

PART I - FACE SHEET

APPLICATION FOR FEDERAL ASSISTANCE		1. TYPE OF SUBMISSION:
Modified Standard Form 424 (Rev.02/07 to confirm to the Corporation's eGrants System)		Application <input checked="" type="checkbox"/> Non-Construction
2a. DATE SUBMITTED TO CORPORATION FOR NATIONAL AND COMMUNITY SERVICE (CNCS):	3. DATE RECEIVED BY STATE: 05-JAN-11	STATE APPLICATION IDENTIFIER:
2b. APPLICATION ID: 11AC125066	4. DATE RECEIVED BY FEDERAL AGENCY:	FEDERAL IDENTIFIER: 09ACHMA0010010
5. APPLICATION INFORMATION		
LEGAL NAME: Training Resources of America Incorporated DUNS NUMBER: 119162642	NAME AND CONTACT INFORMATION FOR PROJECT DIRECTOR OR OTHER PERSON TO BE CONTACTED ON MATTERS INVOLVING THIS APPLICATION (give area codes): NAME: Lin Ormondroyd TELEPHONE NUMBER: (508) 797-0060 FAX NUMBER: (508) 756-8967 INTERNET E-MAIL ADDRESS: lormond@tra-inc.org	
ADDRESS (give street address, city, state, zip code and county): Corporate Office 390 Main St Ste 806 Worcester MA 01608 - 2503 County:		
6. EMPLOYER IDENTIFICATION NUMBER (EIN): 042652922	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: Quincy Youth Development and Weatherization Program	
12. AREAS AFFECTED BY PROJECT (List Cities, Counties, States, etc): Quincy, Massachusetts	11.b. CNCS PROGRAM INITIATIVE (IF ANY):	
13. PROPOSED PROJECT: START DATE: 09/01/11 END DATE: 08/31/12	14. CONGRESSIONAL DISTRICT OF: a.Applicant <u>MA 003</u> b.Program <u>MA 003</u>	
15. ESTIMATED FUNDING: Year #: <u>2</u>	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	
a. FEDERAL \$ 130,000.00		
b. APPLICANT \$ 44,445.00		
c. STATE \$ 0.00		
d. LOCAL \$ 0.00		
e. OTHER \$ 0.00		
f. PROGRAM INCOME \$ 0.00		
g. TOTAL \$ 174,445.00		
17. IS THE APPLICANT DELINQUENT ON ANY FEDERAL DEBT? <input type="checkbox"/> YES if "Yes," attach an explanation. <input checked="" type="checkbox"/> NO		
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: Lin Ormondroyd	b. TITLE: VP Deveopment & PR	c. TELEPHONE NUMBER: (508) 797-0060
d. SIGNATURE OF AUTHORIZED REPRESENTATIVE:		e. DATE SIGNED: 05/05/11

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Executive Summary

In 2011-12, Training Resources of America, Inc. (TRA) plans to continue the Quincy Youth Development and Weatherization Program which integrates an AmeriCorps Program with our YouthBuild (YB) Program model. During this second year of funding we will be addressing the service need areas of Housing Rehabilitation/Construction, GED/Dropouts and Youth Leadership/Development. Through the Quincy YouthBuild Development and Weatherization Program, 24 at-risk, out-of-school youth (ages 17-24) will serve as reduced half-time members and the Volunteer Community Service Member and the Program Support/ Alumni Service Member will serve as half-time members, providing 10.14 MSYs in a team-based approach. Additionally, the program will recruit, train, and recognize a minimum of 50 volunteers who will engage in community service along with the members.

TRA will continue its partnership with Neighborhood Housing Services of the South Shore (NHS), a non-profit corporation that develops and operates affordable housing, with a specialization in supportive housing for homeless individuals and families.

The new construction service site project will involve: demolition of a single story, wood framed bungalow style house located at 45 Winter Street, Quincy, MA, and the subsequent construction of a new apartment building with a gross area of 24,980 SF in 3 stories above the utility basement. It will contain 24 visitable and adaptive apartments (3 one bedroom, 18 two bedroom, and 3 three bedroom) two of which will be HP accessible, each containing a full kitchen, private bath, living/ dining room with balcony, and private bedrooms. Common laundries will be provided in the basement. An elevator will serve all floors. This project is LEED certifiable and will be built with sustainability/ energy efficiency in mind with a goal of attaining an Energy Star II rating.

Upon completion, NHS will retain the property at 45 Winter Street which they will rent to 24 low-

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income families.

Rationale and Approach

A. Rationale and Approach

- Compelling Community Need:

Training Resources of America, Inc. (TRA) has identified 3 service need areas that will be targeted through this project: 1) energy conservation for low-income housing, 2) GED/ Dropouts, and 3) Youth Leadership/ Development opportunities for at-risk, disadvantaged youth ages 17 to 24 years old. Our program herein proposed will address the Opportunity Priority Area as outlined in the 2010 National Performance Measures.

1) Energy Conservation for Low-income Housing: Since its inception in 2001, the Quincy YouthBuild Program has partnered with Quincy Housing Authority (QHA) on numerous rehabilitation and community service projects that have improved the quality of over 200 low-income housing units while increasing the quality of life for low-income residents in the Germantown neighborhood of Quincy.

The project location for this proposed AmeriCorps Program is Pagnano Towers, a 14-story building constructed in 1971 and located on Curtis Avenue in Quincy, is managed by QHA. Pagnano Towers contains 156 units of low-income housing for elderly and disabled residents which currently have poor-performing windows and doors, accounting for a 40% loss of heating energy in winter months. Each apartment has an exterior door leading directly to a balcony. The doors are original to the building, and are thus almost 40 years old. Each door also has a traditional aluminum storm door. The doors contain a window approximately one foot square which limits the amount of natural light entering the apartments. The doors themselves are drafty, even with the storm doors. Replacement doors will be more energy efficient and reduce heating costs. With fewer drafts, the units will be significantly more comfortable to the residents. The larger windows placed in the apartments will be more energy efficient, enhance views and make the units, which are on the small side appear larger and more spacious.

A small number of the units are considered suitable for handicapped individuals; however, the

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balcony doors are not fully accessible. Those units will have more extensive updates with wider doors and a reduced window adjacent to the doorway.

The Massachusetts Department of Housing & Community Development (DHCD) has positively upgraded its standards for materials and installation and QHA has plans to replace the windows and doors in Pagnano Towers, as well as in its stateside housing developments in Germantown. The replacement windows and doors, in concert with air-sealing and caulking practices, will result in a 21-25% reduction in energy costs per unit. Overall, decreasing energy use also positively impacts on reducing air pollution from power plants.

2) GED/ Dropouts: Since its inception in 1975, one of TRA's primary missions has been to help educationally and economically disadvantaged, disconnected youth and young adults who have not succeeded in traditional school settings get a second chance at improving their lives. Our youth population generally lack a high school credential and have dropped out of school; are unemployed and lack skills needed to earn a living-wage; and have serious barriers to independence including: court-involvement, mental and physical health issues, substance abuse problems, and limited, if any, positive adult role models.

The Germantown area has a high school drop out rate of 30% (595 out of 1,941), 6 times higher than the national average of 5% (13,694,111 out of 273,882,232). 27% of the population lives in poverty and 57% are unemployed. Twenty-four (24) low-income, high school drop-outs between the ages of 17 and 24 will be recruited from Germantown and surrounding neighborhoods to be AmeriCorps members.

3) Youth Leadership/ Development: TRA provides young people with an opportunity to acquire their GEDs and essential life and work skills, and to make critical behavioral changes in their lives in the context of community service. These disconnected youth will receive weatherization and construction skills training while addressing the community's need to improve the energy efficiency of the elderly and disabled housing units at Pagnano Towers. At the same time they will gain valuable employability skills increasing their ability to become self-sufficient and economically independent, tax-paying citizens.

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They will also attend GED classes enabling them to increase their education levels and obtain a GED which in turn will qualify them for post-secondary education, higher paying jobs and advancement opportunities. AmeriCorps funding will significantly impact on the youth members' ability to pursue higher education by enabling them to earn education awards.

Finally through this program, members will have the opportunity to recruit volunteers throughout the community who will engage in numerous service activities, addressing a variety of community needs including the improved energy efficiency of low-income housing and supporting local homeless shelters, food pantry, donation clearing house, etc. This will result in members and volunteers increased awareness of their civic responsibilities as well as attainment of life-long skills that will enable them to positively impact on the community in which they live and work.

