod Canal to visit the peninsula. Population growth rates on Cape Cod are also very high. The population has more than doubled in the last 30 years from just above 97,000 to over 250,000 year-round residents and it swells to more than

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five million during peak summer months. These increasing numbers of people flock to fragile resources, resulting in critical environmental impacts. Development is one of the main sources of stress to the fragile Cape environment, as it leads to loss of habitat and fragmentation of the remaining open space. Periodic and sustained maintenance of these land conservation areas is necessary. To address this need, AmeriCorps members have removed invasive species, surveyed parcels of conservation land, restored damaged habitats, enhanced and cut trails, and written land management plans in collaboration with towns and conservation trusts.

Both freshwater and saltwater resources are being threatened by a combination of factors. Development continues to encroach on wetland areas and over fishing puts a strain on finfish and shellfish populations. Protecting the resources of Cape Cod while promoting their continued use present significant challenges for all residents and natural resource managers.

Among Cape Cod's fragile resources is the ground water. This system is a sole source aquifer that is the only source of drinking water for the region. Eighty-two percent of all homes on Cape Cod dispose of their wastewater through septic systems that leech directly into the groundwater. The water quality is also being threatened and depleted in some localized areas by pollution, damaging chemical plumes, and other intrusions. Plant, marine and wild life have also been disrupted. Like so many places, Cape Cod is faced with balancing the pressures of development and the critical need of environmental protection.

The Cape has a particularly fragile ecosystem because of its geological composition, underlying lens of freshwater, and its pattern of human usage.

Cape Cod's unique geography also lends itself to many potential natural and man-made disasters including hurricane strikes, blizzards, and wildfires, as well as nuclear radiation exposure from a local nuclear power plant, and emergencies surrounding Otis Air Force Base. The region is separated from the mainland by the Cape Cod Canal and access to and from the Cape by motor vehicle is restricted to two, four lane bridges which essentially make Cape Cod an island. This is a serious impediment during times of disaster and mass evacuations. The Cape is also home to a large elderly population and some areas are

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rural and remote. Eleven of the top twenty towns in Massachusetts with the oldest population are located within the 15 towns of Cape Cod. Since the number of people able to leave is prohibitively low, the Cape Cod Chapter of the American Red Cross estimates that it can only provide shelter for 10% of the population of elderly citizens in the state. This group is particularly vulnerable when it comes to natural and/or unexpected disasters. To protect Cape Cod residents and visitors, effective preparation and well designed strategies are necessary. Through service, AmeriCorps Cape Cod members can take action to address public safety, community disaster education, shelter inventories and stocking, and emergency response. Since this initiative was undertaken by AmeriCorps Cape Cod members, the program has provided the community with a trained Corps available to respond.

The program was developed as part of a collective vision of the community. It began in 1999 in response to a regional community needs assessment conducted by the Barnstable County Resource Development Office. This needs assessment is updated yearly using feedback from county, municipal, state, federal, and non-profit organizations. AmeriCorps Cape Cod partners with over 150 local government, non profit, community, school and faith-based groups to meet the natural resource management demands of the Cape's fragile and valuable environment, to prepare the Cape Cod community for potential disaster and to provide assistance when disaster strikes.

The program's primary service activities address the following four areas:

Natural Resource Management (NRM); Disaster Preparedness and Response (DPR); Community Outreach and Education (COE); Volunteer Engagement (VE)

Specific activities within these four focus areas are identified by community partners. Natural Resource Management activities include the following: building boardwalks and foot bridges on conservation lands, raising shellfish for municipal shellfish departments, maintaining conservation trails and completing re-vegetation projects. Disaster Preparedness and Response activities include the following: participating in community disaster projects, operating overnight emergency shelters, preparing for hurricanes and storm events and responding to marine mammal strandings and driving injured marine

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mammals to rehabilitation centers. AmeriCorps members have assisted with the care and release of six Atlantic white-sided dolphins that stranded along Cape Cod Bay. Community Outreach and Education lessons include: recycling awareness, energy efficiency, monitoring water quality and habitat protection. Volunteer Engagement activities involve multiple tasks: coordinating and training volunteers for water quality monitoring, establishing volunteer neighborhood stewardship groups for town conservation lands, and recruiting volunteers for annual AmeriCorps Cape Cod events such as MLK Day of Service and Canal Clean-up.

Community leaders are acutely aware of the challenges of protecting the community and preserving the environment. The AmeriCorps Cape Cod Program model is designed to effectively serve the critical needs of the region as well as the fluctuating population. The program targets and measures member service activities that will improve the management of Cape Cod's natural resources and prepare the community in the event to a disaster.

DESCRIPTION OF SERVICE ACTIVITIES AND MEMBER ROLES:

A corps of 26 AmeriCorps members lives in program-provided housing. Thirteen members live on the lower Cape in Wellfleet in a residence donated by the Cape Cod National Seashore, National Park Service. An additional thirteen members live on the upper Cape in Bourne in a residence donated by Barnstable County. A typical week for a member is divided into three sections: Two Group Project days (GP), Two Individual Placement Days (IP), One Community Outreach and Education Day (COD Day). Two days per week corps members serve together in teams on Group Projects (GP). The service is often short term field and labor based projects that incorporate community volunteers.

