

## PART I - FACE SHEET

<b>APPLICATION FOR FEDERAL ASSISTANCE</b>		1. TYPE OF SUBMISSION: Application <input checked="" type="checkbox"/> Non-Construction
Modified Standard Form 424 (Rev.02/07 to confirm to the Corporation's eGrants System)		
2a. DATE SUBMITTED TO CORPORATION FOR NATIONAL AND COMMUNITY SERVICE (CNCS):	3. DATE RECEIVED BY STATE:  19-JAN-11	STATE APPLICATION IDENTIFIER:
2b. APPLICATION ID:  11AC125501	4. DATE RECEIVED BY FEDERAL AGENCY:	FEDERAL IDENTIFIER:  09ACHMN0010008
<b>5. APPLICATION INFORMATION</b>		
LEGAL NAME: Sustainable Resources Center, Inc.  DUNS NUMBER: 121179774	NAME AND CONTACT INFORMATION FOR PROJECT DIRECTOR OR OTHER PERSON TO BE CONTACTED ON MATTERS INVOLVING THIS APPLICATION (give area codes):  NAME: Dan Wiersgalla  TELEPHONE NUMBER: (612) 872-3287  FAX NUMBER: (612) 870-0729  INTERNET E-MAIL ADDRESS: d.wiersgalla@src-mn.org	
ADDRESS (give street address, city, state, zip code and county): 1081 Tenth Avenue SE Minneapolis MN 55414 - 1312 County: Hennepin		
6. EMPLOYER IDENTIFICATION NUMBER (EIN):  411279468	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: <b>Corporation for National and Community Service</b>	
10a. CATALOG OF FEDERAL DOMESTIC ASSISTANCE NUMBER:94.006 10b. TITLE: AmeriCorps State	11.a. DESCRIPTIVE TITLE OF APPLICANT'S PROJECT: Healthy Home Corps	
12. AREAS AFFECTED BY PROJECT (List Cities, Counties, States, etc): Minnesota, with primary focus in the metro area.	11.b. CNCS PROGRAM INITIATIVE (IF ANY):	
13. PROPOSED PROJECT: START DATE: 08/01/10    END DATE: 07/31/13	14. CONGRESSIONAL DISTRICT OF: a.Applicant <u>MN 005</u> b.Program <u>MN 005</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                      \$ 194,997.00	17. IS THE APPLICANT DELINQUENT ON ANY FEDERAL DEBT? <input type="checkbox"/> YES if "Yes," attach an explanation. <input checked="" type="checkbox"/> NO	
b. APPLICANT                      \$ 424,815.00		
c. STATE                              \$ 0.00		
d. LOCAL                              \$ 0.00		
e. OTHER                              \$ 0.00		
f. PROGRAM INCOME              \$ 0.00		
g. TOTAL                              \$ 619,812.00		
18. TO THE BEST OF MY KNOWLEDGE AND BELIEF, ALL DATA IN THIS APPLICATION/PREAPPLICATION ARE TRUE AND CORRECT, THE DOCUMENT HAS BEEN DULY AUTHORIZED BY THE GOVERNING BODY OF THE APPLICANT AND THE APPLICANT WILL COMPLY WITH THE ATTACHED ASSURANCES IF THE ASSISTANCE IS AWARDED.		
a. TYPED NAME OF AUTHORIZED REPRESENTATIVE: Dan Newman	b. TITLE:	c. TELEPHONE NUMBER: (612) 870-4255
d. SIGNATURE OF AUTHORIZED REPRESENTATIVE:		e. DATE SIGNED: 05/06/11

## Narratives

### Executive Summary

The mission of SRC is to create healthy and efficient homes in partnership with families and communities. For 30 years, our staff has worked in thousands of homes of low-income residents, providing green and healthy housing improvements. Our program will provide education and interventions for low-income families. Members will work to address housing deficiencies, reaching out through community events and organizations, and educating residents directly on having greener, healthier homes.

### Rationale and Approach

#### COMMUNITY NEED

There is a close connection between housing conditions and the health of the residents. This connection has been clear for a very long time; a century ago, public health and housing actions to eliminate unsanitary conditions, overcrowding and poor ventilation resulted in the near elimination of many communicable diseases in the U.S. Our understanding of the link between the individual home and the health of the occupants continues to develop. This has been carefully studied in some cases, such as childhood lead poisoning and asthma. There is mounting evidence of such links, which make people ill and drive up health care costs. The places that people live are known to be a primary factor in health disparities in the United States.

The mission of the Sustainable Resources Center is to create healthy and efficient homes in partnership with families and communities. For over 30 years, our staff members have worked in thousands of homes of low-income residents, providing energy efficiency and lead poisoning prevention interventions. In most of the homes we work in there are health related conditions that should be addressed in order to improve the health of the residents. Unless these conditions present an immediate threat, we are often unable to address them because of the restrictions of our various funding

## Narratives

sources.

SRC staff are very experienced and successful in working with families to improve their homes. We strive to establish a relationship, to understand how the family lives in their house, what they know about how it works and how the home is affecting them. However, our time is very limited and focused on our primary programs of low-income weatherization, lead poisoning prevention and lead hazard control. We can do a great deal with these programs. (For example, our weatherization program has included indoor air quality measures for many years, including replacement combustion air and moisture control.) But we don't have the resources to address many of the issues we identify with the residents, such as pest controls, safety problems, radon, plumbing leaks, etc. The seven principles of healthy homes include keeping the home:

1. Dry
2. Clean
3. Pest free
4. Contaminant free
5. Well maintained
6. Well ventilated
7. Safe

SRC is poised to fill the gaps in our current programs and to deliver comprehensive green and healthy homes services to Minnesota families. Our AmeriCorps Green and Healthy Homes program will provide outreach, education and interventions for low-income families. This program will make it possible for SRC to deliver more comprehensive healthy homes services and fill in the gaps between the current program silos.

AmeriCorps members will work side by side with our regular staff to:

## Narratives

- \* Reach out through community events and organizations
- \* Educate residents about how to have greener, healthier homes, and how to protect themselves and their children from toxins in their environment.
- \* Audit and assess homes for weatherization, lead paint, pests, excess moisture, indoor air quality and other issues
- \* Address housing deficiencies

In July 2009, the Acting Surgeon General of the U.S. Department of Health and Human Services issued "A Call to Action to Promote Healthy Homes." In her introduction Kathleen Sebelius, Secretary of DHHS, wrote,

"Many of the extraordinary improvements in health that were achieved in the 20th century resulted from improvements in the Nation's homes. Although poorly maintained homes increases the risk for injury and illness, unhealthy and unsafe housing continues to affect the health of millions of people of all income levels, geographic areas, and walks of life in the United States. "

The primary target area for the project is the Minneapolis and St. Paul Metropolitan area. Many of the first ring suburbs now confront what had been exclusively central city challenges, including deteriorating housing and residents with low incomes. This area exhibits several characteristics that are associated with a high risk of families with children living in older housing stock:

- \* A high concentration of low-income families
- \* Large numbers of very young children
- \* Significant racial diversity
- \* Significant proportion of housing built prior to 1950; likely to contain lead-based paint

## Narratives

- \* A high proportion of housing in deteriorated condition
- \* Large population of new immigrants

The target population for the program is low-income families with children. Populations of color and people with Limited English Proficiency (with special focus on the Latino, Hmong and Somali populations) are an SRC priority.

### DOCUMENTATION OF NEED

SRC partners with the Minnesota Department of Health to conduct a healthy homes survey in the homes SRC staff members go into. Our intent is to determine the healthy homes needs of the people we are now working with, so that we can respond. So far, we have data from 262 in-home assessments. 33% of these homes have an occupant with asthma, 42% of the homes have mold, 30% have pest infestations, and 17% have identified fall hazards. More than half of these homes have at least two unhealthy conditions reported. The need for these families is clear.

The broad community need is illustrated by the following information.

Age, Status, and Condition of Housing: According to the Centers for Disease Control, 83% of homes built before 1978 still contain some lead-based paint, and housing built before 1950 poses the greatest risk of lead exposure to children. According to the US Census Bureau's 1998 American Housing Survey, there were 1,111,900 homes in the Minneapolis-St. Paul Metropolitan area. Of that number, 161,000 homes were classified at a 6 or below on a scale of 1-10 (10 being best) for overall opinion of the structure. That is 14.4% of the total homes. In a 2009 report from the National Center for Healthy Housing, Minneapolis ranked 30th out of 44 metro areas for the health of their housing stock.

## Narratives

Housing Units with Lead-Based Paint: Of the top 100 places in the United States measured by the estimated number of housing units with lead-based paint; Minneapolis ranks 19th and St. Paul ranks 34th. In terms of the percentage of units with lead based paint to total housing stock, Minneapolis has 51% and St. Paul has 88%. (Lead Top 100, October 2002). According to the Minneapolis City Assessor's Office, Minnesota Department of Health Blood Lead data and State Energy Assistance data, communities most at risk for lead exposure and with the highest need for energy assistance had the highest proportion of below-average structures of the city's 11 communities.