As there currently are no formal volunteer recruitment agencies in Quincy, AmeriCorps will bring a new and innovative volunteer movement to the City. We work closely with numerous community and faith-based organizations and government entities that have had to cut or significantly reduce services due to the economic downturn and decreased funding. Consequently, ample volunteer opportunities are available. Through AmeriCorps, we will be able to provide a more structured format for engaging Quincy residents and businesses in a variety of valuable and much needed community service projects.

The needs of this community were identified and documented by the Massachusetts Department of Housing and Community Development, Quincy Housing Authority, TRA-Quincy YouthBuild Program, US Census Data, 2000, and 2000 National Center for Educational Statistics.

- Description of Activities and Member Roles:

To meet the needs outlined above, the Quincy Youth Development and Weatherization Program will integrate an AmeriCorps Program with our YouthBuild (YB) Program model. Training Resources of America, Inc. (TRA) has operated the Quincy YouthBuild Program in partnership with Quincy Housing Authority (QHA) and numerous community-based organizations, businesses, and support agencies

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since January 2001.

Year 1 of the program will operate from September 1, 2010 through August 31, 2011. Classroom training will take place at TRA-Quincy located at 1458 Hancock Street; construction service site training will take place at QHA's Pagnano Towers, a 156 unit housing complex for low-income seniors and disabled adults, located at 109 Curtis Avenue in the Quincy Point area. In year 1, the construction service site project will entail weatherization (replace windows, doors, etc. for energy efficiency) of 30 units of the Pagnano Towers.

In addition to the weatherization of low-income housing units at the construction service site, the program will integrate leadership skills development training for the youth members through their involvement in recruitment of community volunteers and direct participation in a variety of other community service projects throughout Quincy. It will also incorporate GED Preparation and job readiness and life skills training for the youth members.

TRA requests 26 AmeriCorps members for the 10-11 program year: 24 Reduced Half-Time and 2 Half-Time providing 10 MSYs in a team-based approach. The 24 RHT members will be at-risk, high school dropouts (ages 17-24). The majority of our young people we serve are high-risk youth with significant, multiple barriers to even the most basic human needs. As most are homeless, parenting, court-involved, and/ or involved in gang-related activities, our youth programs are often their last chance at a stable and successful life.

Outreach, recruitment, selection and orientation of the youth members will take place in September and October. Upon enrollment, the 24 youth members will be divided into 2 teams of 12 with each group alternating between one week of GED Prep in the TRA-Quincy classroom and one week at the construction service site at Pagnano Towers for direct service. Members will attend the program Monday through Friday from 9:00 a.m. to 3:00 p.m. for a total of 30 hours per week for 40 weeks. Youth members will also participate in various community service activities for an average of 5 hours per week.

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The 2 Half-Time members will consist of a Volunteer Community Service Member and a Program Support/ Alumni Service Member both of whom will serve an average of 20 hours per week for up to 52 weeks for a total of 1040 hours each. They will each receive an annual stipend of \$5,700.

The Volunteer Community Service Member will be responsible for developing and coordinating community service projects and nurturing community relations, overseeing as well as actively participating in the outreach, recruitment, orienting, training, and recognition of volunteers, assisting members in recruitment of volunteers, and keeping track of community projects and volunteer hours via the development/ maintenance of volunteer logs. Qualifications for the Volunteer Community Service Member include: knowledge of the Quincy community, a commitment to serve others, strong human relations/ communications skills, the ability to relate to a diverse, multi-cultural population with varying needs/issues, attention to detail, flexibility, initiative, strong organizational skills, and leadership experience/ potential. Ideally, we will seek an elderly or disabled resident of the Pagnano Towers or a retired older adult/ baby boomer to fill this member position.

The Program Support/ Alumni Service Member will be responsible for assisting in compiling AmeriCorps and YouthBuild reports and tracking program data; recruiting YouthBuild alumni for AmeriCorps volunteer service projects; creating a YouthBuild/ AmeriCorps member newsletter; creating a forum for YouthBuild alumni to serve as mentors and role models for youth members, developing/ coordinating member/ alumni events; acting as a liaison between YouthBuild USA Alumni Association, AmeriCorps and TRA YouthBuild alumni sharing available resources and opportunities; assisting staff with mental toughness and program activities as needed; and assisting with the maintenance of WebSTA (YouthBuild management information system) alumni data. Qualifications for the Program Support/ Alumni Service Member include: a graduate of the Quincy YouthBuild program with a high school diploma or GED, a commitment to serve others and mentor the youth members, strong human relations/ communications skills, the ability to relate to a diverse, multi-cultural population with varying needs/issues, high motivation, and creativity.

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All members under the leadership of the TRA Program Director and support of the Volunteer Community Service Member will also participate in the recruitment of a minimum of 50 volunteers for community service projects who will engage in at least 250 service hours as measured by volunteer logs. Volunteer recruitment methods will include: postings of volunteer service projects/ opportunities at local businesses, agencies, and community and faith-based organizations; door-to-door distribution of flyers/ posters and group presentations to residents of Pagnano Towers and the Germantown neighborhood; postings on the TRA website, Craig's List, Idealist.org, and United Way's Volunteer Solutions; news articles, radio and TV ads, etc. We expect the volunteers to come from diverse backgrounds including young people -- friends/ siblings of youth members, seniors and disabled residents of Pagnano Towers, baby boomers, retired older adults, YouthBuild alumni, college students, interns from various local training programs, and employees of civic-minded local businesses and organizations.

As there currently are no formal volunteer recruitment agencies in Quincy, through AmeriCorps, we will be able to provide a more structured format for engaging Quincy residents and businesses in a variety of valuable and much needed community service projects.

A sampling of community service projects include: Father Bill's - cleaning the homeless shelter, serving lunches, assisting with yard work, and painting; Cradles to Crayons - sorting, cleaning and putting orders together of donations for low-income children; Saint John The Baptist Catholic Church -- painting the convent, landscaping, and other service projects; YouthBuild Coalition -- joining statewide YouthBuild programs in a variety of community service projects including landscaping the State House and the VA Hospital; Quincy Conservation and Parks Departments/ Quincy Housing Authority -- participating in numerous community service projects to enhance the quality of living for low-income housing residents such as: planting trees and cleaning grounds, building of boardwalk to provide beach access to the residents, building a playground for the neighborhood children, assisting with the renovation of the public float, etc.; Interfaith Social Services -- assisting with the distribution of food

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during food bank hours; Salvation Army -- assisting with the distribution of food during the Dollar-A-Bag Program; American Red Cross -- assisting in assembling "Christmas Bags" donations for distribution.

We expect as the AmeriCorps Program's mission and service site success stories are made known to the public, that we will see a significant increase in community service project opportunities as well as volunteerism.

We will also sponsor community service days with volunteers from Eastern Bank, Bank of America, and other local businesses. Some of the volunteers will also serve as youth mentors, provide support to members in a variety of program activities, and assist with weatherization activities at the construction service site.

As previously mentioned, the program will also incorporate GED Preparation for the 24 youth members. The goal of TRA's Adult Basic Education (ABE)/GED Prep component is to enable members to increase reading and math levels and to earn a GED credential. Our programming features an individualized, self-paced, multi-media, competency-based instructional system that has proven particularly effective for basic skills deficient students who have not succeeded in traditional classroom environments. Computer-based lessons combined with one-on-one as well as group instruction helps to ensure student success.

Our education program incorporates myriad software and internet-based resources as well as print materials, CDs, DVDs, and CD-ROM materials. We believe it is essential to stimulate students by using a variety of instructional approaches and materials that respond to individual learning styles. The classroom instructor communicates minimally on a weekly basis with the construction service site instructors to ensure classroom and occupational/ project-based learning, reinforce each other, and help members put the skills they've learned in a real-world context. Life-long learning, good citizenship, and the development of higher thinking and learning skills are reinforced throughout our curriculum.

The Test of Adult Basic Education (TABE) is used as the pre and post-test as well as throughout the

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program to measure grade gains/ progress. Students are required to master material with a minimum score of 80% before progressing onto the next level. The GED Practice Test is utilized to measure readiness to pass the GED.

TRA's academic programming, guided by the Massachusetts ABE Curriculum Frameworks, has been utilized since 1989 with continuous improvement and consistently successful results. The curriculum is utilized in all TRA education programs including those funded by the Massachusetts Department of Elementary and Secondary Education. Over the years, invaluable input from employers, staff and students have strengthened the curriculum and ensured that it meets the needs of our target populations.