During Group Projects, Corps members serve in teams of 3 to 26. Corps members serve together on projects that are short term, labor intensive, and field based to address immediate direct service needs of partnering organizations. Group project examples include the following activities:

Regional habitat restoration (endangered coastal heath land habitat) with Massachusetts Audubon

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Society (NRM);

Erosion control and stream bank stabilization along streams and beaches (NRM);

Emergency shelter inventory & restocking for the American Red Cross (DP);

Trail Restoration, Maintenance and Construction at the National Park Service, Cape Cod National Seashore (NRM);

Shellfish propagation (aquaculture) in town-managed coastal waters (NRM);

Wildfire management, deadfall removal to prevent wild fires at the Cape Cod National Seashore and on town conservation lands(NRM);

Removal of Invasive Species on town-owned conservation lands (NRM);

Presentation and Instruction of Project WET-a water conservation educational festival conducted all year long at schools for grade school students (COE).

Each member is also assigned to serve two days per week with an Individual Placement (IP), serving on long-term projects with a specific non-profit, government or community-based group for a period of three to ten months. Examples of Individual Placement day (IP) service activities include the following:

Developing land management plans for open space, managed by non-profit community land trusts (NRM);

Creation and support of neighborhood stewardship programs for town owned conservation lands (NRM);

Developing a base of community volunteers to perform water quality monitoring and salt marsh restoration projects including volunteer recruitment, training, and coordination with the Association for the Preservation of Cape Cod (VE);

Development and implementation of disaster education and training programs with the Cape Cod Chapter of the American Red Cross (COE);

Volunteer and data collection management and communication coordination for the Cape Cod Stranding Network (VE).

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One day each week the Corps members are divided into small teams for a Community Outreach and Education Day (COD Day). Corps members serve together in these teams to plan and develop community service projects and community outreach, educational materials and presentations.

MEASURABLE OUTPUTS AND OUTCOMES

The program measures the impact of the service activities through data collected from community partners on individual and group project proposals. Group Project and Individual Placement service activities and baseline data is reported and evaluated by community service partners on post service survey forms. It is the goal of the program to satisfactorily complete 420 land and water based management service projects over the next three years. In addition, the program intends to involve 1,020 residents in community disaster education presentations. All service outputs and outcomes are tracked through the AmeriCorps Cape Cod service database. Reports from the database are run quarterly and reviewed with Advisory Board members and staff during program planning sessions. Because the services provided by the program are so diverse Corps members create a professional booklet each year entitled "Report to the Community." This booklet details each project completed over their service year and highlights unique projects, collaborations and the overall successes of the year. The booklet is distributed to: the County Commissioners, administrators, Advisory Board members, Corps members and alumni, legislators, town halls, service partners, libraries, and displayed in many public areas.

PLAN FOR SELF ASSESSMENT AND IMPROVEMENT

The AmeriCorps Cape Cod Advisory Board is composed of experts representing all four primary service areas. The County Commissioners recommend and officially appoint the Advisory Board. One of the newly elected County Commissioners will also sit on the Advisory Board. The full Advisory Board meets quarterly along with staff and members to assess and ensure the continuous improvement of the

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program. The Advisory Board also calls working group meetings to address specialized and priority program needs.

The high standard and approval process for the program is part of the annual Barnstable County budget process. This includes a review of program goals and objectives reflected each year in the narrative of the County budget. The budget, goals, objectives, and deliverables are proposed, approved and voted on by the County Commissioners, as well as the Assembly of Delegates (one representative from each of the fifteen towns). In addition, Barnstable County receives feedback about the AmeriCorps program services annually from each one of the fifteen municipalities in the region. Program corrective action occurs each year through quarterly staff program planning sessions, monthly spending plan meetings, and monthly team meetings.

COMMUNITY INVOLVEMENT

AmeriCorps Cape Cod partners with over 150 local government, non profit, community, school and faith-based groups to meet the natural resource management demands of the Cape's environment, to educate the Cape Cod community on potential disasters and to provide assistance when an emergency reponse is needed. Targeted community Service Partners include

FEDERAL: National Park Service, U. S. Fish and Wildlife Service, National Wildlife Refuges, and the U.S. Geological Survey

STATE: Coastal Zone Management, Department of Conservation and Recreation, Division of Marine Fisheries, and the Natural Heritage Program

COUNTY: Cooperative Extension Service, Department of Heath and Environment, Cape Cod Commission, (regional planning commission) and the Sheriff's Department

Towns: Conservation Commissions, Natural Resource Departments, Shellfish Departments, Parks and Recreation Departments, Open Space Committees, and Police and Fire Departments

NON-PROFITS: Cape Cod Chapter of the American Red Cross, Cape and Island Self Reliance, Local

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Land Trusts, Cape Cod Stranding Network, Medical Reserve Corps, and the Cape Cod Compact of Conservation Trusts.

Community Based Organizations: Friends of the National Seashore, Friends of Waquoit Bay, Pleasant Bay Alliance, and the Dennis Church of the Nazarene.

RELATIONSHIP TO OTHER NATIONAL AND COMMUNITY SERVICE PROGRAMS

The AmeriCorps Cape Cod program continues to build and expand cross-program connections with the Retired Senior Volunteer Program (RSVP) (formerly Cape and Islands Senior Corps), AmeriCorps VISTA members, Medical Reserve Corps, Community Emergency Response Teams, Citizens Corps and several other state and national programs. AmeriCorps Cape Cod members and staff have worked together to organize service projects, participate in social events, and meet regularly to share and reflect on service experiences. These social events and meetings promote the sharing of resources, provide valuable training, and prevent duplication of services.

