

PART I - FACE SHEET

APPLICATION FOR FEDERAL ASSISTANCE		1. TYPE OF SUBMISSION: Application <input checked="" type="checkbox"/> Non-Construction														
Modified Standard Form 424 (Rev.02/07 to confirm to the Corporation's eGrants System)																
2a. DATE SUBMITTED TO CORPORATION FOR NATIONAL AND COMMUNITY SERVICE (CNCS): 01/25/11	3. DATE RECEIVED BY STATE:	STATE APPLICATION IDENTIFIER:														
2b. APPLICATION ID: 11ED125808	4. DATE RECEIVED BY FEDERAL AGENCY: 01/25/11	FEDERAL IDENTIFIER: 10EDHGA001														
5. APPLICATION INFORMATION																
LEGAL NAME: Habitat for Humanity International, Inc. DUNS NUMBER: 095849568	NAME AND CONTACT INFORMATION FOR PROJECT DIRECTOR OR OTHER PERSON TO BE CONTACTED ON MATTERS INVOLVING THIS APPLICATION (give area codes): NAME: Peter Rumsey Jr. TELEPHONE NUMBER: (800) 422-4828 3489 FAX NUMBER: INTERNET E-MAIL ADDRESS: prumsey@habitat.org															
ADDRESS (give street address, city, state, zip code and county): Habitat for Humanity AmeriCorps 270 Peachtree Street, Suite 1300 Atlanta GA 30303 - 1246 County: Fulton																
6. EMPLOYER IDENTIFICATION NUMBER (EIN): 911914868	7. TYPE OF APPLICANT: 7a. National Non Profit 7b. Faith-based organization															
8. TYPE OF APPLICATION (Check appropriate box). <input type="checkbox"/> NEW <input type="checkbox"/> NEW/PREVIOUS GRANTEE <input checked="" type="checkbox"/> CONTINUATION <input type="checkbox"/> AMENDMENT If Amendment, enter appropriate letter(s) in box(es): <input type="text"/> <input type="text"/> A. AUGMENTATION B. BUDGET REVISION C. NO COST EXTENSION D. OTHER (specify below):	9. NAME OF FEDERAL AGENCY: Corporation for National and Community Service															
10a. CATALOG OF FEDERAL DOMESTIC ASSISTANCE NUMBER:94.006 10b. TITLE: AmeriCorps Fixed Amount Grant	11.a. DESCRIPTIVE TITLE OF APPLICANT'S PROJECT: Habitat for Humanity AmeriCorps															
12. AREAS AFFECTED BY PROJECT (List Cities, Counties, States, etc): Approximately 200 communities in Washington DC and the following states: AL, AR, CA, CO, CT, D.C., FL, GA, HI, ID, IL, KS, LA, ME, MD, MA, MS, MO, NE, NM, NJ, NY, NC, OH, OR, PN, SC, SD, TN, TX, VA,WA, WI	11.b. CNCS PROGRAM INITIATIVE (IF ANY):															
13. PROPOSED PROJECT: START DATE: 08/01/10 END DATE: 12/31/13	14. CONGRESSIONAL DISTRICT OF: a.Applicant <input type="text" value="GA 005"/> b.Program <input type="text"/>															
15. ESTIMATED FUNDING: Year #: <input type="text" value="2"/>	16. IS APPLICATION SUBJECT TO REVIEW BY STATE EXECUTIVE ORDER 12372 PROCESS? <input type="checkbox"/> YES. THIS PREAPPLICATION/APPLICATION WAS MADE AVAILABLE TO THE STATE EXECUTIVE ORDER 12372 PROCESS FOR REVIEW ON: DATE: <input checked="" type="checkbox"/> NO. PROGRAM IS NOT COVERED BY E.O. 12372															
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 20%;">a. FEDERAL</td> <td style="text-align: right;">\$ 3,900,000.00</td> </tr> <tr> <td>b. APPLICANT</td> <td style="text-align: right;">\$ 0.00</td> </tr> <tr> <td>c. STATE</td> <td style="text-align: right;">\$ 0.00</td> </tr> <tr> <td>d. LOCAL</td> <td style="text-align: right;">\$ 0.00</td> </tr> <tr> <td>e. OTHER</td> <td style="text-align: right;">\$ 0.00</td> </tr> <tr> <td>f. PROGRAM INCOME</td> <td style="text-align: right;">\$ 0.00</td> </tr> <tr> <td>g. TOTAL</td> <td style="text-align: right;">\$ 3,900,000.00</td> </tr> </table>	a. FEDERAL	\$ 3,900,000.00	b. APPLICANT	\$ 0.00	c. STATE	\$ 0.00	d. LOCAL	\$ 0.00	e. OTHER	\$ 0.00	f. PROGRAM INCOME	\$ 0.00	g. TOTAL	\$ 3,900,000.00	17. IS THE APPLICANT DELINQUENT ON ANY FEDERAL DEBT? <input type="checkbox"/> YES if "Yes," attach an explanation. <input checked="" type="checkbox"/> NO	
a. FEDERAL	\$ 3,900,000.00															
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f. PROGRAM INCOME	\$ 0.00															
g. TOTAL	\$ 3,900,000.00															
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: Mesfin Amanew	b. TITLE:	c. TELEPHONE NUMBER: (404) 962-3421														
d. SIGNATURE OF AUTHORIZED REPRESENTATIVE:		e. DATE SIGNED: 01/25/11														