The 24 youth members will learn valuable, life-long building skills while participating in the weatherization projects at Pagnano Towers. The goal of occupational skills training is to provide members with a combination of classroom and hands-on training to enable them to develop and practice fundamental building skills, improve and enhance their academic outcomes, and develop skills that will help them secure employment leading to long-term self-sufficiency.

Prior to on-the-job construction service site training, members will receive comprehensive safety and site training including: OSHA regulations, general industry/ construction safety on the job, grounds orientation, proper use of tools and equipment and construction site rules and regulations. The OSHA training, taught by the QHA Construction Service Site Supervisor, consists of 10 hours of comprehensive training and results in each member receiving a US Department of Labor OSHA Certification Card. Members will receive basic tools including: hard hats, utility belts, work boots, hammers, screwdrivers, pliers, tape measures, gloves, goggles, etc.

Through the on-the job training component of the program, the 24 youth members will learn how to remove old windows and doors, install new energy-efficient windows and doors, frame, caulk and properly finish the projects. Additional training in green building techniques will also be incorporated throughout the training to enhance participants' knowledge and consciousness, as well as their

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workforce development and life skills.

The QHA Construction Service Site Supervisor and one of the QHA carpenters attended an American Home Builder's Association Training and received certificates on best practices on Green Building and Energy Star standards. The knowledge they gained is imparted to the members throughout their training.

Additionally, members' knowledge of green building techniques and the importance and impact of going "green" will be further enhanced through a series of workshops conducted by YouthBuild USA's Green Initiative Project Manager utilizing YouthBuild USA's curriculum Shades of Green. Program staff will also connect with environmental agencies and projects throughout the community and potentially serve as host community service sites and hosts for member tours/ workshops.

The program will also provide the following to members: counseling/ case management support, leadership skills development, job readiness and life skills training, job development and placement support, and transition into post-secondary education and skills training opportunities. Upon completion of their service, members will also receive follow-up services to ensure a successful transition to the "next steps".

In years 2 and 3, we expect to provide similar activities as outlined above with the weatherization projects expanding to include QHA housing units in the Germantown neighborhood, a high poverty level area that includes 400 housing units in need of energy efficient replacements of windows/doors.

- Measurable Outputs and Outcomes

Training Resources of America, Inc. (TRA) has identified 3 service need areas that will be targeted through this project: 1) energy conservation for low-income housing, 2) GED/ Dropouts, and 3) Youth Leadership/ Development opportunities for at-risk, disadvantaged youth ages 17 to 24 years old. Our program herein proposed will address the Opportunity Priority Area as outlined in the 2010 National Performance Measures. We will be using standard performance measures.

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1) Energy Conservation:

Output goal: Members will provide weatherization services -- replacing windows, balcony doors and caulking draft areas for low-income elderly/disabled housing.

Intermediate Outcome: Members will complete weatherization training and upon QHA authorization, weatherization on units will begin.

End Outcome/ Long-Term Impact: Weatherization and improved energy efficiency of 30 units of low-income elderly/disabled housing will be completed by members.

Attendance sheets, skills competency checklists and completed work order logs will be used to track outputs and intermediate outcomes.

2) GED/Dropouts:

Output goal: 24 youth members will actively participate in pre-GED/ GED classes throughout the program.

Intermediate Outcome: 20 youth members will increase 1-2 grade levels in reading or math.

End Outcome/ Long-Term Impact: 16 youth members out of the 24 enrollees will achieve their GED.

We feel this attainment rate is reasonable based on our extensive experience operating at-risk, out-of-school youth programming in Quincy where we have consistently exceeded performance standards required by other youth funding sources. Examples: U.S. Department of Labor's YouthBuild GED attainment goal is 50%; South Coastal Workforce Investment Board which funds WIA youth programming in Quincy requires a GED attainment rate of 59% for younger youth and 50% for older youth.

Attendance sheets, completed coursework/ competencies, and Test of Adult Basic Education (TABE) and Pre-GED and GED tests will be used to track outputs and intermediate outcomes.

3) Youth Leadership/Development:

Output goal: Members will actively participate in leadership development courses and recruiting community volunteers, as well as providing community services. Volunteers and members will develop

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leadership skills, civic responsibility, and local awareness/ sustainability.

Intermediate Outcome: Members will recruit a minimum of 50 volunteers to assist in planning and implementing community service projects.

End Outcome/ Long-Term Impact: Community volunteers will complete 250 hours of community service for projects that are essential to the sustainability and betterment of the local community agencies and the overall Quincy community.

Attendance sheets, completed competencies, volunteer and completed projects logs will be used to track outputs and intermediate outcomes.

- Plan for Self-Assessment and Improvement:

TRA will evaluate the success of its AmeriCorps program by monitoring achievement of performance measure outcomes, member recruitment and retention, volunteer recruitment and hours served, and results of customer feedback. Direct service and management staff will collect and track detailed information which will provide the data required for timely progress reports. The data will include: member and volunteer demographics at recruitment, member progress information, volunteer service information, member post-program placement information, weatherization project information, and community service project information by site.

To ensure program goals and objectives are met or exceeded, TRA will utilize its performance management system that requires Managers, in concert with corporate staff, to establish monthly goals for their local operations and keep accurate records of all input (customers served) and output (program outcome/ completion rates) activities which are reported to the corporate office on a monthly basis. Each month the Site Manager, President, and Statewide Program Director evaluate the performance outcomes. If there is a 20% or more variance from the established goals, appropriate technical assistance is provided to the Site Manager to rectify the situation. Should the variance continue, Site Managers are required to submit corrective action plans with timetables and specific steps for

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improvement.

Additionally, the Statewide Program Director conducts a compliance visit to each TRA site and program twice a year (or more often if necessary) to ensure compliance with relevant federal, state, and local regulations and contract requirements.

Our corporate education staff also conducts ongoing review of our curricula to ensure our training and education programs include the most updated resources, and are appropriate for our target populations. They also provide ongoing, comprehensive training to all employees to ensure high quality instruction is provided to our members and TRA performance measures are attained.

The primary means of assessing member performance/ progress will be through an Individual Service Strategy (ISS), a written plan developed for each member based on assessment tests (Test of Adult Basic Education, Basic English Speakers Test Plus, etc.) and one-on-one meetings between members and program staff. The ISS will outline the strategies, plans, goals and objectives of each individual member and how the various AmeriCorps activities will enable them to meet their goals. During individual counseling sessions between members and program staff, the ISS will be reviewed and updated should there be changes in strategy. Case management sessions between all program staff will occur monthly or more often as needed to assess program quality and member progress and ensure program compliance.

To determine the responsiveness and effectiveness of our programs, TRA will also solicit feedback from members, volunteers, Pagnano Tower residents, and community service sites via frequent evaluation and satisfaction surveys. We also will have weekly meetings with QHA project staff to assess the quality of the construction service site project, provide feedback, and make any improvements/ adjustments as needed. Similarly, frequent meetings will also be conducted with community service sites to evaluate project success and share feedback.

All of this information will form the basis for continuous improvement efforts.

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- Community Involvement:

Since the inception of Quincy YouthBuild in January 2001, all our construction/ rehab site projects have benefited Quincy Housing Authority residents. Over the years, TRA has established a very strong partnership with Quincy Housing Authority, addressing housing priorities established by QHA boards (consisting of residents and myriad local stakeholders) and local, state and federal government policy-makers. It is through this collaboration that we have identified the need for weatherization of the Pagnano Towers housing units. Throughout the 3-year AmeriCorps grant cycle, TRA will maintain close collaboration with QHA, remaining apprised of and responsive to their goals. TRA also meets with QHA project staff on a weekly basis to ensure strong communication and resolve any challenges.

Over the past 10 years, TRA-Quincy has been dedicated to providing opportunities for personal development and community service to disadvantaged youth and young adults. Throughout this period, we have established partnerships with others servicing this target group including, but not limited to: local school departments, colleges, the Workforce Development Board, local employers, social service agencies, community and faith-based organizations, and community corrections agents. Via a case management approach, TRA maintains continuous, often daily, contact with counselors and staff of these entities to exchange information on the progress and needs of the young people we mutually serve. We work closely together to find resources that will benefit our young people and ensure their success in meeting their individualized education, community service, and personal development goals.