Members from the program have also served on the Advisory Committee of the Massachusetts Inter Corps Council. In addition members have served as mentors to the Green Grant Youth Council, a Learn and Serve state initiative. AmeriCorps Cape Cod members take on a leadership role in planning service projects and retreats that bring state-wide AmeriCorps members to Cape Cod.

AmeriCorps Cape Cod staff actively collaborate and share best practices. They have led many trainings on member recruitment and retention, staff recruitment and retention, service partnerships, and team building at statewide AmeriCorps Program Director's meetings. Currently staff participates in the Boston AmeriCorps Alumni Chapter.

POTENTIAL FOR REPLICATION

The innovative structure of the program not only offers members a well rounded service experience but also addresses the varied needs of the Cape Cod community and environment. Through Individual

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Placements, members utilize the personal initiative to address needs that require sustained, long term attention. Through Group Placements, members meet immediate resource management needs and learn to perform technical field skills and manage volunteers. Through Community Outreach and Education Days, members learn how to serve as a team to develop and implement community events and enhance their public speaking skills. The residential component of the program provides support for members, enhances their service experience, and makes it possible for members to immerse themselves in the community they serve.

Regional government partnering with a residential AmeriCorps program is also a unique approach that demonstrates community support and sustainability along with offering a strong potential for replication in other regions of the United States. The AmeriCorps Cape Cod program has developed strong partnerships and well developed systems that they share with the field. AmeriCorps Cape Cod staff are experienced trainers. They have developed and conducted a two-day training workshop for the staff of residential AmeriCorps programs throughout the nation including programs from: Alaska, Georgia, New Hampshire, Washington D.C. and Oregon. Next year the current AmeriCorps Coordinator will complete the third and final year of the "Leadership Forum for National Service Executives" sponsored by the University of Washington and the Washington Commission for National and Community Service. Staff participated in a one day forum for environmental programs at the Corps Network Annual Conference and assisted the Massachusetts Service Alliance to plan and lead a two-day conference for Massachusetts Programs on Disaster Preparedness and Response. Our program was also invited to sit on an environmental panel at the National Conference for Service and Volunteering in Atlanta last year. The Program Coordinator represented AmeriCorps Cape Cod on the panel.

Organizational Capability

D. ORGANIZATIONAL CAPABILITY

Barnstable County was established in 1685 as one of the first counties in Massachusetts. Barnstable County government is strong and has a demonstrated record of sound programmatic and fiscal

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administration and response to its diverse communities and their needs. The County is governed by Home Rule Charter; the executive powers are exercised by the Board of County Commissioners, consisting of three elected officials, the Assembly of Delegates, the legislative branch, is made up of 15 representatives, one for each Town, which mandates a public decision making process. A County Administrator acts as the Chief Operating Officer for the County. The AmeriCorps Cape Cod program is managed and operated by the Barnstable County Resource Development Office (RDO). RDO has been responsible for the fiscal and administrative management of local, state and federal grants for Barnstable County since 1994. An internal grant administration system developed and implemented by the Resource Development Office mandates regular grant monitoring and internal programmatic evaluations by assigned officers. The Barnstable County community has been instrumental in identifying community project needs and planning for the ACC program. The decision making process for this project is well structured and thorough, allowing for maximum community administrative input and review. Since the program's inception, over seven million dollars in service time has been provided at no additional cost to local taxpayers. Community need-driven Individual Placement and Group Service Project proposals are submitted to Barnstable County on a competitive basis. Federal, state, county, and town departments, non-profit organizations and community, school and faith-based groups are eligible to apply for AmeriCorps Cape Cod service.

BOARD OF DIRECTORS AND STAFF

A 15 member Advisory Board appointed by the County Commissioners is composed of program partners, local officials, AmeriCorps Cape Cod alumni, and natural resource, disaster services and community involvement experts. The Advisory Board assist staff in prioritizing and selecting Individual Placement and Group Project proposals based on criteria including: community need, environmental-soundness, long term impact, opportunity for interagency collaboration, and opportunities for community involvement and member experience.

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ACC has an excellent staff retention rate, promoting staff and former members into all levels of the programming. The AmeriCorps Cape Cod program is directed by the Manager of the Resource Development Office who brings more than 25 years of experience in writing grants and designing and operating grant programs including residential programs for both the public and private sectors. A Program Coordinator is responsible for the day-to-day operations of the program. The current Program Coordinator has more than eight years of experience working with AmeriCorps programs as a member, member leader, residential supervisor and coordinator. Roles for the two Program Specialists include: implementing and overseeing all member training, developing and managing Individual Placement projects, maintaining disaster preparedness and response partnerships, expanding community outreach and education and volunteer engagement efforts. Currently both of these staff have served as AmeriCorps members. Two live in Residential Supervisors directly supervise 13 AmeriCorps members in each residence and oversee group service projects. Each residence has one live in supervisor trained to deal with issues common to residential programs. ACC supervisors have past AmeriCorps and residential living experience.

The AmeriCorps Cape Cod staff is strong, experienced national service leaders. ACC staff participates in monthly meetings and attends trainings; many funded by Barnstable County and through Massachusetts the Service Alliance. Trainings include: mandatory monthly team meetings, budget review and spending plan meetings, program planning and visioning sessions, program orientation, sensitive and difficult communications topics, leadership, supervision, computer technology, fiscal management, and continued education in environmental and disaster preparedness and response fields.