Low Income, Immigrants, English as Second Language, and Children in poverty:

The most at risk communities are among the poorest in Hennepin County and have the greatest need. According to the U.S. Census data, 66,912 families in Hennepin County live in households whose combined family income is less than \$40,000: 13,290 Black/African-American, 3,617 Asian, 1,281 Native American and 4,680 Hispanic/Latino. This translates to 34% of the families whose incomes are less than HUD FY2004 Low Income Levels of \$40,250 for a 1 person household are families representing populations of color in the targeted area who are most at risk.

The Minnesota Department of Commerce Energy Assistance Program (EAP) analysis for 2006 shows Hennepin County with 21,131 households served, up 20% from the previous year. To qualify for Energy Assistance under Minnesota's rules, you must be at 50% of the state median income. For a family of 4 the income would be \$39,414 annually for 2007. In Minnesota EAP, households there were 36,331 children age six and under, a 34% increase over 2005. In our targeted area of Hennepin County, there were 6,252 children under age 6 living in EAP households.

Minnesota entities that recognize the need for healthy homes interventions include Minnesota

## Narratives

Department of Health, Minnesota Department of Energy Security, Blue Cross Blue Shield Foundation, University of Minnesota Children, Youth and Family Consortium, Medica Foundation, Hennepin County, the City of Minneapolis, State Representative Karen Clark, Senator Al Franken.

National entities include the Surgeon General of the United States, Centers for Disease Control, U.S. Department of Housing and Urban Development, Environmental Protection Agency, U.S. Department of Energy, National Center for Healthy Housing, Alliance for Healthy Homes, and many others.

### ACTIVITIES AND MEMBER ROLES

The core programs of SRC are childhood lead poisoning prevention and weatherization. SRC is organized around these two program areas. Our experience with both these programs has led us to take a holistic view of assisting families to secure a healthy home environment. For example, weatherization programs now address indoor air quality issues such as carbon monoxide and ventilation to reduce moisture. The weatherization programs allow SRC the opportunity to identify and address asthma triggers and mold problems caused by improper indoor air ventilation.

Our lead poisoning prevention program incorporates public health activities, community education, technical expertise and in-home remediation. Through community based blood lead level screening, in-home visits to at risk families, and community education programs, SRC identifies and educates low-income Minnesota families with children at risk. Knowledge of the consequences of environmental hazard exposure in their home provides the impetus that families need to seek assistance and take action. Education becomes the means to engage the family in assessing other health and safety aspects of the home environment. Depending on the results of this assessment, SRC is able to directly address some needs and to provide referrals for others.

## Narratives

If the housing unit has lead and the family qualifies for HUD funding, SRC conducts a paint inspection/lead risk assessment to identify the specific work that is needed. Work such as interior painting that can be done safely with minimal training becomes the responsibility of the homeowner or landlord. SRC crews or contractors do more difficult or technical work, such as window replacement and surface encapsulation.

In the weatherization program, we serve low-income families, most of whom are eligible for the federally funded Energy Assistance Program. Our service area is suburban Hennepin County. There are many more families eligible for the weatherization service than we are able to serve, so recruiting participants requires little effort on our part. Once eligibility has been determined, we begin with a comprehensive energy audit, which includes an inspection of the entire home, blower door testing, use of an infrared camera to determine the sources of air leaks, testing combustion air from the furnace, water heater and other gas appliances. SRC energy auditors write up the work specifications, engage the contractor, and conduct the inspection upon completions. As part of that process, we provide education to the residents about what they can do to maximize their energy savings, reduce moisture problems and maintain clean indoor air.

As noted above, most of the homes we go into have other health and/or energy use issues that go beyond what we are now able to address.

Through the Green and Healthy Homes Corps, we will expand our capacity to assess and address healthy homes issues, going beyond what are supported by our primary funding sources. In 2010, SRC staff will be in 1300 homes. AmeriCorps will add great value to our existing services by making it possible for us to implement much more comprehensive healthy housing solutions.



## Narratives

We are requesting 15 full time members. All members will be working directly with SRC from our Minneapolis location.

AmeriCorps members will provide the people power we need to do things such as:

- \* Conduct thorough green and healthy homes assessments for low income residents
- \* Develop action plans for the residents and the home
- \* Staff a table display about non-toxic cleaning supplies at a community health fair
- \* Seal up the holes in the home with foam to keep out pests
- \* Make a follow up home visit to support pest control practices and provide more bait traps
- \* Check back with a homeowner to see if their moisture control plan is working
- \* Follow up to see if the home energy saving plan is being implemented

Collectively, AmeriCorps members would be involved in all of aspects of program delivery. Individual members will be part of one of our program teams and may specialize in one particular area, such as outreach, education, or unit specific interventions such as window replacement and pest control.

SRC's proposed Green and Healthy Homes Corps program would be the only group providing large scale healthy homes education and outreach to communities in the metro area. Members will participate in neighborhood festivals, health fairs, community and faith-based events, block parties, and other gatherings to disseminate information and talk with families.

Sample program activities include: community wide education with a focus on families with children under age six and pregnant women, identification of properties for the lead hazard control program or the weatherization program, creation of education materials, lead risk assessments, energy audits, healthy homes surveys, remediation of identified hazards and referrals, education about how the house

## Narratives

works as a system, support for energy saving measures. In-home visits will be performed free of charge to any family who is concerned about their home or interested in knowing more about protecting their children from housing environmental hazards. AmeriCorps members will provide families with tools and simple safety steps they can use on a daily basis to keep their children safe. Members will also make a variety of health and safety, economic, life skills training, and basic needs referrals, which help increase family stability.

The roles of AmeriCorps member will be both supplementary and complimentary to the work done by regular SRC staff. It is supplementary in that we are adding green and healthy homes programming to what we do now. It is complementary in that we will be delivering a comprehensive set of services and supports, which work together and affect each other. In the weatherization field, we have learned to treat the house as a system, knowing, for example, that if we tighten up the unplanned air leaks we must make sure that there is a good supply of combustion air for the furnace. Implementing healthy homes principles effectively and safely requires a system approach, because each action affects the other.

AmeriCorps members will be working closely with regular SRC staff throughout their term of service. In the beginning, they will accompany regular staff on activities. As they gain knowledge and experience, they will be able to act more independently in the community, with field supervision provided by regular staff.

SRC will ensure that this program does not violate non-duplication and non-displacement requirements by using the members to conduct the service activities described above as an addition to the work of our regular staff. Non-supplantation requirements will be met by documenting other sources of funding for the program.

## Narratives

SRC will ensure that members comply with rules on prohibited service activities through the assignment of appropriate work duties and supervision of those activities. In addition, all members will be trained about AmeriCorps rules that apply to their work so that they know what is allowable and what is not.

### MEASURABLE OUTPUTS AND OUTCOMES

The mission of SRC is to create healthy and energy efficient homes in partnership with families and communities. Our vision is that all families live in homes that are energy efficient; free of excess moisture, mold, toxins and pests; and have clean indoor air. In order to achieve this mission SRC delivers comprehensive, state-of-the-art healthy homes programs to low income families and communities. Through improvements to the home, education and support to the people living there, we provide families with the resources they need to live healthier lives. Being healthier affects a person's ability to learn, be employed, participate in their community, and save money.

In general, SRC conducts two types of activities, physical interventions in homes and educational services to the residents. Physical interventions include everything we do to alter the house itself, such as removing lead paint, sealing holes that allow pests in, balancing the airflow in the home, and insulating the building envelope. Educational services are intended to alter the behavior of the residents so that they can improve their living conditions. Examples include teaching people in communities with lead in the soil about how to keep the lead out of their house, training people on how to use integrated pest management techniques to keep pests out, and supporting families to take energy saving measures.

SRC currently measures and monitors each of its programs using multiple indicators. In both the weatherization and lead hazard control areas SRC uses indicators developed by the Department of Energy and HUD.

## Narratives

SRC's program will address the Clean Energy, Opportunity and Healthy Futures priority areas. We will be using four standard performance measures that are applicable to this program. The performance measures are described in detail in that section of the proposal, and are summarized below.

### PERFORMANCE MEASURES

National Measures:

1. Number of community members, including corps receiving education or training in housing science:

Existing housing stock represents a significant area for the development of energy efficiency, healthy homes and green development. Many low-income communities do not have access to appropriate conservation measures for the housing stock they inhabit. Corps members will provide educational information to families in the areas of energy efficiency, health and housing and green practices in community settings and in the home. Home owners, families, corps members and community members will receive information pertinent to their housing stock, housing situation, housing health, and energy efficiency. Corps members will acquire abilities to work with home owners, families and community members. Home owners and community members have information enabling them to maintain their homes in an energy efficient and healthy manner.

2. Number of economically disadvantaged AmeriCorps members who are unemployed prior to their term:

Jobs are of primary importance with unemployment being at 10.2%. New green jobs are currently under development. Training for the unemployed, specifically in at risk communities for green jobs does not exist. Corps members will receive green jobs training. Corps members will acquire green job skills. Corps members are able to secure entry/intermediate jobs in energy saving and green industries. Former corps members continue employment after 1 year.