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Executive Summary

Habitat for Humanity's AmeriCorps National program provides capacity and resource building services that aid in our mission to eliminate sub-standard housing. Members engage the community, serve partner families, and help transform neighborhoods through direct service in areas of construction, family and volunteer services, veteran engagement, and community outreach. The program is critical to Habitat's goal to significantly increase the number of families served in the United States over the next year.

Rationale and Approach

NEED

In the U.S., an estimated 95 million people have housing problems, including unaffordable mortgage or rent payments, unhealthy and dangerous living environments, and homelessness. Poverty puts home ownership out of reach for families whose incomes don't qualify them for a bank mortgage or allow them to make the down-payment. This proposed National Service program will serve over 125 communities across the US; in hurricane recovery areas along the Gulf Coast, distressed inner-city neighborhoods, rural economically depressed areas, and communities hard hit by foreclosures and loss of jobs. For example, the 2007 census estimated that in Dallas 46% of single mother families with children under 18 were living in poverty, making home ownership difficult if not impossible. In the San Francisco Bay Area, only 13% of families can afford to own a home. Meanwhile, rapid population growth in areas like Austin, TX, and gentrification of neighborhoods in cities like Charleston, SC and Washington, DC has pushed local families out of the housing market. These cities represent a small portion of the local communities that we will serve through this grant. While we cannot describe local needs of each community here, they are all documented in detail in our files.

During the housing boom, many families took out sub-prime loans with little down payment, but when

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the bubble burst they owed more than their houses were worth. Countless neighborhoods experienced high rates of foreclosure and vacant properties, with a steady decrease in home values. Despite falling home prices, bank and credit institutions are still reluctant to make new loans or force borrowers to make large down-payments. The ensuing economic downturn, with massive layoffs and rising unemployment, has hit low-income and minority households and neighborhoods particularly hard and has caused a spending freeze on programs that could meet the housing needs of displaced and struggling families.

Even before the most recent economic crisis, there was already a scarcity of affordable rental units for people with low incomes. A scarcity of rental housing that the poorest families can afford is the principal cause of homelessness in the United States. Earnings from full-time minimum wage jobs are not enough to afford a modest two-bedroom apartment at federal fair market rates. A HUD report to Congress in 2007 showed that the number of households with "worst-case" housing needs increased by 16% from 2003 to 2005. These are defined as unassisted renters with incomes below 50% of the area's median income living in substandard housing and/or paying more than half their income for housing. People living on Social Security are likely to spend more than half of it on housing. The Joint Center on Housing Studies at Harvard University reported that for every 100 extremely low income households, there were 37 affordable rental units available in 2008 and predicted these shortages will persist despite the excess supply of houses overall.

Households with severe housing costs have little left for other basic needs, such as food, clothing, education and healthcare, much less saving for the future. In addition, food, transportation and energy costs have soared in recent years. This leads to financial strain, emotional stress and the need to constantly move from one rental situation to another. Many families resort to living with relatives or in unhealthy, over-crowded conditions.