PLAN FOR SELF ASSESSMENT OR IMPROVEMENT

The AmeriCorps Cape Cod program continuously strives for improvement and progress in meeting the needs of the community and its members. The program has developed an extensive system for self

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assessment, evaluation and improvement. Staff receives monthly guidance and direction during monthly team meetings. Resource Development Office staff and AmeriCorps Staff all rotate the facilitation of the monthly team meetings allowing staff to participate fully in corrective action, priorities and timely response and improvement actions.

PLAN FOR EFFECTIVE TECHNICAL ASSISTANCE

A service partner orientation session is conducted by the program staff for current and potential Service Partners. These meetings outline details on the policies, procedures, expectations, and allowable activities of utilizing Corps members. Service Partner Handbooks are distributed to all service partners. The handbooks contain detailed written descriptions of AmeriCorps Cape Cod goals, objectives, structure, policies, contacts, prohibited activities, individual and group service proposal and evaluations forms. The AmeriCorps Cape Cod interactive web site is reviewed, demonstrating how to access the Service Partner Handbook and other pertinent program online resources.

Throughout the year staff track trainings and interactions with Service Partners. The program provides ongoing support to Service partners by conducting service site visits, and maintaining e-mail and phone contact. Feedback from Service Partners is used to provide further program training and assistance.

SOUND RECORD OF ACOMPLISHMENT AS AN ORGANIZATION

The program expanded its focus areas in 2002 both to address growing disaster preparedness and response needs and to increase community volunteer engagement. Upon arrival in 2005, Corps members and staff received a call for AmeriCorps member disaster relief service. They learned that three-hundred or more Gulf Coast hurricane evacuees were due to arrive at Otis Air Force Base on Cape Cod and the Cape Cod Chapter of the American Red Cross was inundated with calls from volunteers that they did not have the capacity to process or train. In response, program staff discussed the need with our State Commission program officer. The program staff applied for and received special funding

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through the Corporation for National and Community Service to formally initiate the AmeriCorps Cape Cod Disaster Initiative. The overall goal of the initiative was to increase the community's ability to respond to local disasters and expand our partnership with the Cape Cod Chapter of the American Red Cross (ARC).

For this response, four disaster oriented AmeriCorps members were to the program, expanding the Corps from 26 to 30 full-time, residential members. The four new AmeriCorps members lived in a residence that was donated by a community resident to the American Red Cross specifically for this initiative. The members served five days or more per week with the American Red Cross along side two members of the regular corps who served four days per week with the ARC. The members assisted with the organization and utilization of more than 900 community members who stepped forward to volunteer following the hurricanes. All six members received trainer certifications that enabled them to train ARC volunteers in Shelter Management, Mass Care, Family Services, CPR and First Aid. Each year AmeriCorps members continue to build on the successes of the previous Corps by increasing the number of community disaster education classes given. Currently, three Corps members are assisting the ARC staff in creation of a comprehensive Barnstable County, Dukes County, Nantucket Island emergency regional shelter plan. Corps members assist the American Red Cross in establishing shelter and supply agreements in strategic geographic regions.

The AmeriCorps Cape Cod program is also a four-time national award winning program recognized by the Massachusetts State Senate, the American Red Cross, the National Association of Counties' "Acts of Caring Award" and the Innovations in Civic Participation "Transforming Communities through Community Service" as one of the most innovative programs in the United States.

Additionally in 2005, a grant written to the Jimmy Buffett "Singing for Change" Foundation, on behalf of the AmeriCorps program by the Barnstable County Resource Development Office was awarded funding to design, develop and implement an environmental and disaster preparedness education puppet show, an interactive video series and new environmental activity kits to be presented at schools

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and community events on Cape Cod throughout the year. Grant funding was used to design a new puppet show titled "AmeriCorps Cape Cod Buffett Puppet "Singing for Change" Review. The show uses Muppet type puppets to teach youth, residents and visitors methods of environmental conservation, protection and the responsible use of natural resources.

Over the past nine years, the AmeriCorps Cape Cod Advisory Board, staff and members have worked collectively to consistently meet and exceed all programmatic and fiscal standards of performance. Service highlights since 1999 include completing 1,573 natural resource management projects and leading 590 environmental education activities for 14,238 students, residents and visitors. Members also taught 189 community disaster education presentation for 2,259 participants with an average of 85% of the audience surveyed indicating they were more informed and prepared for disasters. Members have engaged and supported 4,828 volunteers serving 17,214 hours of community service. The members taught 87 American Red Cross CPR and First Aid Classes to 907 students and adults and have responded to local disasters including the 2003 Buzzards Bay oil spill, the January 2005 winter blizzard, the 2005 Hurricane Katrina evacuees, and numerous other winter storms opening and operating shelters across the region.

During the past grant period, ACC members and community volunteers completed 363 natural resource management service projects. This total exceeded the performance measurement output goal of completing 220 projects. Corps members also led 86 community disaster education presentations for 1,098 children, adults and seniors. Based on post-presentations surveys, 836 of these participants increased their disaster preparedness knowledge and skills. This figure exceeded the performance measurement goal of increasing the disaster preparedness knowledge and skills of 460 community members. Corps members also recruited, trained and managed 1,170 community volunteers exceeding the output goal of recruiting 550 community volunteers. AmeriCorps Cape Cod members received a grant to fund a large week long community service project in honor of AmeriCorps Week 2008 engaging 243 community volunteers.