3. Number of housing units of low-income households and structures weatherized/retrofitted:

## Narratives

Low income households spend more of their disposable income in energy costs than other families. An average of 30.5 MBtu of energy per household is saved as a result of Weatherization. This equates to a 23% reduction in primary heating fuel use. Low income families will save an average of \$350 in reduced first-year energy costs, at current prices. Weatherization saves an average 32% in gas space heating. This comprises a total fuel consumption reduction of 23%. Net savings for each home weatherized average 30.5% MBtu/year. Additional benefits that are more difficult to quantify include improved health and safety conditions, increased comfort for occupants, a reduction in homelessness and mobility, and extended lifetime of affordable housing. 500 households will be weatherized according to the specifications on the weatherization audit. Corps members will learn how to present the principles of energy efficiency to each household and to inform the household about energy choices they can make. Corps members will contact households after six months to reinforce energy efficiency opportunities and to assess effectiveness of weatherization interventions. Work will be completed on 500 low income household units. 500 households will save approximately \$350 each on their annual energy bill. Low income households will save disposable income by decreasing their energy burden and maintaining weatherization measures.

Annual energy usage reduction for housing units and structures from weatherizing and retrofiting: Beyond physical program interventions in weatherization and lead hazard control, families do not have the ability to maintain the effectiveness of these interventions. Corps members will help families understand how to maintain their energy usage reduction as well as other physical interventions through education and evaluation. Families receive individualized information specific to their house and situation, translated into language they can understand with action steps they can take. Homeowners will have information and skills to continue the effectiveness of physical interventions. Energy efficiency is continued. Families learn what they must do to continue to save energy and stay healthy in their homes. Disposable income is increased, energy burden is decreased.

Additional Measure:

## Narratives

4. Housing Education: Existing residential housing stock in Hennepin County represents a significant area for the development of energy efficient, healthy and green environments for low income Minnesota families. Low income communities do not have access to specific information about their housing situation, evaluative processes for that information and application of informational recommendations. Corps members will perform in-home educational consultations for families concerning issues identified concerning the health of their families that are affected by housing issues. Families will receive information specific to their housing situation during informal in-home visits by corps members. 1300 low-income families will be able to apply specific housing knowledge to their current housing situation with help and coaching from corps members. Low-income families will be able to continue to apply energy efficiency and healthy homes techniques in whatever housing situation they find themselves, therefore continuing to save disposable income.

### PLAN FOR SELF-ASSESSMENT AND IMPROVEMENT

Much of the work of SRC involves changes in the physical environment of the home and produces volumes of information. Through our outreach and education to families and community partners, we have generated an ongoing dialogue. SRC collects feedback surveys from families and partners. Weekly meetings provide a forum to discuss this information. SRC uses this information for annual planning with Board and staff. For instance, by recording measurements before and after weatherization work, then analyzing the results, SRC was able to identify contractors who were not meeting standards of work. Another example is our in-home visit database. Each visit is recorded, then tracked through the referral system to determine if we were able to enroll them in one of our programs. By looking at trends, SRC can determine the effectiveness of our visit. Another area of assessment is blood lead screening rates in Minnesota. SRC engaged in lead poisoning awareness strategies in counties outside of the metro area. Over the course of two years, counties where SRC had developed contacts improved their

## Narratives

screening rates. Counties where SRC did not develop contacts fell below their previous screening rates. We used this feedback to secure funding from the Minnesota Department of Health to continue our work. Using techniques that combine hard data and survey feedback, SRC will provide an open forum for Corps members and partners to identify what works well and what needs improvement, in both the delivery of services area and for the Corps member's personal development.

AmeriCorps members will meet regularly as a group to identify and address issues and concerns they may have. Each Corps member will develop a personal plan for improvement with milestones. Members will review their personal development plan quarterly to assess progress and determine methods to remove identified obstacles.

Corps members will participate as part of programs that have assessment and feedback mechanisms in place. They will participate in weekly meetings of the program team with which they are working. The program team meeting provides time to meet and work with community partners to address areas that are working well and areas that need improvement. The feedback they provide during these meetings is crucial to SRC's success. They will be challenged to bring a fresh point of view to our processes. They will also be expected to represent the communities they serve in meaningful ways during these meetings. And they will learn proper methods of meaningful discussion and constructive feedback.

### COMMUNITY INVOLVEMENT

The needs that SRC addresses are objectively identifiable through assessments of the properties and of the health status of the residents. The low-income people we work with may live anywhere in our service area. For weatherization, that service area is suburban Hennepin County. For lead poisoning prevention, this can include communities throughout Minnesota.

## Narratives

We work with community groups, schools, faith communities, health care providers, health insurers and others to promote our services and to participate in community outreach activities. They assist us to provide audiences for presentations, to recruit children for lead testing, and to identify at risk families. Our outreach model is built on community partnerships, and we will continue to engage other organizations and individuals to help us address healthy homes issue in their particular community. In order to be effective in our work we have to have the trust and respect of the people we aim to serve.

In 2009, SRC worked with over 50 community groups and organizations in eleven counties, including Hennepin, Anoka, Ramsey, Dakota, Renville, Scott, Mille Lacs, Itasca, Olmsted, St. Louis and Washington. These organizations provide opportunities for outreach and education and referrals for our programs. Samples of these organizations are listed below.

North Regional Library

Blaine Human Service Center

YWCA Children's Center

Girl Scouts of America

Lyndale Community Center

North Housing & Home Improvement Fair

Reuben Lindh Family Center

SE Asian Ministries

PICA Head Start

North Area Youth & Family Center

Inver Hills Community College

Summit Academy OIC

American Indian Wellness Fair



## Narratives

Minneapolis Urban League

Hmong American Partnership/New Millennium Academy

Shiloh Temple

Twin Cities World Refugee Day

Passport to Healthy Living Health Resource Fair

15th Annual Latino Family Resource Fair

Sabathani Community Center

Our Lady Of Guadalupe Church

North Point Health and Wellness Center

SRC participates in several state and local organizations that support lead poisoning prevention and weatherization goals. The Minnesota Department of Health convenes a semi-annual meeting of person involved in lead issues, the Minnesota Childhood Lead Elimination Action Network. SRC is a prominent member. The Minneapolis City Council and the Hennepin County Board of Commissioners have formed a joint Lead Poisoning Prevention Work Group that includes all public and private agencies active in area. Again, SRC is a prominent member of this group. In the weatherization field, SRC staff participate in the Minnesota Weatherization Advisory Group with the Minnesota Office of Energy Security.

SRC trains hundreds of homeowners, landlords and contractors on lead safe work practices and healthy homes each year. The students are another source of feedback from the community, in their evaluation of the training and in the specific issues and concerns, they bring up in class.

Our client families are a key source of community feedback. Each family is asked to evaluate their experience with SRC.

## Narratives

We will continue to engage our community partners in the ways that are described above for the three-year program period.

### RELATIONSHIP TO OTHER NATIONAL AND COMMUNITY SERVICE PROGRAMS

The SRC Lead Education and Control program model was developed as an AmeriCorps program. In the 1990's SRC developed and implemented the Community Lead Education and Reduction Corps (CLEARCorps), an AmeriCorps program that addresses child lead poisoning, in conjunction with the University of Maryland's Shriver Center. The national program, CLEARCorps USA, was incorporated independently and received national direct funding. When CLEARCorps lost AmeriCorps funding in 2007, SRC revised our program and business model based on the use of full time, regular staff positions.

SRC learned extensively from our involvement with CLEARCorps. We developed the Green and Healthy Homes Corps program to expand the quantity and quality of outcomes that can be achieved. This project will build on the solid base of programming that SRC has developed and expand our services. SRC has embraced the values of AmeriCorps. We want to recruit people from the community, provide training and supervision, and put them to work solving a very significant community problem.

### POTENTIAL FOR REPLICATION

We believe that the Green and Healthy Homes Corps model, once tested and refined at SRC, will be replicable in other organizations that provide weatherization, lead poisoning prevention, and other healthy homes interventions. Low-income weatherization programs, for example, are found throughout the country.

## Narratives

Our understanding of the potential for replication is grounded in our experience with CLEARCorps. SRC's role in developing the CLEARCorps Minnesota staff responded to requests from throughout the US to aid in program replication and best practice guidance. SRC's Director of Lead Hazard Control, Daniel Wiersgalla, was the SRC CLEARCorps AmeriCorps Program Director from 1999-2008. As Program Director, Daniel was responsible for AmeriCorps program operation and oversight, and provided direct assistance to other CLEARCorps sites. Under his leadership, the Sustainable Resources Center recruited over 110 AmeriCorps members, all of whom were thoroughly trained in the state-of-the-art methods of lead hazard control and poisoning prevention utilized by cutting edge industry professionals. Many of these methods were developed or enhanced by SRC during the past decade. Mr. Wiersgalla is the designated project director for the Green and Healthy Homes Corps.

There is widespread recognition that we need to better integrate services and programs of many types. To be successful, this integration needs to happen with clients, in their homes and communities, and by local agencies. The Green and Healthy Homes Corps model will be an example of how to implement an integrated healthy homes program, building on a base of services that are in place throughout the country.

### **Organizational Capability**

#### ABILITY TO PROVIDE SOUND PROGRAMMATIC AND FISCAL OVERSIGHT

Sustainable Resources Center, Inc. (SRC) is a 501(c)(3) nonprofit organization dedicated to advancing the cause of Healthy Homes. Our mission is to create healthy and efficient home environments in partnership with families and communities. Our primary programs include weatherization, lead hazard education and control, and training.

Since 1977, we have weatherized nearly 11,000 Minnesota homes. As a leader in outreach and education

## Narratives

in the treatment of lead, we have tested thousands of children for lead poisoning, made more than 1,200 owner-occupied and rental homes lead-safe, and trained hundreds on how to successfully address home hazards.