The young people also contribute to the process by participating in the development of their ISS and frequent counseling/ evaluation sessions, interacting with program staff on a daily basis, participating in and/ or interacting with Youth Policy Committee members, providing feedback through periodic evaluation surveys, and participating in service site planning and volunteer recruitment. The Volunteer Community Service Member and the Program Support/ Alumni Service Member will meet with the youth members and program staff minimally on a weekly basis, actively participating in service site planning, volunteer recruitment, tracking and data management activities. These interactions between

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TRA, partner agencies and members will be maintained throughout the 3-year AmeriCorps grant cycle. Additionally, throughout the 3-year AmeriCorps grant cycle on an ongoing basis, the Volunteer Community Service Member along with the TRA Program Director will work closely with myriad community and faith-based organizations to identify community needs and service site projects. At the end of each project, TRA will seek feedback from community partners, staff, and members regarding project performance.

- Relationship to other National and Community Service Programs:

AmeriCorps is an exciting and new venture for TRA. We will be looking to the Massachusetts Service Alliance and the Corporation for National and Community Service for guidance and support on recruitment strategies, best practices, and various workshops on corps-based service programs especially in the first year as we develop and strengthen our program.

TRA is an active member of the Massachusetts YouthBuild Coalition comprised of 11 Massachusetts' programs, many of which offer AmeriCorps programming. We will seek to share best practice information with other AmeriCorps/ YouthBuild Programs in the state. We will seek to register with RSVP -- Senior Service Corps for referral of older adult and baby boomer volunteers.

- Potential for Replication:

Organizationally, we are looking at the proposed AmeriCorps Program to be operated at our Quincy site as a pilot program. TRA has training sites at 8 other locations across the state, all of which are potential sites for replication. We are particularly interested in expanding AmeriCorps programming to include our Worcester, MA YouthBuild program in a model similar to the one herein proposed.

Organizational Capability

D. Organizational Capability

Sound Organizational Structure

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- Ability to Provide Sound Programmatic and Fiscal Oversight:

TRA was founded in 1975 to help economically and educationally disadvantaged youth and adults improve the quality of their lives by learning new skills and finding pathways to self-sufficiency; employers to maintain a vitalized workforce by preparing better educated and work-ready employees; local workforce systems to achieve their employment and training goals by providing high quality workforce development services; and communities to prosper by increasing tax rolls, economic stability and community development. Since its inception, TRA has helped over 35,000 individuals turn their lives around.

Today, TRA has 9 training sites across the state and operates multiple education, employment and skills training programs. Most programs also provide a host of support services including personal, academic and vocational counseling, life skills and job readiness training, job search, job development and job placement/retention services, all of which are designed to eliminate the many barriers that prohibit clients from successfully completing training and entering the workforce.

In 1999, TRA-Quincy began operations with a Supported Work Employment Program for public assistance recipients. We subsequently added YouthBuild, Young Parents and ACHIEVE! WIA youth programming, servicing over 475 youth and adults to date. Quincy YouthBuild began operations in 2001. To date, we have served 217 youth, graduated 123, helped 103 attain GEDs, placed 98 into jobs and 29 into post-secondary education opportunities, and rehabilitated 172 low-income housing units.

TRA has a long history managing federal, state and local programs. Currently, TRA manages and accounts for 46 programs funded by federal, state, local government and private sources. Federal sources include U.S. Departments of Labor (DOL) and Housing and Urban Development (HUD). State sources include Massachusetts Department of Transitional Assistance (DTA), Massachusetts Department of Elementary & Secondary Education (ESE), and Trade Adjustment Act (TAA) through the MA Department of Workforce Development. Local government sources include South Coastal Career Development Association in Quincy. Private sector sources include Saint-Gobain Corporation, Wal-

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Mart Foundation and local businesses.

Fiscal operations for all TRA sites/ programs are conducted out of our corporate headquarters located in Worcester, MA. TRA training sites are supported by the following fiscal staff: Chief Financial Officer, 2 Bookkeepers, and an Administrative Assistant. In this way, all TRA sites/ programs have proper and consistent financial capabilities.

TRA uses a uniform, double entry, full-accrual accounting system. Revenue and expenses are all kept separately by program. Entries are processed through an in-house computerized FundWare accounting system which provides monthly financial statements. An independent CPA firm conducts the annual audit in accordance with Generally Accepted Auditing Standards, Government Auditing Standards, OMB Circular A-133, and a Massachusetts Uniform Financial Report. Prior year audit reports have found no material internal control deficiencies. TRA has multi-year experience with meeting match requirements.

Over the years, a variety of funding streams has helped TRA-Quincy to serve the community. We have been able to expand the number of students served and low-income housing units rehabilitated by operating additional YouthBuild program cycles through leveraged funding from HUD and ESE. AmeriCorps funding will enable TRA-Quincy to expand its services to at-risk youth by increasing the number of members and providing them with the opportunity to earn education awards; to low-income residents by increasing the number of housing units for weatherization; to the Quincy community by providing a more varied and structured capacity for volunteer service and enhanced collaboration with myriad community and faith-based organizations.

From a programmatic standpoint, TRA has a strong capacity to ensure proper oversight, management, and monitoring of the AmeriCorps Program. Our corporate office, located in Worcester, MA, houses our executive staff including the President (company oversight), CFO (fiscal oversight), Statewide Program Director (contract compliance, program technical assistance), Vice President of Education (curriculum development/ training) and Vice President of Development and Public Relations

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(funding resource development/ grants writing/ marketing). The executive staff members all play a significant role in ensuring that the mission and vision of the AmeriCorps Program is maintained throughout the grant.

- Board of Directors, Administrators, and Staff:

TRA, a private, non-profit organization, functions under an all-volunteer Board of Directors with expertise in the areas of banking, law, business, and real estate. The Board's chief responsibility is fiduciary oversight. The Board oversees the CEO as well as the President who, in turn, oversees the agency, govern daily programming, and supervise management staff. The Board meets at four regularly scheduled meetings annually and has a compensation committee whose members meet on an ad hoc basis.

The President has overall responsibility for administration. The Program Director who reports to the President supervises all TRA-Quincy operations including the AmeriCorps Program herein proposed. With a staff of three, the Chief Financial Officer/ Clerk of Corporation oversees all fiscal operations for the company.

Key administrative staff along with their years of TRA experience include: Kim Harmon, President, 24 years and Mary Gleason, CFO and Clerk of Corporation, 25 years. Key YouthBuild Program staff, job descriptions and experience include: Isabel Cobb, Program Director, 10 years; Peter Murphy, Education Instructor/ Counselor, 2 months; Annette Owens, Counselor/ Case Manager, 6 years; and Nick Morganelli, Construction Service Site Trainer, 2 years.

Program staff job descriptions follow:

Program Director (Isabel Cobb): responsible for the day-to-day management of the Quincy site and programs including the proposed AmeriCorps Program; evaluates/ monitors all site operations to ensure programs meet contracted goals/ objectives; oversees/ assists staff in providing outreach/ recruitment, intake, testing/ assessment, orientation, classroom instruction, community service

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activities including volunteer participation, job development, job readiness training, counseling/ case management, monitoring, and follow-up services to members; completes/ submits all required recordkeeping/ reporting; ensures accuracy and completeness of client files; liaisons with local community/ faith based organizations, agencies, employers, and funding sources to develop/ maintain/ strengthen community public relations; hires, trains and supervises all site personnel and the two half-time AmeriCorps members, processes weekly time sheets, attendance, payroll and completes employee and member evaluations. Qualifications: Ms. Cobb has been employed by TRA for the past 10 years, serving as a job developer for one year and then as Manager/ Program Director of the Quincy office since 2000. She holds a BA in Public Relations and Management from Inter-American University, Cupey, Puerto Rico and is fluent in both English and Spanish.

Instructor/ Counselor (Peter Murphy): provides Adult Basic Education/ GED preparation instruction/ testing to members; conducts orientation sessions to familiarize members with the program and learning lab materials; provides academic counseling to ensure successful program participation/ completion and achievement of individual goals; assists in providing life, leadership, and job readiness training; maintains member records; provides reports as required; assists with case management and volunteer recruitment. Qualifications: Mr. Murphy holds a BA in Psychology from Boston University and has previous experience teaching/ tutoring/ mentoring both elementary and high school students. He has a keen interest in working with at-risk high school drop-outs and is currently in training for his new position here at TRA.