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Other independent accomplishments during the current grant period are as follows: a member conducting and expanding community disaster education presentations to special needs and disability populations; members performing 21 water conservation activity festivals in schools for 3,348 students; and members engaging 380 freshman high school students over two years in environmental service learning projects.

Members also received instructor certifications that enabled them to train ARC volunteers and Cape residents in CPR and First Aid.

VOLUNTEER GENERATION AND SUPPORT

Volunteerism is visible in every aspect of the program. Service Partners volunteer to train members and other volunteers. The program creates short term volunteer opportunities for community members, builds the capacity of partnering organizations to manage and utilize volunteers, and develops and supports long term community stewardship groups. Community experts from all program service areas continue to volunteer their valuable guidance. These organizations and many others consider the environmental and disaster preparedness components vital to community safety and conservation of the area's natural resources. COD Day activities include developing and leading the following annual events:

Dr. Martin Luther King Jr. Day Service projects developed and implemented by members to meet unmet human needs and engage community volunteers in service. (COE).

Cape Cod Canal Clean Up, a one day removal of trash and debris from many miles along the Cape Cod Canal coordinated by Corps member in cooperation with the Town of Bourne and the US Army Corps of Engineers attracting more than 100 volunteers each year. (COE)

Earth Celebration!, an event created and expanded in scope each year to showcase partnering organizations. The event provides free food, education and fun activities for children and families including puppet shows, music, arts and crafts, table displays, seminars, marine touch tanks, and free

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locally grown organic food. (COE)

Community Service Presentations - Corps members create, schedule and give presentations on community service, AmeriCorps and national service opportunities. (COE)

Harwich "Blitz" Week - Service project led daily by Corps members for an entire week on a 52 acre town - owned conservation land. School groups, after school programs and community organizations come to participate in habitat restoration and trail maintenance. This week long service project culminates in guided bird watches and invasive species identification and removal. (VE & NRM)

Regional Puppet Environmental Education & Disaster Preparedness Puppet Shows, Cape Cod Rocks!, Invaders, Project WET, and other Corps led environmental education activities members schedule and perform for area schools, libraries and community events.

ORGANIZATIONAL AND COMMUNITY LEADERSHIP

Barnstable County is somewhat unique in the Commonwealth. Countywide services are a frequent alternative for our communities. Our county government is strong and has demonstrated a record of response to our diverse communities and their needs. Barnstable County will continue to provide strong leadership, resources and support to the AmeriCorps Cape Cod program.

SUCCESS IN SECURING MATCH RESOURCES

The program is operated by the Barnstable County Resource Development Office and match funded by Barnstable County, the regional government of Cape Cod in Massachusetts. In addition, the Cape Cod National Seashore (National Park Service) and the Cape Cod Chapter of the American Red Cross (ARC) continue to be major program collaborators providing extensive support and resources to the program. Many key service partners and supporters have already donated in kind contributions and programmatic support to the ACC program.

The following are examples of contributions: member training, member residences, project equipment,

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an eight passenger van, member benefits, and free admission to museums, theaters, New England Aquarium, and other community events. In addition, the community volunteers time and expertise continue to ensure the success of the program.

SUCCESS IN SECURING COMMUNITY SUPPORT

COLLABORATION

The program grows each year with the potential of new program partners. An example of future partner development is demonstrated as members continue to be involved in critically needed environmental education and conservation service within the 27,000 acres of the Cape Cod National Seashore, National Park Service. Corps members are involved with park planners for the future reuse of the former North Truro Air Force Station. The 125-acre site functioned as a military radar facility throughout the Cold War. After the U.S. Air Force deactivated the site in 1985, most of the land and about 60 buildings were transferred to the National Park Service. The working title for this reuse project is the "Highlands Center at the Cape Cod National Seashore". The art and environmental collaborative model for the Center represents an excellent opportunity for members to develop partnerships with community groups and other outside organizations to provide future environmental activities and programs. One of the buildings within the center has been targeted for the possibility of future permanent residential living quarters for Corps members.

LOCAL FINANCIAL AND IN-KIND CONTRIBUTIONS

The AmeriCorps program office is located in a County-owned facility where all maintenance and utility fees are paid through the County Resource Development Office. The ACC program has widespread community support and this further demonstrated by in-kind contributions. Barnstable County provides a cash match in addition to a Corps member residence, support staff and other in-kind contributions. Barnstable County also provides staff and member assistance programs, health and

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wellness clinics, flu shots and other benefits to staff and members. Training and Professional Development classes are offered to members and staff throughout the year. In addition, staff receives full tuition reimbursement for job related college courses.

WIDE RANGE OF COMMUNITY STAKEHOLDERS

The AmeriCorps Cape Cod program continues to be supported by the leadership of the Barnstable County Commissioners and the Assembly of Delegates. These two branches of Barnstable County regional government determine the growth and direction of all county programs, including AmeriCorps Cape Cod. They are responsible for allocating the match support. They also provide direction and initiative by serving as a liaison between municipal officials and AmeriCorps staff and members. The program's 15 member Advisory Board meet monthly to review the results of feedback mechanisms and provide guidance and direction to promote the effectiveness, stability and quality of the program. Over a ten year period, AmeriCorps Cape Cod has developed relationships with over 150 service partners. With the significant services the program can provide the community, these partners have a vested interest in the program.