Our vision is that all people live in homes that are energy efficient; free of moisture, mold, toxins and pests; and have clean indoor air. Building on our record of success and to increase the impact of our work, we have adopted a comprehensive healthy homes model of intervention to ensure homes are healthy for their occupants.

SRC is a training affiliate of the National Center for Healthy Housing. We provide Healthy Homes Practitioners' training and lead safe work practices training. We have seven staff members who are certified by the EPA to deliver training to meet the requirements of the Renovation, Repair and Painting Rule, which goes into effect in April 2010. We are certified by the State of Minnesota to provide lead worker training and dust wipe sampling technician training.

In the field of weatherization, SRC staff have developed classroom curriculum, on-the-job training programs, and quality assurance processes to ensure that all the weatherization crews we contract with are providing the best possible service to our clients.

The following table describes our experience in managing federal grant programs

Date	Program	Funding	Units
Weatherization			
07/01/2008-06/30/2009	DOE Low-Income Weatherization	\$660,905	201
07/01/2008-06/30/2009	LIHEAP Transfer (EAP/WX)	\$327,092	112

## Narratives

07/01/2007-06/30/2008 DOE Low-Income Weatherization \$550,638 173

07/01/2007-06/30/2008 LIHEAP Transfer (EAP/WX) \$259,988 96

07/01/2006-06/30/2007 DOE Low-Income Weatherization \$652,872 209

07/01/2006-06/30/2007 LIHEAP Transfer (EAP/WX) \$553,114 93

### Lead Hazard Control

Hennepin County 2003-2007 HUD Lead Hazard Control-Subgrantee 410

Hennepin County 2007-2010 HUD Lead Hazard Control-Subgrantee \$1,419,000 265

Hennepin County 2003-2007 HUD Demonstration - Subgrantee as assigned

Hennepin County 2007-2010 HUD Demonstration - Subgrantee as assigned

09/30/2008-09/30/2011 HUD LEAP Grantee \$1,529,000 231

### Education and Outreach

City of Minneapolis 2003-2005 HUD Education and Outreach-Subgrantee Multiple

City of Minneapolis 2005-2007 HUD Education and Outreach-Subgrantee Multiple

In the 1990's SRC developed and implemented the Community Lead Education and Reduction Corps (CLEARCorps Minnesota), in conjunction with the University of Maryland's Shriver Center, an AmeriCorps program that addressed childhood lead poisoning. The national program, CLEARCorps USA, was incorporated independently and received national direct funding. SRC was a CLEARCorps site, averaging about 12 member volunteers per year. AmeriCorps funding for CLEARCorps USA was not renewed in 2007, so funding for the SRC program ended.

SRC was a flagship organization for the CLEARCorps network of affiliate sites across the country.

CLEARCorps Minnesota staff responded to requests from throughout the US to aid in program replication and best practice guidance. One way in which the accomplishments of our AmeriCorps

## Narratives

program were reflected was through our retention of successful corps members. A full two thirds of the volunteers who successfully completed their first year term of service returned for a second term with CLEARCorps Minnesota.

The guidance, training, and ethic of service provided to the CLEARCorps Minnesota corps members during their terms of service led to many successful post-AmeriCorps careers, with multiple people moving on to technical and management positions within Sustainable Resources Center, skilled risk assessment work with public municipalities such as Hennepin County Housing, Community Works and Transit and the City of Minneapolis Regulatory Services, and additional positions in both the federal government and the private sector. Our corps members acquired professional, technical skill sets that could be applied to real world work environments, while making an impact on their local community.

For the coming year, SRC will receive approximately \$5.2M for the Low-Income Weatherization program and \$2M for programming for lead hazards.

SRC provides the following: Grantee and Project Direction, including coordination of the activities, program management and implementation, work inspections and assessments, convening weekly production meetings, reporting as required, provision of education and referrals, including referrals to/from Energy Assistance and to/from other funding partners. In 2010 SRC will deliver approximately 1000 weatherization units, 180 lead hazard control units, 270 in-home education visits and 1500 blood lead tests.

The SRC Board has adopted formal policies regarding fiscal management, personnel management and governance. These policies are reviewed periodically. SRC has an annual A-133 audit.

## Narratives

### BOARD OF DIRECTORS, ADMINISTRATORS AND STAFF

SRC has a nine member Board of Directors. Members are recruited based on their commitment to SRC's mission, their willingness to serve and their knowledge and experience. Areas of expertise of our Board members include; low income housing, non-profit management, law, information systems, behavioral health, finance and accounting, data analysis, renewable energy and child development.

SRC's management includes the Executive Director and Deputy Director. There are three program directors with primary responsibility for weatherization, education and outreach, and lead hazard control services. In addition, we have a Technical Director who is responsible for maintaining high technical standards in both training and program delivery.

Dan Newman is the Executive Director of the Sustainable Resources Center, Inc. (SRC), a 501(c)(3) nonprofit organization dedicated to advancing the cause of healthy homes. SRC's mission is to create healthy and energy efficient home environments in partnership with families and communities.

Programs include weatherization, lead hazard education and control, and training.

Prior to joining SRC Mr. Newman's career included community organizing, fundraising, government service, mortgage banking and consulting to the public, private and non-profit organizations. He has served as the chief executive of a small community organization, a non-profit joint venture and a consortium of community clinics.

Throughout his career, he has been engaged in projects to improve service delivery and organizational effectiveness. The initiatives he has managed have required broad involvement from affected parties, and the reconciliation of disparate approaches and interests. Dan brings experience in the development and management of state level programs and a practical approach to solving problems to his work. For example, while at the Minnesota Department of Human Services, he directed the transformation of

## Narratives

Minnesota's public chemical dependency treatment system into a customer-centered program that received national recognition from the Innovations in American Government Awards program and the National Institute of Medicine.

Dan has been an active volunteer and board member with organizations in human services, health care, religion, community development and the arts. With 40 years of board experience, he has worked with groups in all stages of development and change. He is currently a Board member of In the Heart of the Beast Puppet and Mask Theatre in Minneapolis and is a founder of the annual Mayday Parade and Festival.

Dan has a Master's degree in Public Administration from the Kennedy School of Government at Harvard University. He is a self confessed "policy wonk". In addition to his family and his work, Dan is passionate about whitewater kayaking, sailing (on both liquid and solid forms of water) and winter camping.

The key staff person for administration and management of the Healthy Homes Corps is Daniel Wiersgalla, Director of Lead Hazard Control. If this project is funded Dan will assume management responsibility for this program. As members receive training and begin working in homes they will be working alongside regular staff from each of the three program areas.

Daniel Wiersgalla began his career in lead poisoning prevention in 1998 as a full time volunteer in the CLEARCorps AmeriCorps program, working directly in low-income family housing units to address lead hazards. Daniel directs all lead hazard reduction operations for the Sustainable Resources Center, and was the SRC CLEARCorps AmeriCorps Program Director from 1999-2008.

As Program Director, Daniel was responsible for AmeriCorps program operation and oversight. Under his leadership, SRC recruited over 110 AmeriCorps members, all of whom were thoroughly trained in



## Narratives

the state-of-the-art methods of lead hazard control and poisoning prevention utilized by innovative industry professionals. Many of these methods were developed or enhanced by Daniel and SRC during the past decade, working directly with federal and local government agencies on multiple fronts to improve the industry. Daniel had direct supervisory responsibility over all AmeriCorps volunteers during his time as Program Director. Each member received on-the-job training in lead abatement and was required to earn a Minnesota Lead Worker or Supervisor license issued by the Minnesota Department of Health. Daniel also tasked each member with designing an individual development plan as a guideline for improving and enriching their personal and professional lives during their year of service. He designed and implemented team-building, civic responsibility and cultural diversity projects for all members of the AmeriCorps program, and worked with each member individually to ensure they were benefitting from all the program had to offer. Two thirds of the corps members who completed their first year of service signed on with the Sustainable Resources Center for a second term. Daniel is a licensed Lead Risk Assessor and Lead Supervisor in Minnesota and a graduate of the University of Minnesota.

The key staff person for financial management is the Deputy Director, Chris Hale. Chris has been Deputy Director of SRC since 2005. Prior to that time, she was Director of Operations. In this capacity, she was responsible for financial management at SRC and is familiar with AmeriCorps requirements. Chris has been involved with non-profits and government for 25 years, starting her career in county government. Chris was a founding member of the Iowa County Administrators Association and past Board Chair of that association in the early 1990's.

Chris spent 10 years as the Director of Operations for Ramsey Action Programs, Inc. (Community Action Partnership for Ramsey and Washington Counties) in St. Paul. While there, she supervised agency-wide program operations for the \$28M annual operating budget including Head Start, Senior Nutrition, and Energy programs. Chris provided over site for all client in-take, financial activities, information

## Narratives

systems, and RAP's 105,000 square foot tenanted office building. During that time, Chris worked for the Federal Head Start program participating in Head Start program reviews in Cleveland, Cincinnati, Greenville Ohio as well as Rockford Illinois. While at Ramsey Action Programs, she fostered the development of new non-profit initiatives through fiscal agency and program support. The largest and most successful was the Family Assets in Minnesota (FAIM) program that was a statewide consortium of agencies providing independent assets accounts and financial literacy for low income Minnesotans. In the late 1990's she was an original founding member of the Hope Community Academy in St. Paul, the first Hmong charter school in the nation, serving as Board Chair in 2001. For the last 5 years, she has worked at SRC in a variety of roles, specifically managing SRC's Minnesota Department of Commerce Low-Income Weatherization Program, Lead Hazard Control contracts, Education, Outreach and Screening and new initiatives.