Counselor/ Case Manager (Annette Owens): provides outreach/ recruitment, personal, academic and vocational counseling/ case management and referral services to members; provides life skills and job readiness training instruction/ activities; assists in providing GED Prep and leadership skills development training including community service activities; provides job development/ placement support/ counseling; coordinates field trips and other program activities; maintains accurate/ timely member records and program reports; assists in volunteer recruitment. Qualifications: Ms. Owens

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began her career at TRA 8 years ago as a volunteer secretary/ receptionist for the Quincy office. In 2003, she was hired as a permanent employee. For the past 6 years she has served as a job developer, counselor/ case manager, and job readiness trainer. She is pursuing her degree in computer science from Quincy College.

Construction Service Site Trainer (Nicholas Morganelli): Works closely with the Quincy Housing Authority Supervisor and staff to ensure safety and train YouthBuild program participants at the construction service site; as a YouthBuild graduate, serves as role model and mentor; provides on-the-job training instruction at the construction service site and other community service projects; ensure members are prepared for work and on time, keeps daily logs of member service hours; serves as a liaison between the classroom and the construction service site to ensure program consistency; addresses member issues with Program Director and other YouthBuild staff; assists in training and oversight of volunteers on community service projects; assists in providing counseling support.

Qualifications: Mr. Morganelli graduated from the Quincy YouthBuild Program in 2005, earning his GED with honors. He was a model student and as a result was hired by TRA as the YouthBuild Construction Service Site Trainer in 2006. He has proven to be an excellent role model for the YouthBuild students and key to the program's success. Mr. Morganelli has also earned a 10 hour OSHA certification.

- Plan for Self-Assessment or Improvement:

As previously mentioned TRA is governed by a Board of Directors to whom the Chief Executive Officer and the President directly report. The remaining executive staff including the Chief Financial Officer, Statewide Program Director, Vice President of Education and Vice President of Development and Public Relations all report to the President. The Human Resources Generalist, Network Administrator, Statewide Employment Specialist, Curriculum Development Specialist, and the Site Managers also report directly to the President. All of these individuals play a key role in ensuring that

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the organization is operating efficiently.

To ensure that TRA remains sound and well managed, we have established numerous written policies and procedures by which we abide including: Bylaws/ Articles of Organization, Board Governance Manual, Personnel Policies, Business Code and Conduct Policy, Fiscal Policies and Procedures, Managers' Manual, Client/ Member and Employee Grievance Policies, Safety Manual, Safe Drive Requirement Policy, Affirmative Action Policies, Whistle Blower Policy, Sexual Harassment Policy, Alcohol/ Drug Free Workplace Policies, Student/ Member Handbooks, Document Retention Policy and are currently working on a Data Security Policy. An independent CPA firm conducts an annual audit in accordance with GAA and GA standards.

To monitor contract compliance, our funding sources require monthly/ quarterly/ annual reports and conduct periodic monitoring visits. We also conduct a complete and detailed internal monitoring process which is fully described in Section A. Plan for Self-Assessment and Improvement.

- Plan for Effective Technical Assistance:

TRA will look to the Massachusetts Service Alliance and Corporation for National and Community Service for trainings and technical support as we begin an AmeriCorps program in Quincy. We also expect to collaborate with other Massachusetts' YouthBuild/ AmeriCorps programs for technical support and training.

Our corporate staff (previously mentioned) including our Statewide Program Director and Vice President of Education as well as our Program Director will play significant roles in providing programmatic orientation, training and technical assistance to our program and service sites. Training will include but is not limited to: orientation to AmeriCorps and TRA mission and vision, AmeriCorps components/ procedures; recordkeeping and data management; identifying and utilizing community resources; use of assessment tools; curricula / teaching methods; counseling/ case management; team building; diversity and sensitivity awareness; member recruitment/ retention; volunteer recruitment/

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recognition strategies; etc.

As the program progresses, need for particular training will be identified by direct service staff. The corporate office will respond by providing the training through internal sources or external experts as needed.

Sound Record of Accomplishment as an Organization

- Volunteer Generation and Support:

Volunteer recruitment methods will include: member referrals; postings of volunteer service projects/ opportunities at local businesses, agencies, and community and faith-based organizations; door-to-door distribution of flyers/ posters and group presentations to residents of Pagnano Towers and the Germantown neighborhood; requests to YouthBuild alumni; postings on the TRA website, Craig's List, Idealist.org, and United Way's Volunteer Solutions; news articles, radio and TV ads, etc.

One Half-Time member, the Volunteer Community Service Member will be responsible for developing and coordinating community service projects, overseeing/ participating in the outreach, recruitment, orienting, training, and recognition of volunteers, and keeping track of volunteers, community projects and volunteer hours via volunteer logs.

Volunteers will contribute to building the capacity of our organization by assisting with the construction site service project as well as myriad community service projects, helping with member and volunteer development, and lending their expertise from diverse backgrounds as they serve as mentors to our members. Based on our first year AmeriCorps experience, we expect we will have an even greater understanding of how volunteers may impact on building the capacity of our organization as we enter the second and third years of the program.

Volunteers will be recognized through certificates of appreciation, articles in local newspapers and our TRA newsletter, member/ volunteer celebrations, including Open Houses celebrating the completion of projects, and at our annual graduation. Volunteers will be given the opportunity to

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publicly share their experiences.

- Organizational and Community Leadership:

TRA services 9 communities throughout MA including Quincy. Management staff at each location is actively involved in numerous workforce development and community boards and activities. The Quincy Program Director is a member of the South Coastal WIB's Youth Council, P-21 Initiative, Youth Worker Credential Cohort, Quincy 2000 Business Partnership Group, the Massachusetts YouthBuild Coalition, Massachusetts Workforce Alliance Coalition., and South Coastal WorkForce Investment Act (WIA) Vendor's Committee.

- Current Grantees Only: Success in Securing Match Resources: Not Applicable

Success in Securing Community Support

- Collaboration:

Over the years, we have developed innumerable collaborations to improve program quality. A sampling includes:

* American Red Cross -- provides our members with free training and certification through the Be Red Cross Ready and Prepare for the Unexpected-Community Education presentation;

* Department of Youth Services (DYS) -- provides program referrals, counseling and substance abuse services, and monitoring of current DHS participants enrolled in our program;

* Quincy Housing Authority (QHA) -- provides housing services and community service projects, and serves as our YouthBuild partner;

* Father Bill's Place -- provides referrals, support/ counseling services, housing/ shelter/ meals, and community service opportunities for our members and volunteers;

* Women, Infants and Children (WIC) -- provides food vouchers/ nutritional information;

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- * Quincy Public Library -- provides literary services/ resource tours;
- * Quincy Public Schools provides program referrals and GED testing services;
- * Quincy 2000 -- provides an array of services to ensure a greater networking pool with other non-profits, local and state agencies, and private businesses, and free entrepreneurial training for our members;
- * Quincy Career Center -- provides our clients with a full range of career and job placement support services and access to workshops and career fairs;
- * Quincy Community Action Program (QCAP) -- provides our clients with housing, fuel assistance, and child care services;
- * South Shore Mental Health -- provides emergency substance abuse and counseling services to our members;
- * Domestic Violence Ended (DOVE) -- provides domestic violence and transitional services;
- * Interfaith Social Services -- helps clients access their food pantry and career clothes closet;
- * Quincy College (Community and Workforce Education Department) -- helps our clients access higher education services and opportunities, and provides application and financial aid support;
- * Cambridge College -- Year Up -- assists our members with application procedures to ensure admission into the IT educational and internship program and provides priority admittance for YouthBuild students;
- * Future Hope Apprenticeship Program -- provides motivational speakers on a regular basis to educate our members on services and opportunities they provide in the construction industry;
- * Cradles to Crayon's -- we provide them with weekly crew of members that help sort, clean and put orders together for low-income children in the Quincy community;
- * Saint John the Baptist Catholic Church -- we provide them with volunteers to perform a number of community service projects;
- * Bank of America -- provides banking and credit training for our clients and assists them in opening

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checking and savings accounts;

* Eastern Bank -- provides volunteers to assist with community service projects and assists clients with opening checking and savings accounts;

* Registry of Motor Vehicles -- through support from our State Representative, Bruce Ayers, we have developed a special partnership with the RMV that enables our members who do not have required documentation to get their identification card, driver's license, or permits;

* Transit Police Department -- we work closely with officers to ensure our members are allowed to use their MBTA student passes during the summer and off school days and to minimize youth problems and altercations of MBTA property and terminals;

* Salvation Army -- provides emergency assistance and support services to our clients. In turn, we provide them with community services hours on their Dollar-A-Bag Meals Program;

* City of Quincy Parks Department -- provides numerous community service projects for our members/volunteers;

* Norfolk Juvenile Court -- provides referrals, counseling and drug testing services.