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Substandard housing presents the risk of serious health problems and hazards, including lead poisoning linked to paint or plumbing, electrocution by faulting wiring, and asthma or respiratory illnesses from dampness and mold, asbestos and/or inadequate ventilation. Families also report insect and rodent infestation, and poorly operating heating and air conditioning units with high energy bills. Children in urban housing projects cannot play freely outside because of the risk of violence, linked to crime or domestic situations. They remain in danger even when asleep, as stray gun fire enters bedroom windows. Social problems such as depression, alcohol and substance abuse, child and spousal abuse, delinquency and violence are also linked to poor housing and living conditions (National Association of Home Builders/Wells Fargo Housing Opportunity Index). Poor housing erodes a family's hope and sense of self worth and impairs their children's ability to succeed in school, which perpetuates the cycle of poverty and living in substandard housing.

Natural disasters exacerbate these severe conditions. Hurricanes in Florida and along the Gulf Coast, fires in the West, and flooding in the Midwest have left countless families without adequate shelter. Natural disasters also shut down schools, businesses and critical infrastructure, such as roads, electrical and sanitation systems, take away jobs, and tear communities apart. Those families who remain face sky-rocketing rents and increased competition for the same limited and decreasing affordable housing.

When homes are abandoned or not maintained, quality of life deteriorates in entire communities, along with civic participation and education outcomes for children. The current economic crisis is cutting families off from the opportunities and support they need to succeed, both as parents and in the workforce. According to the National Commission on Civic Renewal, there are strong signs of alienation and disengagement of youth from schools, parents and society. All regions of the country are affected by the economic crisis and the lack of affordable housing, including urban, suburban and rural

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communities. The need for economic reconstruction efforts has never been greater, especially for the poor, who have the fewest resources for recovery.

Description of Activities and Member Roles

Habitat for Humanity International (HFHI) is a non-profit, ecumenical Christian organization dedicated to eliminating substandard housing and homelessness worldwide, and to making adequate, affordable shelter a matter of conscience and action. We believe that a house provides a family with the foundation for stable life patterns, resulting in improved health, increased academic achievement, and a stronger community.

HFHI has over 1,500 local affiliates in the US, which are independent, locally run, grassroots non-profit organizations that mobilize community members and financial and social capital to help achieve Habitat's mission. These affiliates deliver a broad array of housing solutions, including new house construction, vacant house rehabilitation, home repair and weatherization, housing counseling services for families, and policy advocacy for local communities. Our network also includes 23 State Support Organizations (SSO) that support local affiliates in specific states with resource development and housing advocacy. HFHI, as the parent organization, supports them through use of the brand, training and technical assistance, and the provision of resources.

In response to the needs described above, HFHI has launched a broad and ambitious Neighborhood Revitalization Initiative (NRI), which will allow us to serve more families in need and support whole communities in a sustainable manner. This Initiative will transform how Habitat works in the US and National Service is a critical strategy to help implement these transitions. At the local level, we build

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capacity among our affiliates to be more effective community partners and implement holistic, integrated and sustainable interventions to improve conditions for those living and working in target neighborhoods and communities. As an example, the Seattle South King County HFH (WA) concentrates on one neighborhood where crime was up, neighbors were fearful, residents were unable to keep up their homes, and some landlords were refusing to maintain rental properties. Community leaders, residents, schools, city government, healthcare organizations, police, the Seattle Housing Authority, and United Way joined with Habitat to tackle different aspects of the problem. Police worked on cleaning up crime, the city put pressure on landlords, members of electric and plumbers' unions contributed work pro-bono, and Habitat committed to rehabilitate and repair 36 privately owned homes in the neighborhood. AmeriCorps members were and continue to be a critical component in this transformation.

At the national level, the NRI makes National Service an organization-wide priority, involving significant expansion of our national service corps. In addition to their traditional contributions, AmeriCorps members will take on vital new roles that will allow Habitat to deliver a wider array of innovative housing solutions, organize communities to identify their needs and design development plans, form dynamic partnerships with complementary groups, and lead committed groups of volunteers in more communities across the US.