Currently she is Vice-Chair of the Minnesota Weatherization Advisory Group. Through her leadership, Minnesota's Weatherization program will be recognized January 13, 2010 for being in the top five states in the nation for performance with the American Recovery and Reinvestment Act funds.

Chris's undergraduate degree is in Business Management with a Masters degree in Organizational Development.

The following are management staff resumes for other SRC employees who will be part of this proposal, providing a variety of supports for corps members.

Rebecca Olson

Rebecca Olson is the current Program Director of the Weatherization Department at Sustainable Resources Center (SRC). She currently supervises 9 employees and 2 interns within this department and has trained all required staff, community members and contractors in the necessary licensure for weatherization. She regularly performs residential audits and inspections for Hennepin County and

## Narratives

Dakota County, and works with many building contractors to ensure quality assurance and negotiates contracts. The SRC Weatherization Department also works with a diverse client base throughout Hennepin County to remediate household environmental hazards and to administer National Weatherization Program benefits to those in need.

From February 2004-September 2006 Rebecca trained and supervised AmeriCorps volunteers in Lead Abatement and has years of experience with construction, planning and development, design and construction project management and financial planning of federal program funds assistance. She is certified as a Professional Building Analyst, Lead Risk Assessor, and Lead Supervisor with a B.A. in Architecture from the University of Minnesota.

Rachelle Menanteau Peleska

Rachelle Menanteau Peleska is the Director of Health Education and Outreach Programs. She is responsible for the management of the lead poisoning prevention, outreach, screening and education program. The program includes community based screening and education, in-home visiting, follow-up and referral for lead hazard control services. Her duties also include supervision and training of education team staff, interns and volunteers.

A versatile leader and training professional with extensive background in the non-profit health care industry, Rachelle has over 12 years experience in program management, community relations development, supervision and project implementation. Rachelle received her BA and BS from the University of Minnesota and her Master's in International Public Health from the University of Tulane in New Orleans.

She has worked and lived in Gambia, West Africa as a Peace Corps Volunteer as well as studied and lived in various countries including Chile, Japan and Mexico. She is fluent in the Spanish language.

Marjean Hoeft

## Narratives

Marjean Hoeft is SRC's Trainer and brings over 25 years of experience in training, communications, and marketing, specifically with technology for training both remote and web-based. She has extensive training through various certified organizations in advanced methods of training techniques. She has supported 100-300 hours per year of live training over satellite and videoconferencing, and supported 30 live meetings and conferences per year. Marjean has conducted live training sessions on WebEx, satellite training to office site coordinators on the operation of new technology systems, and performed in-person diversity training sessions for field leadership teams from remote locations.

With extensive skills in office management, administrative support, communications and collaborative initiatives, Marjean is an active member of her community with volunteer commitments to various sustainable and green organizations throughout the Twin Cities Metro area including Friends of the Mississippi River, The MS Society, Habitat for Humanity, The Nature Conservancy of Minnesota, and the University of MN Raptor Center. She holds a B.A. degree in socio-cultural anthropology from Carleton College in Northfield, Minnesota.

### Jaclyn Nott

Jaclyn Nott is the Administrative Assistant to the Executive and Deputy Directors at SRC. Having first joined the organization as a licensed member of the Lead Abatement Crew, she not only brings a hands-on knowledge of the services SRC provides the community, but also years of experience with business and project management, research and writing skills, marketing, customer service and communications. With a General BA from Sarah Lawrence College in New York, Jaclyn also attended Trinity College in Dublin, Ireland during her entire junior year where she continued her studies in dance, film, creative writing and literature, as well as socio-cultural anthropology. Throughout her studies, a great emphasis was stressed upon research and writing skills, critical thinking and community involvement. What began with volunteer duties with Amnesty International, Midnight Run and free childcare for poor and at risk families while in school eventually led to post-graduation work with organizations such as Feed

## Narratives

the Starving Children, Habitat For Humanity, The MN AIDS Project and neighborhood gardening and food shelf projects for those in need.

### PLAN FOR SELF ASSESSEMENT AND IMPROVEMENT

Much of the work of SRC involves changes in the physical environment of the home and produces volumes of information. Through our outreach and education to families and community partners, we have generated an ongoing dialogue. SRC collects feedback surveys from families and partners. Weekly meetings provide a forum to discuss this information. SRC uses this information for annual planning with Board and staff. For instance, by recording measurements before and after weatherization work, then analyzing the results, SRC was able to identify contractors who were not meeting standards of work. Another example is our in-home visit database. Each visit is recorded, and then tracked through the referral system to determine if we were able to enroll them in one of our programs. By looking at trends, SRC can determine the effectiveness of our visit. Another area of assessment is blood lead screening rates in Minnesota. SRC engaged in lead poisoning awareness strategies in counties outside of the metro area. Over the course of two years, counties where SRC had developed contacts improved their screening rates. Counties where SRC did not develop contacts fell below their previous screening rates. We used this feedback to secure funding from the Minnesota Department of Health to continue our work. Using techniques that combine hard data and survey feedback, SRC will provide an open forum for Corps members and partners to identify what works well and what needs improvement, in both the delivery of services area and for the Corps member's personal development.

AmeriCorps members will meet regularly as a group to identify and address issues and concerns they may have. Each Corps member will develop a personal plan for improvement with milestones.

## Narratives

Members will review their personal development plan quarterly to assess progress and determine methods to remove identified obstacles.

Corps members will participate as part of programs that have assessment and feedback mechanisms in place. They will participate in weekly meetings of the program team with which they are working. The program team meeting provides time to meet and work with community partners to address areas that are working well and areas that need improvement. The feedback they provide during these meetings is crucial to SRC's success. They will be challenged to bring a fresh point of view to our processes. They will also be expected to represent the communities they serve in meaningful ways during these meetings. In addition, they will learn proper methods of meaningful discussion and constructive feedback.

The SRC Board and management staff engage in periodic reviews of key policies, including Governance, Fiscal and Personnel. The Board receives monthly reports that contain key indicators, such as the number of in-home visits, energy audits, and lead risk assessments.

The Board conducts an annual review of the Executive Directors performance.

The management staff meets weekly and organizational performance and capacity is a frequent topic. In the last two years SRC has develop and implemented a new business model for our education and outreach and lead hazard control programs while increasing our production, and tripled the capacity of our weatherization program. We have a culture of assessment and improvement that is reflected in the program reviews conducted by Hennepin County, the Minnesota Department of Commerce and the Minnesota Health Department.

### PLAN FOR EFFECTIVE TECHNICAL ASSISTANCE

SRC has access to many sources of technical assistance for both administration and programs. These

## Narratives

include the Minnesota Departments of Commerce and Health, Management Assistance for Non-Profits (MAP), the National Center for Healthy Housing and the University of Minnesota Extension Service. We will operate a single site.

### VOLUNTEER GENERATION AND SUPPORT

As noted above, volunteers come from the community organizations we collaborate with, the families we work with in their homes, and from local post-secondary educational institutions.

Volunteers from the community organizations we collaborate with come from those organizations. They are provided instruction and support for their role in the event we are partnering on. In many cases, we will work with a community organization partner for several events over multiple years.

Families are recruited into one of our programs through our outreach and education efforts, and become volunteers by virtue of their participation. They receive training and education in what is expected of them from our seasoned program staff. All homeowners in the lead hazard control program are required to take a lead safe work practices class before beginning their homeowner work.

Interns from area post-secondary educational institutions are recruited by the internship programs in those schools and are placed at SRC. These interns serve for periods ranging from a month to four months, working with the education and outreach team. They receive training and on-the-job support commensurate with their role in program delivery.

### ORGANIZATIONAL AND COMMUNITY LEADERSHIP

## Narratives

SRC has been recognized at a national level as having a level of expertise that encompasses fieldwork and development of the successful aspects of the fight against childhood lead poisoning. SRC has partnered successfully with Hennepin County, the City of Minneapolis, the Minnesota Department of Health, the Minnesota Department of Commerce, local health plans, community organizations including community action agencies and the federal government to deliver programs.

SRC is currently a training partner for the National Center for Healthy Housing, delivering their Essentials for Healthy Homes Practitioners curriculum and the new EPA Renovation, Remodeling and Painting Rules training.

Just recently, SRC has been asked to participate in two national demonstration projects, developing ways to integrate healthy housing principles into lead and weatherization programs. The national experts call us when they want specific, community-based experience and applied housing concepts because they know the level of quality that SRC operates on and that we have been in the field for over 30 years. We believe this makes an ideal opportunity for AmeriCorps members to prepare for careers in this newer discipline of creating and sustaining healthy homes, especially for vulnerable occupants. SRC weatherization staff have taken lead roles in developing curriculum for training weatherization technicians in the state. We are providing quality control and training to other weatherization agencies.