- Local Financial and In-kind Contributions:

While TRA actively fundraises for programs on an annual basis, the in-kind funding for this AmeriCorps proposal is generated from the Massachusetts Department of Elementary and Secondary Education (ESE). This is a state-funded grant which has helped support our Quincy YouthBuild programs each year for the past 6 years. The annual ESE amount has increased from \$45,000 to \$125,000 (current grant). We intend to use these funds to support the proposed AmeriCorps grant. Over the years, the Quincy site has also received financial and in-kind contributions from area banks, businesses and foundations.

- Wide Range of Community Stakeholders:

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With over 10 years experience operating programs in Quincy, we have developed very strong working relationships with numerous youth serving agencies, the local career center and Workforce Investment Board, school departments, government officials and leaders including State Representatives Bruce Ayers and A. Stephen Tobin, State Senator Michael W. Morrissey, United States Congressman William Delahunt, and Quincy Mayor Thomas Koch, small and large businesses, faith-based organizations, health care agencies, conservation and parks departments, housing resources, etc. -- many of which have been named throughout this proposal.

Perhaps one of the greatest demonstrations of community stakeholders in our YouthBuild Program is the fact that we have recently completed the publication of "Quincyopoly", a version of the classic game Monopoly which is a fundraiser for the Quincy YouthBuild Program. The game features over 70 Quincy area businesses and organizations who bought ad spaces and sponsorships totaling close to \$27,000 to cover publishing costs. The 1500 games are now being sold at \$25 each with all proceeds going directly to supporting the Quincy YouthBuild Program. The outpouring from sponsors, patrons and the community in general toward the YouthBuild fundraiser has been extraordinary. It has significantly increased community awareness and support of YouthBuild as well as increasing fiscal sustainability.

- Special Circumstances:

TRA has over 135 years of combined management experience in the workforce development field; a tremendous benefit to all site operations. We have operated a variety of education, employment, and skills training programs for over 34 years serving diverse populations with varying needs and issues. We have provided myriad services to low-income in-school and out-of-school youth since 1989. Consequently, we have an extraordinary capacity to deliver high-quality services to at-risk youth.

For Professional Corps Applicants Requesting Start-up Funds: Not Applicable

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Cost Effectiveness and Budget Adequacy

E. Cost Effectiveness and Budget Adequacy

Cost Effectiveness

- Corporation Cost per Member Service Year (MSY)

As a first-time AmeriCorps applicant, TRA is proposing to serve 10 MSYs. The cost per MSY is \$13,000. The Corporation Share of the budget is \$130,000. There will be 26 members (24 RHT and 2 HT) serving this program to make up the 10 MSYs.

- Diverse Non-Federal Support:

TRA has exceeded the 24% match requirement for this program by garnering \$44,000 in-kind match. This match is from Massachusetts Department of Elementary and Secondary Education (ESE) through a state-funded grant. ESE has supported Quincy YouthBuild every year since 2003. To ensure sustainability, we will continue to seek support from ESE, DOL, national, state and local foundations and businesses, and our own local fundraising campaign -- "Quincyopoly", as previously described. 100% of the sale of the games will directly benefit Quincy YouthBuild.

- Current Grantees Only: Decreased Reliance on Federal Support: Not Applicable

Budget Adequacy

The budget, including CNCS funds and match, provides adequate monies to cover all program costs. The budget's funding sources work together to enable TRA to operate an effective program for 26 members, addressing the defined service need areas: weatherization of 30 low-income housing units, attainment of 16 GEDs, and completion of a minimum of 250 hours of volunteerism.

Evaluation Summary or Plan

F. Evaluation Summary or Plan

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Amendment Justification

G. Amendment Justification Not Applicable

Clarification Summary

H. Clarification Information

Budget Clarification Items:

1) Section B. Please remove parking as it is not an allowable cost.

Parking has been removed from section B -- Fringe Benefits.

2) Section C. Please itemize Member field trips.

There are two field trips budgeted at \$250 each. The first is for the Orienteering Challenge held in New Bedford which introduces youth to a wooded environment. The second is for a trip to Boston to see the Freedom Trail, Art Museum and N.E. Aquarium.

3) Section E. Please itemize supply costs.

Lists of actual supplies that will be purchased for this grant have been listed. They include: certificate paper, copy paper, envelopes, erasers, head phones, ink cartridges, latex gloves, letterhead, file folders, name tags, paper, note cards, pencils, pens, post-its, pads, rulers, calculators, and toner. Tools for students are also included. Protective clothing and program clothing is included. Software such as extra learning for educational training is included.

4) Section F. Please provide the daily rate.

The daily rate for the site supervisor is a maximum of \$330 over a 4 month period.

5) Section H. Please clarify whether or not a program evaluation will be included.

TRA will do an internal evaluation in the first year. All program and compliance staff, members, site partners, and volunteers will be instructed to conduct an evaluation for this program. Program

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evaluation doesn't require additional resources.

6) Section I. Please move staff liability insurance to Personnel Fringe Benefits section.

We have changed this to general liability insurance for program operations. This is an all-encompassing expense that cannot be separated by staff, members, equipment, etc. We receive a monthly bill for general liability insurance to cover over-all program operations.

7) Section E. Clarify why member gear is budgeted for only 24 ACMs.

We have changed this to 26 members. 24 members were listed due to a misunderstanding because we thought this was for protective gear and not general program gear. All 26 members will now receive AmeriCorps member gear.

8) Section I. Move CNCS travel to Section C.

We have moved CNCS travel to Section C. We put it under section I in egrants because there was a listing for it under that section. It is now included in staff travel. Per the proposal, \$2,000 is budgeted and will be used per AmeriCorps requirements. It is expected that the Project Manager will attend CNCS national conference. Costs will consist of airfare (\$550), hotel for 5 days (1,000), travel to and from hotel/airport (\$250) and per diem for food (\$200).

Programmatic Clarification Items:

1) Clarify how the proposed program is different from the YouthBuild program the organization operates.

With AmeriCorps funding we intend to operate a modified YouthBuild Program. One key reason the proposed program is different from TRA's traditional YouthBuild program is the emphasis on community service volunteerism. While our regular YouthBuild programming includes some

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community service opportunities for students as part of their leadership development training, it is on a limited basis. The proposed AmeriCorps program will add a community volunteer component that the current program does not utilize. We are proposing to recruit 50 volunteers for community service projects who will engage in at least 250 service hours as measured by volunteer logs.

2) Please elaborate on how this program will benefit the community rather than just the members serving in the program.

As there currently are no formal volunteer recruitment agencies in Quincy, AmeriCorps will bring a new and innovative volunteer movement to the City. We work closely with numerous community and faith-based organizations and government entities that provide support services to our students. Many of these organizations have had to cut or significantly reduce services due to the economic downturn and decreased funding. Consequently, ample volunteer opportunities are available. Through AmeriCorps, we will be able to provide a structured format for engaging Quincy residents and businesses in a variety of valuable and much needed community service projects. This will be a tremendous benefit to the Quincy community.

Additionally, over 1200 low-income residents of the Snug Harbor and West Acres family developments will greatly benefit from the weatherization component of the program through cost savings, more energy efficient apartments, and better quality of life.

Criminal History Check Requirement:

CORI checks for members and staff are in the budget under Section I., Other.

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30 members/ staff x \$15 each = \$450.

TRA-Quincy AmeriCorps Revised Worksite Description:

Training Resources of America, Inc. (TRA) was just recently informed by Quincy Housing Authority (QHA) that the Pagnano Towers project as proposed in our AmeriCorps application is unable to move forward at this time. Apparently, the funding that QHA requested and was awarded had a limited timeframe in which it could be spent. This was not QHA's or TRA's original understanding when the funding request to weatherize the Pagnano Towers project was submitted. Unfortunately, the limited timeframe did not coincide with our proposed September start date. Therefore, we have since had several discussions with QHA, and are proposing an alternative weatherization worksite project that will take place at QHA's Snug Harbor and West Acres Developments.