Supporting families to buy retain and maintain homes; Our affiliates devote considerable time and resources to supporting families pre- and post-purchase to ensure the availability of true buyer-ready applicants and decrease default rates among homeowners. Participating families must be earning less than 75% of median income and currently living in substandard conditions, able to repay the no-interest mortgage, and willing to give 300-500 hours of "sweat equity" labor on their own house and houses of others. Once families become Habitat partners, training and counseling services include financial

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literacy, home repair and maintenance, neighborhood relations, and the importance of continuing to volunteer in the community. Habitat has traditionally focused on first-time homebuyers with low incomes. However, the new economic climate presents an opportunity to include more families unable to pay for a home but not able to get traditional mortgages.

Increasing the supply of affordable housing: The traditional Habitat model is to construct new homes and make them available to qualified families, with no-profit mortgages and extensive support.

Community volunteers and homeowner partner families provide the bulk of labor and many materials are donated. Since there is currently less money available to support new construction and a glut of foreclosed, abandoned or damaged vacant properties that have not been maintained or need extensive repairs, we are encouraging affiliates to broaden their programmatic offerings, to rehabilitate vacant and foreclosed homes, repair rundown homes, and improve the energy efficiency of all homes built. It presents a unique opportunity to access other funding sources, such as the federal Neighborhood Stabilization Program, to reclaim homes and return them to the affordable housing stock.

Rehabilitation of existing homes is a cornerstone of NRI.

Partnering with other community organizations to revitalize neighborhoods: Affiliates build robust networks of equal, inter-connected partners; use a community-organizing approach to identify critical needs and vital assets, develop and coordinate community-generated priorities and strategies to meet identified needs; actively seek expanded resources from the public and private sector to carry out activities, and establish national collaborations to support these strategies at the local level.

Mobilization, capacity building and retention of community volunteers: Habitat mobilizes over 800,000 volunteers a year in a range of capacities to meet housing needs in their communities. Retaining a solid base of volunteers requires extensive training and management so they will have a good experience.

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Volunteers are trained in basic construction as well as family services, marketing or donor development. While some volunteers bring well developed skills, others have never worked on a house and need basic training and extensive supervision.

Supporting the recovery of communities affected by natural disasters: In the aftermath of a disaster, Habitat affiliates work to repair damaged homes that can be salvaged. This usually involves bringing in and managing large groups of volunteers from outside the geographic area for week-long intensive builds, taking advantage of immediate funding opportunities. Habitat's aim is to bring entire communities back from the brink, fully understanding that this takes time and a concerted effort by a whole range of stakeholders and partnerships. Our affiliates are entrenched in and committed to their communities for the long haul.

Weatherization of existing homes and green building; Residential building in the U.S. accounts for an estimated 22% of the nation's total energy consumption and 18% of carbon emissions. According to the Department of Energy (2009), green homes use about 30% less energy and can save homeowners as much as \$2,000 a year. In addition to adopting green building standards in new and rehab construction, we help affiliates access federal funding for residential weatherization of low-income families' homes and assists affiliates to develop internal programs to weatherize existing Habitat homes. Home deconstruction is part of green building, in which construction crews salvage as many re-usable materials as possible from houses they are preparing for rehabilitation. Habitat affiliates have created a network of over 600 ReStores across the country, which offer reclaimed and donated building materials and other household items to community members at a significant discount. Low-income homeowners benefit from the reduced costs to make needed repairs on their homes, the Habitat affiliate benefits from a steady stream of earned income, and the greater community benefits from the tons of building materials that are kept out of landfills.

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AmeriCorps Members' Roles

To respond to the needs described above and support new programming and housing solutions, HFHI's National Service Department (NSD) plans to facilitate a meaningful and supervised 10.5 month, full-time national service field placement for 500 AmeriCorps members in 2010-2011, who will be deployed to Host Sites (also known as service sites) in over 125 communities in approximately 30 states and Washington, D.C.. This represents a 25% increase in members over last year, from 400 to 500 and will result in this AmeriCorps project serving 65% more families.