SRC participates in the Minneapolis/Hennepin County Lead Poisoning Prevention Work Group, the Minnesota Weatherization Advisory Group, and the Minnesota Childhood Lead Elimination Action Network. We are a member of the Family Sustainability Collaborative, and demonstration of how to bring together family support services and healthy homes services for very needy families. The Executive Director is a Board member of Community Shares of Minnesota, a workplace-giving program focused in social change efforts.



## Narratives

SRC's leadership is reflected in our receipt of a HUD Lead Elimination Action Program grant in 2008. Through this grant, we are combining weatherization and lead hazard control in 215 homes in five counties over a three-year period.

### SUCCESS IN SECURING COMMUNITY SUPPORT

#### Collaboration:

We work with community groups, schools, faith communities, health care providers, health insurers and others to promote our services and to participate in community outreach activities. They assist us to provide audiences for presentations, to recruit children for lead testing, and to identify at risk families. Our outreach model is built on community partnerships, and we will continue to engage other organizations and individuals to help us address healthy homes issues in their particular community. In order to be effective in our work we have to have the trust and respect of the people we aim to serve. In 2009, SRC worked with over 50 community groups and organizations in eleven counties, conducting 93 community events. Each of these events has a local community organization serving as the host agency.

#### Local Financial and In-kind Contributions:

The primary sources of support for SRC are HUD grants for lead poisoning prevention and lead hazard control, Department of Energy grants for low-income weatherization, Conservation Improvement Program funds from electrical and gas utility companies for furnace and water heater replacements, and Lead Poisoning Preventions funds from the Minnesota Health Department.

The lead hazard control and weatherization serviced that SRC provides are relatively expensive, averaging \$8000 for lead hazard control and \$6500 for weatherization. All of our clients are low

## Narratives

income. We have successfully sought private funding for new initiatives, such as the Family Sustainability Collaborative, but there is very limited interest from non-governmental sources in funding the core programs of our organization.

In the past, the funding model for this program was based on the use of AmeriCorps members. We leverage other resources to support the program. We are the primary community partner in the HUD funded lead control programs in Minnesota and provide the "community based people power" for the effective outreach that those programs rely upon.

Wide Range of Community Stakeholders:

SRC stakeholders include the 1300 families we work with, the 50 community organizations we partner with annually, the critics and counties we collaborate with to deliver services, and the Minnesota Department of Health and Office of Energy Security.

SRC is proposing to recruit a diverse group of AmeriCorps members who represent the communities we serve and often help with the creation of culturally sensitive and appropriate educational materials. In the past, they have helped guide SRC staff when working with specific populations and when learning about new immigrants and refugees. They have played a critical role in representing their communities.

We want to continue this approach and this model because we believe that it has community and member benefits that go beyond the actual education and remediation, giving corps members a unique opportunity and a valuable education in housing issues.

### **Cost Effectiveness and Budget Adequacy**

Cost Effectiveness: The Corporation cost per MSY is at the maximum of \$13,000. SRC is requesting 15 corps members. Our match is significantly greater than the required 24%, at 68.63%.

## Narratives

Diverse Non-Federal Support: SRC has three funding sources for cash grant match and two for in-kind. First, SRC has been blessed with significant additional funding for the Minnesota Department of Energy Security, Low Income Weatherization program at \$7M. Along with this funding came significant training dollars and the ability to provide in-home education. We believe that at a minimum, SRC will be able to use \$108,049 for corps member training and for members to provide in-home education in energy efficiency and housing science. SRC during the last year received a Lead Elimination Action Program grant from Housing and Urban Development. SRC will be providing training, in-home education and remediation for both lead hazards and for energy efficiency for weatherization in 251 homes. SRC will match the amount available from weatherization through this funding source at \$108,049. SRC also received two years of funding through the Minnesota Department of Health for \$479,00 per year, to address education and lead work for Minnesota families and to used as matching funds for various SRC grants. SRC anticipates using \$203,565 of this funding. SRC believes that we have the capacity to train and utilize corps members, giving them marketable skills in energy efficient, healthy and green homes.

### Evaluation Summary or Plan

N/A

### Amendment Justification

N/A

### Clarification Summary

FY10 Clarification Response, Part 2

FY10 Budget Clarification Response, Part 2:

Budget Clarification Items

\* Please separate travel costs from member training line items and move to member travel. For training line items, include the number of days for each training and a calculation to confirm that the daily rate for each training does not exceed \$617.

## Narratives

The training provided for Corps members comes through a variety of sources not a part of SRC and results in certificates, licensing, etc. SRC's Education Director supervises the Education and Outreach for families in our community and engages them in the work of keeping their families safe. The Education Director does not provide training listed in member training. She will supervise Corps members as they work with our community and families to ensure we are offering the best services to clients through our programs. She will work with Corps members in helping them establish professional presentations, working relationships with our community partners and on point messages for our families. SRC's Trainer provides training and coordination for SRC homeowner program participants in classroom settings around issues about working in their homes if they have health hazards and does not provide training listed in the training section for Corps members. SRC's trainer will coach the development of Corps members educational message delivery as well as helping schedule training to be delivered by Corps members to homeowners in SRC's class room settings. The fees for training are not for training consultants. Daily rates are all \$-0-.

Dunwoody College of Technology is a post secondary educational institution, who has contracted with the State of Minnesota, Department of Energy Security to provide weatherization residential energy auditor training required by the state to perform Low Income Weatherization Assistance Program energy audits. Tuition is approximately \$1,000 and does not include all materials. Calculators, measuring tape, are additional costs. The Daily Rate is -0-.

Lead Worker 2-day class and Lead Supervisor 4 day class are offered by the University of North Dakota, a post secondary educational institution, or through Minnesota Department of Health licensed training program providers. The daily rate is -0-.

## Narratives

Essentials for Healthy Homes Practitioners is a 2-day course taught by a team of SRC staff. The \$175 is the standard course rate charged to all attendees. It pays for materials and text for the course, and a training fee for the National Center for Healthy Housing to use their curriculum. The Daily rate is -0-.

FY10 Performance Measure Clarification Response, Part 2:

Performance Measurement Clarification Items

\* Please create aligned performance measures under the national performance measures section in eGrants for both Clean Energy and Opportunity if you still intend to opt into the National Performance Measurement Pilot.

National Performance Measures created.

Part 1

ServeMinnesota Template for Clarification Items PY10-11

Legal Applicant: Sustainable Resources Center

Program start and end dates: 07/01/10-06/30/11

FY10 CLARIFICATION RESPONSE

1. Please clarify how your proposed member recruitment plan will likely result in a diverse member corps, including members from the target community.

Diversity has always played a significant role in the constitution of our staffing choices. Our current staff includes members of the Somali community, Hmong community, Native American community, Latin American community, and East Indian community, as well as Eastern European and Scandinavian

## Narratives

communities. SRC has a successful record of recruiting volunteers from the communities we serve, using the approaches described below

We recruit members through a variety of methods and from a variety of organizations that have a highly diverse clientele. These organizations include Summit Academy, Goodwill-Easter Seals, Urban League, Rise, Minneapolis Community and Technical College and St Paul Community College, as well as neighborhood development organizations. There are scores of these organizations within the Twin Cities area. As noted in the proposal, recruitment outreach will include language-based clubs and groups, advertising in local media including print and internet postings, a presence at volunteer and employment events, and word of mouth via existing and former corps members and community contacts. Media outlets we use will include non-English publications.

Word of mouth is a very important method of reaching people from diverse communities. Current and former staff and AmeriCorps members who are part of these communities have had a positive experience working with SRC. Their experiences give our organization credibility in those communities. Many former corps members were able to secure good jobs based on their experience and training received at SRC. For example, former corps members populate the Hennepin County and City of Minneapolis housing departments.

2. Please clarify how the proposed program builds on (without duplicating) or reflects collaboration with other national and community service programs supported by the Corporation.

Our program director will attend and participate in regular ServeMinnesota program director meetings to provide coordination and cooperation. SRC will be a part of the national AmeriCorps Week

## Narratives

Conference as well as participate in collaborative recruiting. We will also look for opportunities to collaborate with other programs on training for members and community outreach activities. For example, if there is another program that addresses community health needs it might be very valuable to both programs to collaborate on outreach and program promotion.

We will build on our previous experience with the AmeriCorps organization, having been previous CLEARCorps grantees. This experience will set the stage for a productive and rewarding year for each corps member involved in the Green and Healthy Homes Corps. We have over a decade of experience operating an AmeriCorps program via national direct funding, during which time two thirds of all of our corps members who successfully completed their term of service signed on for an additional year of service. Due to our past experience with AmeriCorps and our current program focus at Sustainable Resources Center we have been inspired to develop our Green and Healthy Homes program, which provides a more holistic approach to home and family health.

3. Please clarify how the proposed program includes effective and feasible plans for, or evidence of, rewarding members.

The rewards available to members include their stipend, benefits, training, on the job skills development, leadership opportunities, team building and opportunities to work in a variety of program areas.

The training we will provide includes Minnesota Lead Worker certification, basic weatherization skills, and Healthy Homes for Practitioners training. In addition, corps members will be offered the opportunity to continue their training in more specific healthy housing-related fields. CPR and First Aid

## Narratives

certification, resume-training, and personal finance, including a 401(k) option, are additional incentives we will provide each corps member.