QHA has secured state funding to replace the existing heating systems, removing heating boilers and pipes from the basements at both of these locations. Although QHA was funded for the heating systems upgrade, the state has expressed concerns that the buildings also need to be appropriately weatherized as the heating systems are replaced in order to ensure proper energy efficiency and cost savings to the residents.

Consequently, QHA is currently submitting a proposal to the state in May 2010 to address these concerns about proper weatherization of the buildings through a partnership with TRA and its AmeriCorps Program. We are proposing that AmeriCorps members will be involved in the weatherization of the buildings in both Snug Harbor and West Acres. They will insulate basement ceilings, insulate hot water pipes, and make the basements and attics weather tight, thus ensuring lower

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natural gas consumption and utilities costs for the residents.

QHA is confident that the state will be receptive to their request for additional funding for weatherization, especially as it involves a partnership with TRA and AmeriCorps members as well as addressing the state's concerns.

Completed in 1950, Snug Harbor consists of 400 units of family housing located in the Germantown section of Quincy. The property consists of two, three, and four bedroom units. There are 100 wood frame buildings with 4 units in each building. Completed in 1948, West Acres consists of 36 two bedroom units of family housing located in West Quincy. There are 9 wood frame buildings with 4 units in each building.

At both locations, rent is set at 27% of income, and residents pay all utilities. The Commonwealth of Massachusetts provides an operating subsidy to the QHA for the regular maintenance and administration of these units.

The total resident population for Snug Harbor is in excess of 1170 people. West Acres houses 90 family members. Fifteen (15) of the Snug Harbor units are set aside for Transitional Housing for families that were homeless. These two developments have a diverse ethnic population, with the overwhelming majority of the households in both areas being low-income in accordance with the "Low Income Limits" set by the U.S. Department of Housing and Urban Development.

Due to the large population in these two housing developments, we expect the pool of potential volunteers will expand greatly, thereby enhancing our AmeriCorps mission/community service involvement.

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Continuation Changes

I. Continuation Update

TRAINING RESOURCES OF AMERICA INCORPORATED YEAR 2 - CONTINUATION REQUEST / CHANGES

In 2011-12, Training Resources of America, Inc. (TRA) plans to continue the Quincy Youth Development and Weatherization Program which integrates an AmeriCorps Program with our YouthBuild (YB) Program model. During this second year of funding we will be addressing the service need areas of Housing Rehabilitation/Construction, GED/Dropouts and Youth Leadership/Development. Through the Quincy YouthBuild Development and Weatherization Program, 24 at-risk, out-of-school youth (ages 17-24) will serve as reduced half-time members and the Volunteer Community Service Member and the Program Support/ Alumni Service Member will serve as half-time members, providing 10.14 MSYs in a team-based approach. Additionally, the program will recruit, train, and recognize a minimum of 50 volunteers who will engage in community service along with the members.

We expect the program to be very similar to the current one with the same emphasis on training and support of members as outlined in our original proposal. However, there will be a few changes as delineated below.

New Construction Service Site Location

TRA will continue its partnership with Neighborhood Housing Services of the South Shore (NHS), a non-profit corporation that develops and operates affordable housing, with a specialization in supportive housing for homeless individuals and families. However, as the current construction service

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site projects will have been completed by the start of year 2, the project will change.

The new construction service site project will involve: demolition of a single story, wood framed bungalow style house located at 45 Winter Street, Quincy, MA, and the subsequent construction of a new apartment building with a gross area of 24,980 SF in 3 stories above the utility basement. It will contain 24 visitable and adaptive apartments (3 one bedroom, 18 two bedroom, and 3 three bedroom) two of which will be HP accessible, each containing a full kitchen, private bath, living/ dining room with balcony, and private bedrooms. Common laundries will be provided in the basement. An elevator will serve all floors. This project is LEED certifiable and will be built with sustainability/ energy efficiency in mind with a goal of attaining an Energy Star II rating.

As part of the service training to prepare members for the construction service site project, participants will receive comprehensive safety and site training including: OSHA regulations, general industry/construction safety on the job, grounds orientation, proper use of tools/equipment and construction site rules/regulations. They will receive basic tools including: hard hats, utility belts, work boots, hammers, screwdrivers, pliers, tape measures, gloves, goggles, etc. OSHA training will result in a 10 hour OSHA certification.

The overall worksite training will be comprehensive and follow the traditional sequence for building construction with the inclusion of green building strategies. Training will include: orientation to the design process for building and site; introduction to architectural drawings and plan reading; demolition and recycling; siding, windows, and door installation; interior layout and framing; installation and taping drywall; installation of new kitchens, bathrooms, laundry rooms; installation of new sub-flooring and balconies; exterior/interior painting; interior finish work, and green building techniques.

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Upon completion, NHS will retain the property at 45 Winter Street which they will rent to 24 low-income families.

Performance Measures Change

In year 2, due to the new construction service site as outlined above, our Performance Measures for Primary Service Activity Outputs / Outcomes and the Worksheet -- Energy Conservation will change to Housing Rehabilitation/Construction. Please see attached Revised Appendix D-1 and D-2 forms.

Community (Youth Leadership) and Member (GED-Dropouts) Outputs and Outcomes will remain the same.

Budget Changes

- The budget has been adjusted to reflect the change in cost per MSY from \$13,000 to \$13,300. This was done by increasing the two half time member living allowances from \$5,700 to \$6,700. (Member support costs were adjusted accordingly) We feel that increasing the living allowance will help members meet their day to day financial needs while participating in this program.

- The match has changed from \$44,000 (33.8%) in year one to \$44,445 (33.4%) in year two. The match consists of salaries (\$34,463) and fringe benefits (\$7,582) and member transportation (\$2,400). The source of this match (pending approval once the grant is awarded) is U.S. Department of Labor, ETA - YouthBuild funds.

- Salaries have been adjusted from \$57,673 in year 1 to \$68,377 in year 2. Less Program Director and

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Instructor time is charged and more Construction Service Site Trainer time is charged this year. This will allow an additional Construction Service Site Trainer to be hired for this grant to assist with training the members.

- Fringe benefits have increased by 2% (from 20% to 22%) due to an increase in worker's compensation expense.

- Member travel for bus passes is now being paid as part of the match in the CNCS Share of the budget.

- Space rental has decreased by \$11,004 in order to support the increase in salaries and fringe benefits.

- Living Allowance and Member Support Costs have increased from \$12,786 to \$15,008, as mentioned above.

- Administrative/Indirect Costs have been adjusted accordingly due to the \$3,000 increase.

Current Project -- Enrollment / Retention

The current project began in September 2010. To date, we have enrolled 21 out of 24 youth members. Outreach and recruitment is ongoing for the other 3 youth members whom we expect to enroll by mid-January at the latest. In November, we enrolled the half-time Volunteer Community Service Member. In December the half-time Program Support/ Alumni Service Member who terminated was replaced by another member.

TRAINING RESOURCES OF AMERICA, INC. - FY'12

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CLARIFICATION ITEMS

Training Resources of America Incorporated, Application ID 11AC125066

This application is under consideration for a grant in the amount of \$130,000, 10.14 Member Service Years (MSYs) and 26 member positions.

Budget Clarification Items:

(1) Please revise your budget to equal the funding and MSY amount listed above.

Updated

(2) G. Staff and Member Training: Member training is not reflected in the budget. Please explain. Orientation and on-going member training are done in-house by TRA staff. The construction site training is done by our Construction Service Site Trainer and GED training is done by our Education Instructor. Both positions are included in the budget under section A Personnel Expenses.

(3) I. Other Program Operating Costs: Criminal history checks must be conducted on all members, employees or other individuals who receive a salary, education award, living allowance, stipend or similar payment from the grant, regardless of whether these costs are coming from federal or non-federal share. Criminal history background checks include a search of statewide criminal history repositories and the National Sex Offender Public website for all members and employees as described above. And FBI check is also required for members, employees or other individuals with recurring access to vulnerable populations. A detailed description of the requirements can be found at <http://www.nationalservice.org/criminal-history>. Please verify that criminal history checks will be conducted on all members, employees and other individuals described above. You may revise the budget to include these costs, if necessary but may not exceed the level of funding for which you are

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under consideration.

CORI and SORI costs are included under section I of the budget at \$15 per member x 26 members and 4 program staff.

(4) Source of Match Funds: Provide source, amount, and intended purpose of match funds.

The match is a cash match from a federal source: Dept. of Labor YouthBuild grant for FY 2012 and totals \$44,445. The match covers personnel costs, fringe benefits and member bus passes that are not covered by CNCS.