Cost Effectiveness and Budget Adequacy

E. COST EFFECTIVENESS AND BUDGET ADEQUACY

The program narrative outlines how the AmeriCorps Cape Cod program has initiated a process to build community and financial support for the program. Barnstable County continues to provide leadership in seeking resources for the program. The Barnstable County Resource Development Office continues to execute a strategic resource development plan that includes seeking contributions from the Cape Cod business community, community resource development opportunities, and grant awards from public and private sources.

The program has widespread community support that is further demonstrated through in-kind contributions, volunteer participation, and positive media coverage. Both Barnstable County and the

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National Park Service have donated AmeriCorps member houses to the program. The AmeriCorps Cape Cod program has expanded funding to over forty-six percent of non-federal support for the operation of this program. The AmeriCorps Cape Cod program continues to exceed program goals and gain additional community support. The County provides funds for residential living restorations and improvements. Moving toward reduced levels of federal support, the Resource Development Office continues to seek funding from diverse sources. The planning process for the program is extensive, but rewarding for all of the community organizations involved. As a result, a firm groundwork has been laid to build the program and to secure the necessary programmatic and financial support needed to sustain AmeriCorps activities in Barnstable County.

BUDGET ADEQUACY

The program budget supports the design and implementation of an effective and efficient residential program. Operating expenses at a minimum include: staffing, office space, equipment, housing, provisions, and training. Barnstable County will continue to provide leadership in seeking and building additional resources for the program. The Barnstable County Resource Development Office plans to continue to research funding opportunities and execute a strategic resource development plan.

Barnstable County will provide the required program cash match including reimbursing the deductible on each member's health insurance.

Barnstable County pays the salary and benefits of the Resource Development Office/AmeriCorps Cape Cod department head and for the AmeriCorps Cape Cod Program Coordinator. In addition, Barnstable County pays the stipends of two member leaders assigned to each of the residences. Many key collaborators have already donated in-kind contributions and programmatic support.

Evaluation Summary or Plan

EVALUATION SUMMARY PLAN

The program is reviewed and evaluated each year at the midpoint and at the end of each service year to

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determine areas needing focus for the upcoming year as well as for potential funding. This also allows for a review and accurate documentation of internal processes related to effectively and efficiently running the program. The internal systems that are currently in place for documenting continuous program improvement include quarterly AmeriCorps Cape Cod planning and visioning all day sessions with staff, monthly staff team meetings which involve the staff of the Resource Development Office and the AmeriCorps program, quarterly Advisory Board meetings and special working group sessions. Feedback survey forms are given to members, program staff, service partners, Advisory Board members, and County Administrators. Questions on the internal program evaluation forms fall into five categories: needs and services, staff supervision, member recruitment and training, member development and satisfaction, and residence. An open door policy is available to members from line staff to the Manager of the department. The strengths and weaknesses of all of the internal evaluations are reviewed and used to improve the program. Using the evaluation data a report called, the "AmeriCorps Cape Cod Program Internal Evaluation Report" is developed. The report reflects feedback from the five evaluation categories. A report reflecting data from the 2007-2008 Corps year and the beginning of the 2008-2009 Corps year has been sent on to the Massachusetts Service Alliance and the Corporation for National and Community Service.

The program, staff and members, service partners and recruited volunteers will continue to work towards improving the delivery of efficient, effective community service focused on the four areas: Natural Resource Management, Disaster Preparedness and Response, Community Outreach and Education and Volunteer Engagement.

The AmeriCorps Cape Cod Program continues to serve Barnstable County by fostering a community of citizens and visitors who are dedicated to maintaining a cleaner and safer environment. The benefits of an educated public, a cleaner environment, a safer community and a new generation of service oriented visitors and residents will leave lasting impacts on this community now and into the future. Therefore, moving forward and building on the experience, capacity, and efforts of our collaborators and, in

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responding to the critical needs of the environment and the community, the AmeriCorps Cape Cod program continues its commitment and dedication to the conservation and protection of the region's citizens and natural resources.

Amendment Justification

N/A

Clarification Summary

11-12 Clarification Response

The original AmeriCorps Cape Cod continuation application for 2011-2012 requested a program expansion consisting of 6 additional members. This proposed expansion had the potential to alter several aspects of the program, both fiscally and programmatically. These changes were reflected in the original continuation application. At the request of CNCS, we have removed this expansion piece from our application and have made the necessary adjustments in both the budget and the performance measures.

The following is a direct response to the four budget clarification requests from CNCS:

BUDGET CLARIFICATION ITEMS:

- 1) Adjusted in Budget. Salaries, fringes and living allowances have been adjusted to reflect the appropriate funding level and MSY amount.
- 2) All program matching funds have been listed.
- 3) Barnstable County has budgeted \$3000 for criminal history checks, including FBI, CORI and SORI. This cost is now reflected in the budget and is listed under "Other Program Support Costs."
- 4) Adjusted in Budget. All 26 members, including 2 member leaders, will be paid the same member living allowance. Additional funds for 2 member leaders will be paid by Barnstable County and will not be accounted for in the CNCS or Grantee Budget.

Narratives

PERFORMANCE MEASURE CLARIFICATION

- 1) The Natural Resource Management Performance Measure outputs have been changed to coincide with the National Performance Measure Pilot outputs.
- 2) The Volunteer Engagement Performance Measure does not reflect the programs primary member activities and has been removed from this application. Our program will continue to collect volunteer engagement data internally.
- 3) The Civic Engagement Performance Measure has been changed to include a pre, post, and mid-level assesment to track member civic activities.