AmeriCorps members are an important strategy to build capacity of Habitat affiliates to mobilize, train and use volunteers more effectively and thus serve more families. Approximately 25% of the houses built by Habitat can be attributed to community volunteers leveraged by members. More broadly, they bring in new ideas and enthusiasm as well as openness to learning and a desire to have impact. Many service-minded members are concerned about protecting the environment by reducing energy use, building green, and not adding to landfills. AmeriCorps members bring ethnic and geographic diversity into communities and provide needed female site leadership to Women Build projects. Because they have devoted a year to national service, they become role models to others and help build community and national commitment to service.

AmeriCorps members will provide direct services, such as building homes, family support, management of volunteers and community outreach. Local Habitat affiliates apply to HFHI, describing their community's needs, proposed activities, measurable outputs and outcomes, and state how many AmeriCorps members they want and in what capacity. HFHI offers the following standard position descriptions, which host sites tailor according to local needs:

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Construction coordinators and crew leaders: AmeriCorps members will lead and train volunteers in almost all aspects of construction, including laying the foundation, framing the walls and roof, placing siding and shingles, hanging insulation and drywall, installing doors, cabinets and appliances, and finishing trim work and painting the exterior. Crew leaders prepare the worksite for daily construction activities, review work plans with the site supervisor, and make sure the appropriate quantities of correct materials and tools are on site. They answer volunteers' questions and provide feedback to ensure the task is completed correctly. As they become more experienced, members eventually lead their own builds, help assess the houses to be weatherized, and give workshops to homeowners in the community on energy conservation. Finally, some members will lead and train volunteers in weatherization of existing homes and support green building in all new construction and rehabilitation efforts.

AmeriCorps members extend the reach of affiliate staff and strengthen their capacity, allowing them serve more families. They provide consistency and continuity on site, help keep projects on schedule and decrease building time. AmeriCorps members increase the quality of the volunteer experience by reducing the ratio of volunteers to work site coordinators, building their capacity to be more effective, and developing relationships, all of which increase satisfaction and encourage volunteers to return. They also build volunteers' capacity and confidence in repairing and rehabilitating homes, so that volunteers find reconstruction as rewarding as new construction.

Deconstruction crew coordinators: When homes are being demolished or prepared for rehabilitation, crew members will help take buildings apart in such a way that the maximum amount of materials can be either salvaged for re-use on site or used on other construction projects, or sold in the Habitat ReStores. This will help keep materials from being sent to landfills and thus help the environment.

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Volunteer mobilization and management coordinators; AmeriCorps members will manage group and individual schedules, write and update recruitment materials, recruit volunteers, update position descriptions, create and maintain tracking logs, coordinate volunteer check-in, develop assignments, arrange special events, and provide other support to volunteers as needed. They will make presentations to faith-based and other community organizations, and at volunteer recruitment fairs, local colleges and schools to recruit a diverse volunteer base. Members will assist affiliates in using youth in their communities to sponsor and build homes, and build relations with area colleges to develop college Habitat chapters and Collegiate Challenge builds. In sharing their own daily experiences with substandard housing and the realities of poverty, they demonstrate why service is necessary, which helps build a strong, committed volunteer base.

Family services/support coordinators; AmeriCorps members will assist and support partner families through all phases of the homeowner application process, including buyer preparedness, home ownership education, filling out applications and compiling necessary documentation; act as liaisons to the family selection committee; plan and facilitate monthly meetings with families, the family selection committee and construction staff; create sweat-equity schedule and support families in meeting sweat equity requirements; and help with event planning for groundbreaking and dedication events. They also provide training on financial planning, debt management, neighborhood relations, energy conservation, and home maintenance. In some cases, they develop Family Resource Guides with a list of community organizations that can meet specific needs of homeowners. Affiliates report that having AmeriCorps members helps them more systematically and quickly resolve issues, recruit more diverse and qualified family participants, speed up the selection process, decrease defaults, and encourage families to advocate on behalf of housing issues.

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Community relations and outreach coordinators; As more Habitat affiliates adopt an integrated Neighborhood Revitalization approach, AmeriCorps members will help to raise community awareness of what can be done to improve neighborhoods, map community assets, and involve community members in decision-making. Members will cultivate partnerships with churches, synagogues and various community organizations and act as liaisons between the affiliate and different community partners. They will help identify potential properties for repair and rehabilitation, and help evaluate the impact of neighborhood revitalization initiatives by doing surveys, conducting focus groups, and compiling data to establish baseline information and track outcomes. They will also promote the work of the Habitat locally through speaking engagements, and help develop marketing materials and fundraising plans as needed.