Members will begin by working with experienced staff persons. As they receive training and develop skills and experience on the job there will be opportunities to take on leadership responsibilities. Examples include leading community education events, arranging for and coordinating screening events, becoming licensed to supervise regulated lead hazard control work, and training homeowner classes on healthy homes topics.

Besides on-the-job training, we offer team building activities, such as the YMCA Ropes course. A ropes course is a challenging outdoor personal development and team building activity which usually consists of high and/or low elements. Low elements take place on the ground or only a few feet above the ground. High elements are usually constructed in trees or made of utility poles and require a belay for safety. Corps members participate in activities designed to provide the opportunity to demonstrate their trust in other members of the group through a series of sequenced actions.

Activities such as these allow members to interact with their fellow volunteers and current staff members in various ways, such as individual birthday celebrations, all-staff meetings and agency-wide trainings, which enhance a sense of camaraderie and shared common experience. Members will have the opportunity to develop professional, leadership, problem-solving and conflict resolution skills.

4. Please clarify how the proposed program will demonstrate well-designed training or service activities that include structured opportunities for members to reflect on and learn from their service.



## Narratives

Regular meetings will be held as a corps, with the program director. Each month, corps members will have the opportunity to specifically connect with the program director face to face, in a discussion designed to illuminate their experience as volunteers. They will share their stories, insights, struggles and successes, allowing a safe environment for analysis and reflection. In addition, each corps member receives quarterly personal reviews throughout their term of service. These one-on-one reviews with the program director provide feedback, measurements of success, and creative criticism for each corps member on how their year is proceeding and areas for improvement.

The Dunwoody five day Residential Energy Auditor course provides basic training in how to assess the potential for improving home energy efficiency and comfort. The REA program is suited for employees or individuals who are performing or interested in utility sponsored residential energy conservation audits and working with the low income weatherization program. Curriculum includes The Principles of Energy, Energy and the Building Shell, Air Leakage, Insulation, Windows and Doors, Heating/Cooling, Water Heating, Lighting & Appliances and Health & Safety. Books will be provided as a study resource for the competency examination. Required materials that are not provided are clipboard, pens, pencils, calculator and tape measure.

Lead Worker 2-day class includes: introduction to the history of lead, how lead is used, the health effects of lead poisoning, lead regulations, hazard recognition and control, medical surveillance, medical removal, personal protective measures, respirators, clothing and hygiene, work practices during abatement.

Lead Supervisor 5-day class curriculum covers: health effects, personal protective equipment (PPE), legal liability, medical monitoring, insurance considerations, hazard control strategies, waste disposal. Attendant is taught the above-mentioned subjects, goes over the historical background of lead, its uses

## Narratives

and sources as well as hands-on practical exercises.

Essentials for Healthy Homes Practitioners: Two-day foundational training course that is ideal for health and housing professionals who want the basics of healthy housing in an interactive format that allows students to learn from their peers in small group exercises. Participants learn that a healthy home is designed, constructed, maintained, or rehabilitated in a manner that supports the health of residents. Students will study the growing body of evidence that links housing conditions to health outcomes such as asthma, lead poisoning, lung cancer, and unintentional injuries and shows the effectiveness of various healthy homes interventions to fix the home to protect resident health. They will learn to identify home health hazards and that creating healthier housing promotes the growth and development of our children and can save billions of dollars in health care costs.

The Lead Worker certification courses that the members will be enrolled are designed and taught by EPA-recognized firms, the Essentials for Healthy Homes Practitioners courses are designed by the National Center for Healthy Housing, and the weatherization courses are designed and taught at Dunwoody Technical Institute, an accredited institution. These integrated trainings will allow corps members the opportunity to recognize that their actions have both an immediate and long term effect on the communities in which they live.

5. Please clarify how the proposed program will have an impact in the community that is sustainable beyond the presence of Federal support.

We are combating childhood lead poisoning, improving energy efficiency, and addressing other housing related health issues. Many of the physical improvements in the households we serve will last for decades, improving the health of the occupants and the energy efficiency of the home for generations.

## Narratives

Likewise, the education and skills that residents receive will serve them throughout their lives. In this way, the work of the Green and Healthy Homes Corps will extend far beyond the presence of federal support.

Similarly, the skills and knowledge gained by the AmeriCorps members will be with them for a lifetime. The education and outreach activities that SRC conducts have a lasting impact on the communities we serve by raising awareness of the problem and helping motivate communities to address those issues. The communities in which SRC has been active in lead poisoning prevention have seen long term increases in childhood blood-lead-screenings.

6. Please clarify how the proposed program enhances capacity-building of other organizations and institutions important to the community, such as schools, homeland security organizations, neighborhood watch organizations, civic associations, and community organizations, including faith-based organizations.

The proposed program will enhance other organizations in three ways. First, staff and volunteers with these organizations will become educated on green and healthy homes issues, the impact on the community, and what can be done to address them. Secondly, we will be a resource for the members of those organizations to address housing conditions, thereby helping them to focus on their own mission and goals. Third, as a community partner with government agencies, we can assist them to reach out to communities that sometimes view them with apprehension and suspicion.

We work with a multitude of community organizations, such as Community Action Agencies, Minneapolis Urban League, Head Start, Sabathani Community Center, Summit Academy, Goodwill-Easter Seals, Minnesota Department of Health, the City of Minneapolis, Hennepin County, Ramsey

## Narratives

County, Ramsey County Public Health, Whittier Alliance, Early Childhood Resource and Training Centers, and a variety of churches, schools and community centers. The goals of these organizations are to help those within their community who are in need, reaching those who may be overlooked by the existing system. One of the needs they encounter is safe and healthy housing. Low-income populations that we currently serve are largely comprised of Spanish, Hmong, and Somali speaking families. We have extensive non-English language capabilities to meet those needs. We help municipalities, such as city, county and state, to provide health advocacy for people who need it the most. We have the ability to go where government agencies cannot to exact direct changes to the situations of low-income families on housing and health related issues. The Green and Healthy Homes Corps will enhance current programs and add new capabilities to our organization allowing us to further serve these communities.

7. Extensive training is provided regarding the specific activities members will perform but there is no mention of how member safety will be ensured. Please clarify how you will ensure members' safety.

Safety has always been a priority in the work we do. Every corps member will be certified in the work they are expected to perform, knowing the proper procedures for dealing with housing hazards. They will be provided suitable safety equipment such as respiratory masks, work suits, shoe-coverings, and other protective gear and tools necessary to complete the work. Each and every work site is supervised by SRC staff and monitored by the appropriate state department. The training proposed for the corps members provides specific personal safety training.

### FY10 BUDGET CLARIFICATION RESPONSE

1. Staff and Member Travel: For the national conference line item in staff travel, please clarify if you

## Narratives

mean CNCS sponsored meetings. If you do not mean national conference to be the same as CNCS sponsored meeting, please include travel costs to attend CNCS sponsored meetings either in this section or in "I. Other Program Operating Costs."

RESPONSE: The only travel we anticipate are the CNCS sponsored meetings. Other travel was for work purposes and within the local area.

2. Staff and Member Travel: Please clarify member travel. One member cost line is for 17 members and your request is for 15 members. Please also correct your mileage to be within our allowable amount; .50 or less per mile

RESPONSE: At the time of the first draft of this application the federal mileage rate was \$.55 per mile. For 2010, the new mileage rate is \$.50. SRC complies with federal mileage rates, whatever they may change to and at whatever time. If the mileage rate were to increase during the course of this grant, that would be the rate SRC would pay. The 17 members is a typing error. The formula is as follows: 15 members, 15 times per month for 12 months at 15 miles per trip equals 40,500 miles at the new rate or \$.50 equals \$20,250 which is paid as part of the grantees share, in other words paid by SRC.

3. Supplies: Please provide calculations for supplies, including \$1800 a year for members. Clarify high member service gear costs.

RESPONSE: Member Service Gear: \$150 each for 15 members equals \$2,250. This includes logo wear for educational events: T-shirts with AmeriCorps logo, following the graphic standards for the logo and the SRC logo, 2 each at \$7.00; uniforms with AmeriCorps logo, following the graphic standards for the logo and the SRC logo and laundry services for lead hazard control workers for each at \$2.50 per week

## Narratives

times 48 weeks for 15 members equals \$1800; and personal protection equipment -- respirator mask and fitting at \$16 each equals \$240 totaling \$2,250.

Office Supplies for Members: \$150 per month for 15 members for 12 months equals \$27,000. This includes computers at \$600 each for 15 equaling \$9,000; desk phones at \$250 each for 15 equaling \$3,750; chairs for 15 at \$150 each equaling \$2,250; monthly small supplies such as pens, paper, staplers/staples, calendars, note pads, post it notes, paperclips, etc estimated to be \$30 each per month totaling \$5,400; and desks for 15 at \$440 each totaling \$6,600; grand total of \$27,000.

4. Member and Staff Training: Please move travel to travel section and please provide a more specific calculation for these costs.

RESPONSE: Travel costs for training will be moved to travel section. The \$50 rate is an average rate for meals and incidentals.

Please clarify what you mean by "all costs included in member training".