Continuation Changes

Year 3

8/15/11-8/14/12

No Programmatic Changes.

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 checked="" 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 type="checkbox"/> Economic Opportunity
<i>Selected for National Measure</i> <input type="checkbox"/> | <input type="checkbox"/> Other
<i>Selected for National Measure</i> <input type="checkbox"/> |

Grand Total of all MSYs entered for all Priority Areas 26

Service Categories

- | | | |
|--------------------------------|---|---|
| Disaster Preparation | Primary <input type="checkbox"/> | Secondary <input checked="" type="checkbox"/> |
| At-risk Ecosystems Improvement | Primary <input checked="" type="checkbox"/> | Secondary <input type="checkbox"/> |

Natural Resource Management

Service Category: At-risk Ecosystems Improvement

Measure Category: Needs and Service Activities

Strategy to Achieve Results

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

AmeriCorps Cape Cod members will actively participate in land and water resource management through individual and group service projects with federal, state, county, town, non-profit, and community-based organizations.

Natural resource management projects will include shellfish propagation, fire mitigation, water monitoring, trail building and maintenance, dune and heathland restoration and protection, and other kinds of land and water conservation activities.

Results

Result: Output

Program staff and Corps members will schedule Individual Placement and Group projects.

Indicator: sustained service projects

Target: The first target for the Natural Resource Management output will be the number of acres of parks and/or other public lands will be maintained or improved.

Target Value: 50

Result: Output

Instruments: AmeriCorps staff and members will use Natural Resource Project Logs to track acres of parks and/or other public lands that are maintained or improved.

PM Statement: AmeriCorps members will clean or improve 50 acres of parks and/or other public lands.

Prev. Yrs. Data

Result: Intermediate Outcome

Natural Resource Management Individual Placement and Group service projects are performed.

Indicator: sustained service projects

Target: The target for the Natural Resource Management intermediate outcome will be the number of Individual Placement and Group service projects performed.

Target Value: 150

Instruments: AmeriCorps Cape Cod staff will use the information collected from the Natural Resource Project Logs to quantify the number of group and individual projects performed by AmeriCorps members.

PM Statement: 150 natural resource management service projects will be performed during the service term.

Prev. Yrs. Data

Result: End Outcome

After Individual Placement and Group service projects are performed Service Partners will report that the projects have resulted in improved management of natural resources.

Indicator: The percentage of completed service projects that result in improved natural resource

Target: The target for the Natural Resource Management end outcome will be the percentage of service projects that result in improved management of natural resources.

Target Value: 75%

Instruments: The improved natural resource management resulting from projects will be tracked and measured utilizing post-project service partner surveys based on the data collected from the Natural Resource Project Logs.

PM Statement: 75% of service partners will indicate on a post-service survey that AmeriCorps performed service projects resulted in improved management of natural resources

Prev. Yrs. Data

Result: End Outcome

management.

Result: Output

Program staff and Corps members will schedule Individual Placement and Group projects.

Indicator: sustained service projects

Target: The second target will be the number of miles of trails and rivers maintained, improved and/or created.

Target Value: 10

Instruments: AmeriCorps Staff and members will use Natural Resource Project Logs to track the number of miles of trails, beaches and rivers maintained, improved and/or created.

PM Statement: AmeriCorps members will clean, improve, or create 10 miles of trails, beaches and/or rivers.

Prev. Yrs. Data

Result: Output

Program staff and Corps members will schedule Individual Placement and Group projects.

Indicator: sustained service projects

Target: The third target will be the number of shellfish that are propagated.

Target Value: 100000

Instruments: AmeriCorps staff and members will use Natuarl Resource Project Logs to track the number of shellfish propagated.

PM Statement: AmeriCorps members will propagate 100,000 shellfish.

Prev. Yrs. Data

Civic Engagement

Service Category: At-risk Ecosystems Improvement

Measure Category: Participant Development

Strategy to Achieve Results

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

AmeriCorps Cape Cod members will take a Civic Engagement survey at the beginning of their member year to collect baseline information about their knowledge of local governments and their past civic participation. Based on the data collected, AmeriCorps Cape Cod will provide three civic engagement trainings. The three trainings will address gaps in member knowledge of civic engagement and broaden their understanding of local government processes and civic opportunities. Members will then take a mid-year and exit survey to quantify increases in participation and knowledge based on their experience with AmeriCorps Cape Cod. AmeriCorps members will also deliver presentations within the 15 towns of Barnstable County to elected officials, members of the public, and volunteers about the benefits of community service and program impact. These presentations will afford

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

members the opportunity to practice their presentation skills and to speak to officials and community leaders about volunteerism and stewardship. Participation in these presentations and the civic trainings will have a life long impact on the members' commitment to civic engagement.

Results

Result: End Outcome

Corps members indicate participating in AmeriCorps Cape Cod increased their understanding of civic society and motivated them to continue civic participation in the future.

Indicator: The percentage of Corps members who indicate participating in AmeriCorps Cape

Target: The target for the end outcome will be the percentage of Corps members who indicate

participating in AmeriCorps Cape Cod increased their understanding of civic society and

motivated them to continue civic participation in the future.