Non-duplication, non-displacement and non-supplementation; To ensure the program does not violate these requirements, HFHI requires potential host sites to submit detailed AmeriCorps position descriptions when they apply for AmeriCorps members. These are carefully compared to the host site staffing structure during the selection process. Member time sheets indicate specific activities by codes, and anything not under the position description must be described in detail. During site visits and through email and phone communications, program specialists regularly ask members and supervisors about day-to-day activities to make sure they are supplementary or enhance regular staff positions.

Members' training and supervision at the site level will be directly related to the proposed outputs and outcomes, in that they will focus on the skills sets required to carry out their roles in mobilizing and leading volunteers in construction and rehabilitation of homes and providing support to homeowner families, as well as development of a culture of national service. HFHI will focus primarily on training and development of our host sites so they will remain compliant at the local level.

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Members are trained on prohibited activities during their initial orientation and refreshed on this throughout the year. Additional information is included in the members' program manual, available on the Web site. Oversight is also provided via their Host Site Manager, as well as their assigned HFHI Program Specialist, who are responsible for ensuring that all members have the information, training and support needed to meet the goals of their positions.

The added value of having AmeriCorps members working at host sites is that we can serve more families, expand our geographic reach and deepen Habitat's impact. As the CEO of HFH Seattle South King County put it, "Neighborhood revitalization is complex work and could not be accomplished without the support of the National Service members. Whether leading crews, doing community engagement and development, research and development on manufactured housing, preservation strategies or the integration of sustainable building practices, and equipping case managers in transitional housing agencies to nominate families for HFH ownership, the members of the CNCS programs are on the frontlines making it happen."

Organizational Capability

History and Capacity to Manage a Federal Grant

Since the 1976 founding of Habitat for Humanity, we have built more than 300,000 homes around the world, providing safe shelter for more than 1 million people. Over the past 5 years, we have experienced a growth rate of over 300% in the number of families served. In the US, Habitat has built, rehabbed and repaired over 80,000 homes, and engaged millions of volunteers.

HFHI has the organizational and staff capacity to management all programmatic and fiscal aspects of the AmeriCorps program. Our finance department has extensive federal government management experience. HFHI has managed the HUD Self-Help Homeownership Opportunity Program (SHOP)

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since 1996 and is the largest recipient of SHOP funding in the nation, having received over \$148 million to date. As part of the Office of Management and Budget PART Assessment, SHOP received an "effective" rating, which is the highest rating for a federal program. HFHI has also been a recipient of HUD Section IV Capacity Building Grant program since 1998 representing \$46 million to date. In addition, HFHI has received multiple grants and sub-grants of USAID funds from 1999-until the present for work in numerous challenging overseas locations. Since 1994, HFHI has managed over 20 National, State and VISTA grants as the legal applicant.

Multi-site Program Management

HFHI places AmeriCorps members at qualified host sites within Habitat for Humanity's network in the US. There are four primary types of host sites: 1) Habitat local affiliates with whom HFHI has binding agreements, 2) Habitat State Support Organizations, 3) HFHI internal departments and 4) strategic partners, such as Advanced Energy or other community partner non-profits. A competitive AmeriCorps host site application selection process ensures that members are placed at quality host sites equipped with adequate programmatic and financial capabilities to provide members with a satisfactory service experience and to have a sustainable impact in distressed communities.

The 2010 Host Site Application will be released February 1, 2010. Interested affiliates must first do a self-assessment of their capacity, using our "Field Guide to Affiliate Capacity Building" model. We ask them to look at their internal strengths and weaknesses in terms of organizational development and their capacity to grow and serve more families. HFHI will provide technical assistance in this process.

Based on the findings of the self-assessments, affiliates define a local need, design a project that will meet that need, and show how using National Service members will help them build internal capacity to

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address that need. This is based on local data collected through surveys and neighborhood meetings and consultations with partners, local governments, corporations, foundations, religious groups and civic, philanthropic and service organizations.