RESPONSE: All costs included means costs for course materials, meals if not provided or if they need to purchase food for lunch, transportation if we can't provide it for them. For instance the 4 day lead training or the 3 day lead training (different levels of expertise) during which they learn why lead is dangerous especially for children, what they are required to protect themselves and the homeowners from lead hazards as they do the work, what an occupant protection plan is, why they will need periodic blood lead tests as workers, what worker protection equipment is required, etc., is offered in Cambridge Minnesota and White Bear Lake Minnesota. We will send them to the first available offering of the course, so they can start with education or crew work on the lead side. We may be able to get the

## Narratives

trainers to come here to provide the training, so costs might be less, but generally the courses run around \$700. They all must have the 3 day course. And for those who wish to have the opportunity to lead a team, they would need the 4 day course. We estimated that not all would want both trainings and that maybe as many as half would take the 4 day course. 15 for the 3-day course is \$10,500, leaving \$4,500 for those who show leadership potential and are interested in acquiring additional skills and licensing and for meals or mileage is necessary.

Weatherization training is provided by Dunwoody and the course is entitled Residential Energy Auditor Training. Course costs are \$875 plus meals and incidentals totaling \$1,000. The Dunwoody course includes 5 days or 40 hours of training, including testing, text books and other materials necessary to take the course.

The Healthy Homes Essentials is a two day course and includes text and materials provided by the National Center for Healthy Housing. Team building training is the "ROPES" course provided by the YMCA and costs \$200 for each member. A ropes course is a challenging outdoor personal development and team building activity which usually consists of high and/or low elements. Low elements take place on the ground or only a few feet above the ground. High elements are usually constructed in trees or made of utility poles and require a belay for safety. Corps members participate in activities designed to provide the opportunity to demonstrate their trust in other members of the group through a series of sequenced actions.

Personal development depends on the individual. It may be enrollment in a GED course, obtaining a drivers license, developing a resume, working with jobs counselors to improve employability. Up to \$100 is set aside for each member. SRC orientation includes lunch and snacks for one day orientation to SRC Work Place Policies, Financial Policy and Procedure, history, and other rules and regulations at

## Narratives

SRC, estimated to be \$30 each for 15 totaling \$450. Miscellaneous trainings are specific trainings provided in brown bag settings about new methods, or the latest research around healthy housing issues and occurs approximately 4 times per year and is a short information session including lunch for approximately 2 hours each session. Pizza is estimated to be \$10 each for 15 members.

5. Please clarify your training daily rate. The current costs exceed the CNCS daily maximum daily rate of \$617.

RESPONSE: Training rates are in most cases what the course normally charges plus what it takes to get people to the training so that they don't have out of pocket costs. None of the rates are daily rates. In cases where training exceeds \$617, it us a multiple-day training, not a 1-day training. Taken together, there is approximately three weeks, possibly more training offered for this experience. SRC feels that these courses are essential for corps members and provide a solid base for future employment by acquiring these skills and then putting them to use in the field. It is SRC's experience that classroom training is not enough for new workers to fully understand the extent of the knowledge they must have. We believe that they need field experience as well and that is what we are proposing to provide them.

6. Other Program Operating Costs: Please budget criminal history checks for grant-funded staff.

RESPONSE: Criminal background checks are performed for all staff and are included in the staffing primary funds. For instance, Weatherization staff background checks are performed with Department of Energy Funds. We can include that cost as a grantee amount.

Please clarify space, utilities and phone calculations.



## Narratives

RESPONSE: Functional Expenses for Program Services and Supporting General and Administrative Expenses are determined by program managers when approving invoices and reviewed by Robert Pickering, Accountant or Christine Hale, Deputy Director. Invoices are originally coded to 1) general expense accounts directly attributable to programs, 2) expense accounts indirectly related to specific programs, such as the allocated occupancy or fringe benefit expenses, 3) administrative expenses, which are coded to department 90 and fundraising costs are coded to department 95. Each invoice could be coded to any one of the categories above.

The Administrative Expense costs are re-classed monthly to the expense accounts directly related to specific program's based on each program's total costs to the total program costs for the month. Receipts submitted for payment from staff are noted as to what job the materials/service are related to.

Salaries and wages are allocated at month end. Payroll is done twice per month and totals are entered into holding accounts: 500-00 salaries and wages, 505-00 taxes, and 510-00 employee benefits.

Employees submit time sheets twice a month with time recorded for programs or admin. At month-end the time sheets are used to prepare a payroll worksheet. Pay rates are verified and entered for each employee to specific programs or administrative. Administrative salaries are coded to the Administrative Expenses payroll accounts.

Occupancy and telephone are allocated based on the number of FTEs for the month. Administrative costs are entered in Administrative Expenses accounts until month end. Costs are allocated to the supporting services accounts in each program fund based on the number of FTEs.

7. Match and Source Funds: Please clarify if you have permission to use other federal funds as match.

## Narratives

RESPONSE: SRC receives a variety of funds that may be used for training and are specifically for matching dollars for grants that SRC may successfully be awarded. Each source has specific requirements, but SRC is encouraged to make the best use of these funds. Only one source of match is Federal, and SRC is confident that we will have permission to use those funds.

### FY 2011 Clarification Response

#### Start Date and Member Enrollment Period

Sustainable Resources Center and Green and Healthy Homes Corps would like to confirm our desired grant award start date of 08/01/2011, and a member enrollment period start date of 08/16/2011.

#### Budget Clarification:

Section 1C Travel: Members travel to the homes of low-income Minnesota residents, therefore it is an allowable cost.

Section 1E Supplies: Itemized in detail in the Budget Section.

Section 1G Training: Itemized in detail in the Budget Section.

Section IIB Member Support Costs: 15 members included in the health care calculations.

Sources of Funds: Amounts updated to total \$424,815. An additional \$12,652 in revenue will be provided by training revenues at SRC. Additionally, SRC will use fees for services funding received from Hennepin County to match the \$105,549 rather than HUD Federal funding.

#### Programmatic Clarification Item:

The Sustainable Resources Center and Green and Healthy Homes Corps do not have recurring access to vulnerable populations. We are therefore exempt to the FBI fingerprinting rule. We will continue to follow the background check requirements, checking both state repositories and the national sex

## Narratives

offender public website.

### Continuation Changes

N/A

## Performance Measures

### SAA Characteristics

- |  |   |
|--|---|
| <input type="checkbox"/> AmeriCorps Member Population - None | <input type="checkbox"/> Geographic Focus - Rural |
| <input checked="" type="checkbox"/> Geographic Focus - Urban | <input type="checkbox"/> Encore Program           |

### Priority Areas

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

Grand Total of all MSYs entered for all Priority Areas                      15

### Service Categories

Energy Use Reduction

Housing Infrastructure

## National Performance Measures

**Priority Area: Environmental Stewardship**

### Strategy to Achieve Results

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

500 households will be weatherized according to the specifications on the weatherization audit. Corps members will learn how to present the principles of energy efficiency to each household and to inform the household about energy choices they can make. Corps members will contact households after six months to reinforce energy efficiency opportunities and to assess effectiveness of weatherization interventions.

### Result: Output

Result.

500 low income residential housing units will receive a completed energy audit using the National Energy Audit

Tool (NEAT).

Indicator: EN2: Energy audits conducted.

Target : 500 low income households will be identified and income tested through the Energy Assistance

Program for suburban Hennepin County, enrolled and audited.

Target Value: 500

Instruments: National Energy Audit Tool (NEAT0 developed by Oak Ridge National Laboratory and customized by the Minnesota Department of Energy Security, Low Income Weatherization Assistance Program for weatherization providers in Minnesota.

PM Statement: 500 unduplicated low income households energy audits conducted.

### Result: Output

Result.

Work will be completed on 500 low income household units.

Indicator: EN1: Housing units weatherized or retrofitted.

Target : 500 low income households will be identified through the Energy Assistance Program

applications for suburban Hennepin County, enrolled, audited and weatherized/retrofitted.

Target Value: 500

Instruments: Site visits, National Energy Audit Tool completed for 500 units. Work orders issued for measures to be completed and inspected. 6 month usage survey.

PM Statement: Department of Energy weatherization audits completed, work specified will be completed and inspected. Onsite inspections completed and reported to Office of Energy Security, Minnesota Department of Commerce. Initial education will be presented, including usage data.

### Result: Intermediate Outcome

Result.

500 households will save approximately \$350 annually, equating to 35 MBtus each on their annual energy usage; 17500 MBtus for 500 homes. High-energy-use houses in the colder climate regions have the potential for cost effective site Btu savings of more than 30 percent.

Indicator: (DELETED) EN7: Annual energy usage reduction (in units).

Target : 500 households will experience an annual energy reduction of 35 MBtus.

Target Value: 17500

## National Performance Measures

### Result.

Instruments: National Energy Audit Tool. Pre and Post blower door readings to determine effectiveness of installed measure and 6 month survey and comparison of energy usage form provided by utilities.

PM Statement: 500 households will save on utility bill approximately \$350 determined by the savings to investment ratio for each measure completed. High-energy-use houses in the colder climate regions like Minnesota have the potential for cost effective site Btu savings of more than 30 percent. \$350 savings divided by \$1 per therm = 350 therms saved at 100,000 btu's per therm = 35,000,000 btu's per home or 35 MBtus per home. For 500 homes that is 17,500 MBtus saved per year. Utility usage after six months will also verify the savings.

## Required Documents

Document Name

Status

Evaluation

Not Applicable

Labor Union Concurrence

Not Applicable