Programmatic Clarification Items:

No programmatic clarification issues identified.

Performance Measure Clarification Items:

Clarification items for national performance measures reflect our assessment of the following criteria:

- * measures align with the need, activities and outcomes described in the narrative
- * outputs and outcomes are correctly aligned as directed in the NOFO background document
- * measures utilize rigorous methodologies to demonstrate significant impacts

Please make the following changes in the Performance Measures screens in eGrants:

Quincy Youth GED Training Component Performance Measure: Please consider deleting this measure, or explain why you think it should be left in the application. While we recognize that member development is an essential element of program design, as reflected in the application review criteria, we are not able to aggregate data from applicant-determined member development measures. For this reason, we are directing applicants to eliminate member development measures from their grant application so they won't be required to report on them to the Corporation. Applicants whose program

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design focuses on helping economically disadvantaged members complete their high school education, attend college and/or obtain employment should consider opting into the national performance measures for member development in the Opportunity Focus Area. Understandably a commission may find it valuable for its programs to collect member development data even if these measures aren't part of the AmeriCorps grant application and subsequent grant award.

Clarification Response: Quincy Youth GED Training Component Performance Measure: Will be deleted as recommended. Even though this performance measure is being deleted here, member GED training is a focus of the program and has been captured under the Economic Opportunity - National Performance Measure.

Quincy Youth Community Service Component Performance Measure: Please consider deleting this measure, or explain why you think it should be left in the application. While we recognize that member development is an essential element of program design, as reflected in the application review criteria, we are not able to aggregate data from applicant-determined member development measures. For this reason, we are directing applicants to eliminate member development measures from their grant application so they won't be required to report on them to the Corporation. Applicants whose program design focuses on helping economically disadvantaged members complete their high school education, attend college and/or obtain employment should consider opting into the national performance measures for member development in the Opportunity Focus Area. Understandably a commission may find it valuable for its programs to collect member development data even if these measures aren't part of the AmeriCorps grant application and subsequent grant award.

Clarification Response: Quincy Youth Community Service Component Performance Measure: Will be deleted as recommended. However, the program will continue to track number of volunteers that will be recruited for community service projects.

Narratives

Quincy Youth Housing Rehabilitation Construction Project Performance Measure: No clarification items identified.

National Performance Measure O16, O2, and O4: Provide an intermediate outcome for each output:

Indicator O16: Members that obtain a GED/diploma.

Intermediate Outcome: 20 AmeriCorps members will increase 1-2 grade levels in Reading or Math as assessed by the TABE test and 16 members will achieve their GED as measured by the GED Test.

Indicator O2: Individuals receiving job training services.

Intermediate Outcome: 24 AmeriCorps members will actively participate in job training and other skill development services as measured by attendance, completed coursework and completed competencies.

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

Intermediate Outcome: AmeriCorps members will complete demolition of a single family home and new construction of a 3-story building containing 24 housing units for low to moderate income and disabled people.

The National Performance Measures have been changed to match the proposed 2nd year project as outlined above.

Performance Measures

SAA Characteristics

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

Priority Areas

- Education
Selected for National Measure
 Environmental Stewardship
Selected for National Measure
 Economic Opportunity
Selected for National Measure
 Healthy Futures
Selected for National Measure
 Veterans and Military Families
Selected for National Measure
 Other
Selected for National Measure

Grand Total of all MSYs entered for all Priority Areas 10.14

Service Categories

Housing Infrastructure Primary Secondary

Quincy Youth Housing Rehabilitation/Construction Project

Service Category: Housing Infrastructure

Measure Category: Needs and Service Activities

Strategy to Achieve Results

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

Twenty-four (24) members will provide demolition of a single family home and new construction of a 3-story apartment building owned by Neighborhood Housing Services of the South Shore. Services will occur M-F, 9:00 a.m. - 3:00 p.m. for 40 weeks. Two (2) groups of 12 Reduced Half Time members (for a total of 24 reduced half time members) alternating weeks between education and service. Members will be conducting demolition and new construction.

Results

Result: Intermediate Outcome

Members have completed demolition and new construction training and have begun working on demolition with new construction immediately following.

Indicator: Active participation in demolition and new construction activities.

Target: Members will complete demolition and new construction training.

Target Value: 23

Instruments: Attendance, Skills Competency Checklists.

PM Statement: 24 members will complete demolition and new construction training.

Prev. Yrs. Data

Result: End Outcome

One-story house has been demolished and a new 3-story apartment building has been constructed for 24 low-income/handicapped individuals or families creating new, affordable, and adaptive housing.

Indicator: Members will be providing demolition and recycling of a single story house and new

Target: Demolition of a single story house and new construction of a 3-story apartment building for 24 low-income/handicapped individuals and families.

Target Value: 24

Instruments: Completed work order logs.

PM Statement: 24 members complete demolition of a single story house and newly construct a 3-story apartment building for 24 low-income/handicapped individuals or families, creating new, affordable, adaptive housing.

Prev. Yrs. Data

Result: End Outcome

construction of an apartment building consisting of interior layout/framing, installation

Result: End Outcome

of kitchens, bathrooms and laundry, painting, taping/drywall and finish work.

Result: Output

Members will provide demolition of a single story house at 45 Winter Street and erect new

construction of a 3-story apartment building for 24 low-income/handicapped individuals and families.

Indicator: Members will be providing demolition and recycling of a single-story house and new

Target: Members have provided demolition of a single-story house and new construction of a 3-story apartment building for 24 low-income/handicapped individuals and families.

Target Value: 24

Instruments: Attendance, Housing Property/Units

PM Statement: 24 members complete demolition of a single-story house and new construction of a 3-story apartment building.

Prev. Yrs. Data

Result: Output

construction of an apartment building consisting of interior lay-out/framing, installation

Result: Output

of kitchens, bathrooms, laundry, painting, taping/drywall and finish work.

National Performance Measures

Priority Area: Economic Opportunity

Performance Measure Title: Number of economically disadvantaged individuals receiving job training and other skill development services.

Service Category: Housing Infrastructure

Strategy to Achieve Results

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

24 AmeriCorps members between the ages of 17 and 24 without a high school diploma or GED will actively participate in class, complete assigned Pre-GED and GED coursework, and receive job training services.

Result: Intermediate Outcome

Result.

24 AmeriCorps members will actively participate in Pre-GED and GED coursework.

Indicator: O16: Members that obtain a GED/diploma.

Target : 20 AmeriCorps members will increase 1-2 grade levels in reading or math as assessed by the

Test of Adult Basic Education (TABE) and a minimum of 16 will receive their GED.

Target Value: 16

Instruments: TABE and GED Test

PM Statement: 24 AmeriCorps members will actively participate in Pre-GED and GED coursework resulting in 20 AmeriCorps members increasing 1-2 grade levels in reading or math and a minimum of 16 achieving their GED.

Result: Output

Result.

24 AmeriCorps members will participate in job training and other skill development services.

Indicator: O2: Individuals receiving job training services.

Target : 24 AmeriCorps members will actively participate in job training and other skill development services.

Target Value: 24

Instruments: Attendance, completed coursework, completed competencies.

PM Statement: 24 AmeriCorps members will actively participate in and receive a variety of job training and skill development services.

Result: Intermediate Outcome

Result.

24 low to moderate income units of housing will be developed.

Indicator: Number of housing units developed, repaired or otherwise made available for low

Target : 23 AC members will complete construction skills training and begin demolition of a single family home and new construction of a 3-story apartment building owned by NHS containing 24 low to moderate income housing units.

Target Value: 23

Instruments: Completed training site logs.

PM Statement: 23 AmeriCorps members will have completed construction skills training and begin demolition of a single family home and new construction of a 3-story apartment building owned by Neighborhood Housing Services resulting in the creation of 24 low to moderate income housing units.

National Performance Measures

Result.

income individuals, families, or people with disabilities.

Result: Output

Result.

24 low to moderate income housing units will be newly constructed.

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

Target : 24 AmeriCorps members will demolish a single family dwelling and construct a new 3-story

apartment building containing 24 low to moderate income units.

Target Value: 24

Instruments: Member attendance records and completed housing units.

PM Statement: 24 AmeriCorps members will demolish a single family home and construct a new 3-story apartment building containing 24 housing units that will be rented to 24 low to moderate and disabled families.

Required Documents

Document Name

Status

Evaluation

Not Applicable

Labor Union Concurrence

Not Applicable