Applications will be due on March 1, 2010. In the second stage, NSD reviewers score the application based on:

- Compelling local community need
- Project proposal with defined outcomes
- Effective and strategic use of AmeriCorps members
- Sufficient capacity to host requested number of members
- Strong commitment to and understanding of national service
- Commitment to building diverse community partnerships
- Ability to recruit a diverse corps of members
- Strong organizational leadership
- Community support
- Financial stability, sound systems and practices, and ability to meet program costs

We also look for projects that are innovative and sustainable and seek to develop new sites every year. Sites that score competitively will begin a basic host-site training program, including a focus on recruitment, member supervision and support and program requirements. In addition, recruitment preparation will begin, with official recruitment kicking off upon grant award notification. Satisfactory progress through the 2009-2010 program year will render an applicant eligible to host member for the 2010-2011 program year.

Upon receipt of the CNCS Award, a selection committee will allocate AmeriCorps members

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competitively among eligible host sites. Once award letters are sent, we enter into binding agreements, which include the approved budget (and required cost match), a scope of work, and references to applicable AmeriCorps provisions. The 2009 application cycle yielded over 175 host site applications, requesting over 850 members. We are confident there will be host site capacity in 2010 to use all 500 AmeriCorps members requested in this proposal.

Host sites must re-compete annually for AmeriCorps members. Continuation is contingent upon availability of funds and slots, satisfactory progress with performance measures, compliance with grant regulations, submission of a continuation application outlining programmatic changes, a detailed budget for the applicable program year, and any other criteria established in the original program agreement.

HFHI is procuring enterprise-wide grant management software to support internal grant management starting with the RFP process through closeout, including the application and selection process for affiliates.

Monitoring and Compliance: Program Specialists will serve as liaisons between NSD and host sites, maintaining regular contact with Host Site Coordinators for ongoing programmatic and fiscal monitoring to address potential issues before a host site falls out of compliance. Annual host-site risk assessments will be conducted, with risk levels indicating the level of on-site and desk-based monitoring a site will receive. Program Specialists will do annual desk or site based monitoring for financial, programmatic, compliance, program quality and performance reviews, as well as any special audits or surveys and member interviews. Within 10 working days, NSD will provide a document detailing any compliance issues, quality improvement opportunities and required follow-up actions. Sites considered high risk will receive a list of required corrective actions and an action plan for long-term training and

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development support that will be implemented in partnership with the Host Site and HFHI Program Staff.

Host Site Coordinators will report regularly on member development, volunteer activities, progress of family partners, house construction, training goals, program financials, sustainability, and community partnerships. NSD will compile the information for Grantee Progress Reports and performance measures submitted to CNCS. Each AmeriCorps member will keep a log of service activities as part of their bi-weekly time sheets, which program staff will monitor closely.

Host Site Connections: Host sites will use HFHI's extranet, My Habitat, to access National Service program policies and procedures. They will receive a subscription to the CNCS AmeriCorps listserv and be encouraged to establish and maintain a relationship with their respective state commissions. A periodic National Service e-newsletter keeps host sites abreast of important dates and deadlines, upcoming training opportunities, developments within the National Service movement and any other relevant program-wide initiatives. Top performing sites will be recognized in the newsletter and at the end-of year events.

NSD staff will host periodic informational conference calls and facilitate AmeriCorps events for host site coordinators. If issues surface, staff will promptly document them and provide assistance to the Host Site Coordinator to resolve them. Site coordinators will be expected to attend our signature events, such as the National Service Leadership Conference and Build-a-Thon, where there are opportunities to network with their counterparts within and outside of the HFHI organization.

Organizational Management and Staff Structure

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The HFHI board of directors is unpaid and volunteer, comprising a broad range of community, business and housing sector leaders. They are responsible for fiscal and strategic oversight and have endorsed the development of national service as a fiscal year 2010 strategic initiative. The senior leadership team consists of experienced professionals committed to realizing Habitat's mission. A US Council, appointed by the board of directors and consisting of representatives from our SSOs and affiliates, oversees operations and serves as the planning and policy development body to guide the growth of Habitat's work in the US.