Target Value: 70%

Instruments: The increase in Corps member understanding of civic society and their motivation to continue with civic participation will be tracked and quantified using a series of civic engagement surveys. Members will take an initial survey at the beginning of the program year to determine their initial comprehension of and participation in civic engagement. Members will then take two follow-up surveys to gauge any increase in their knowledge and commitment to civic duties.

PM Statement: Through trainings, discussions, and community presentations Corps members will better grasp the meaning and importance of civic engagement and will be motivated to participate in civic life after graduating from AmeriCorps Cape Cod.

Prev. Yrs. Data

Result: End Outcome

Cod increased their understanding of civic society and motivated them to continue

Result: End Outcome

civic participation in the future.

Result: Output

Corps members will participate in three civic engagement trainings during their term of service.

Indicator: The number of civic engagement trainings Corps members attend.

Target: The target for the Member Development output will be the number of civic engagement trainings members attend.

Target Value: 3

Instruments: Civic engagement trainings and member attendance will be tracked utilizing training agendas and training sign-in logs.

PM Statement: Corps members will participate in three civic engagement trainings during their term of service.

Prev. Yrs. Data

Result: Intermediate Outcome

Corps members participate in community presentations informing the community about AmeriCorps Cape Cod and national service.

Indicator: The number of community presentations given by Corps members during their term of

Target: The target for the Member Development intermediate outcome will be the percentage of Corps members that give at least one community presentations during their term of service.

Target Value: 80%

Instruments: The number of community presentations given by Corps members will be tracked utilizing Corps member mid term evaluations and exit interviews and the AmeriCorps Cape Cod service database.

PM Statement: Corps members will give at least one community presentation during their term or service.

Prev. Yrs. Data

Result: Intermediate Outcome
service.

Disaster Preparedness and Response

Service Category: Disaster Preparation

Measure Category: Needs and Service Activities

Strategy to Achieve Results

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

AmeriCorps Cape Cod members will participate in disaster preparedness projects based on community need and will schedule and present disaster preparedness lessons to residents and visitors of the Cape.

Results

Result: Output

Corps members will schedule community disaster education presentations.

Indicator: The number of community disaster education presentations scheduled by Corps

Target: The target for the Disaster Education output will be the number of community disaster education presentations scheduled by Corps members.

Target Value: 40

Instruments: Community disaster education programs will be tracked on registration forms and a community disaster education presentation calendar.

PM Statement: The Corps members will schedule 40 community disaster education presentations during their term of service.

Prev. Yrs. Data

Result: Output

members during their term of service.

Result: End Outcome

After disaster preparedness projects are completed, service partners will indicate those projects improved the region's emergency response infrastructure.

Indicator: Service Partners will indicate on a post-project survey that completed disaster

Target: The target for the end outcome will be the percentage of Service Partners that indicate on a post-project survey, completed disaster preparedness service projects improved the region's emergency response infrastructure

Target Value: 75%

Instruments: The impact of completed disaster preparedness service projects will be tracked utilizing a post-project survey given to service partners and the program service database.

PM Statement: 75% of service partners will indicate completed disaster preparedness service projects improved the region's emergency response infrastructure.

Prev. Yrs. Data

Result: End Outcome

preparedness service projects improved the region's emergency response

Result: End Outcome

infrastructure.

Result: Intermediate Outcome

Service Partners will indicate disaster preparedness service projects have been satisfactorily completed.

Indicator: The number of disaster preparedness service projects satisfactorily completed.

Target: The target for the Disaster Preparedness service projects intermediate outcome will be the number satisfactorily completed projects.

Target Value: 12

Instruments: Successful completion of disaster preparedness projects will be tracked utilizing a post-project survey of sponsoring agencies and the AmeriCorps Cape Cod service database.

PM Statement: Corps members will satisfactorily complete 12 disaster preparedness service projects.

Prev. Yrs. Data

Result: End Outcome

After participation in Corps member-led disaster education presentations community participants will indicate they are better prepared to respond to disaster events.

Indicator: Participants indicate on a survey that they are better prepared to respond to disaster

Target: The target for the Disaster Education end outcome will be the percentage of presentation participants that indicate they are better prepared to respond to a disaster event after listening to a Corps member-led presentation.

Target Value: 65%

Instruments: The impact of community disaster education presentations will be tracked on a post disaster education participant survey and in the community disaster education participant log

PM Statement: 65% of presentations participants will indicate on a post-presentation survey that they feel better prepared to respond to a disaster event.

Prev. Yrs. Data

Result: End Outcome

events.

Result: Output

Corps members will complete disaster preparedness service projects.

Indicator: The number of disaster preparedness service projects completed

Target: The target for the Disaster Preparedness Service Projects output will be the number of disaster preparedness service projects completed.

Target Value: 15

Instruments: Disaster preparedness service projects will be tracked on project proposals and service agreements, the service project calendar, the AmeriCorps Cape Cod service database

PM Statement: Corps members will complete 15 disaster preparedness service project during their term of service

Prev. Yrs. Data

Result: Intermediate Outcome

Community participants will attend community disaster education presentations given by Corps members.

Indicator: participants

Target: The target for the Disaster Education intermediate outcome will be the number of participants that attend the community disaster education presentations.

Target Value: 320

Instruments: The number of participants in disaster education programs will be tracked on registration forms and in a community disaster education participant log.

PM Statement: Corps members will give community disaster education presentations to 320 participants.

Prev. Yrs. Data

Required Documents

Document Name

Status

Evaluation

Already on File at CNCS

Labor Union Concurrence

Not Applicable