The National Service Department reports directly to the Vice President for US and Canada, who assures interdepartmental coordination with the Finance, Human Resources, Legal and other appropriate departments. The Director of the NSD, Peter Rumsey, 19 years of program and grant management, in both the private and non-profit sector, the last 9 years directly supporting CNCS programs with HFHI. Mr. Rumsey manages a staff of 26 and is responsible for the strategic visioning, program development/expansion, and grant resource development/support. To efficiently manage multiple and diverse grants, NSD is divided into 3 components: Leadership and Planning; Program Management and Support; and Program/Grant Compliance. The Leadership Team consists of the Director, Associate Director, who oversees Program Development and Operations, a Compliance Manager and 2 Program Managers. All members of the Leadership team have a significant experience in supervision and managing and supporting CNCS grants. This team directly supervises 7 Senior Specialists, 12 Specialists, and 2 Administrators.

HFHI National Service Program Management team is comprised of 2 managers and 4 program teams. Each team (consisting of 1 Senior Specialist and 3 Program Specialists) supports 35 -- 40 host sites and a maximum of 150 members, both AmeriCorps Direct and VISTA. Each Specialist oversees an average of 12 host sites and 45 members, ensuring that project outcomes are met and members have a high

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quality service experience. Teams are responsible for host site compliance, member development, support, training, program monitoring, assessment, and reporting. The benefits of the team approach are that challenges and successes can be shared and supported across the team, best practices can be captured more efficiently at the field level, and resources to overcome challenges are more accessible. The Program/Grant Compliance team, with one manager and 2 Senior Specialists, oversees risk management, data collection, internal and external reporting, and any compliance issues that may arise. One additional Senior Specialist supports overall operations and events, including coordination of our signature events, such as the Build-a-thon and the Leadership Conference.

NSD works closely with the Director Grants Compliance in HFHI Finance who has a dedicated staff team that focuses on management of this grant. They all are experienced in managing government grants. The NSD also receives support from Payroll, Accounts Receivable, and Accounts Payable.

The HFHI Human Resources is another key internal partner. The Director of Staffing has over 18 years experience and supervises seven HR staff members who in whole or part provide support to the NSD and host sites in recruiting, managing criminal background checks, providing training and guidance to host sites and staff on supervision and management of members, and addressing any member relations issues that arise.

Organizational Self-Assessment or Improvement

Every five years, HFHI with input from the US Council undergoes a rigorous strategic planning process that lays out specific strategic directions, goals, and objectives. Data is collected on Habitat communities, neighborhoods and partner families that enables us to assess impact of Habitat in the US and make strategic adjustments accordingly. An internal evaluation and a US affiliate satisfaction

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survey, completed annually, provide the US VP with feedback to make continuous program improvement to support our affiliates in their local mission. We evaluate affiliates annually through a Standards of Excellence process. They must maintain an administrative overhead of less than 25% of total contributions and are strongly encouraged to minimize it to less than 16%. They are also required to diversify their funding sources and strongly encouraged to use no one funding source for more than 30% of overall funding.

Financial and Programmatic Technical Assistance

All host sites will undergo a mandatory training program based on technical assistance needs identified with the Program Specialists. Host sites will receive a program regulations manual, member handbook and a recruitment manual. The site coordinator and other staff responsible for supervising members will be subject to background checks in accordance with CNCS requirements. HFHI staff will work with host sites to uncover ways to develop greater program visibility, media attention and community involvement.

HFHI's National Service, HR, Finance (Grants Management), Legal and other internal departments will provide day-to-day technical assistance and training for host sites. NSD staff, internal and external HFHI subject-matter experts and CNCS technical assistance providers will offer regular training sessions for host sites on a broad range program management and supervision topics.

Volunteer Generation and Support

HFHI is the largest, non-profit home builder in the US and its success and potential continue to emerge from its volunteer base. What distinguishes HFHI is its ability to grow the voluntary impulse to scale

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while at the same time sustaining the simple experience of neighbors looking out for one another. Every year HFHI mobilizes almost a million volunteers; community stakeholders, industry experts, academics and practitioners to share ideas, mobilize constituencies, build networks, raise funding, build homes and revitalize communities.

Organizational and Community Leadership

Over our 34-year history, Habitat has received much recognition for our leadership in the area of affordable housing. One that we are most proud of is the 2006 Kahlil Gibran Spirit of Humanity Award for Institutional Achievement. In 2007, Habitat was featured as one of the nation's best nonprofits in the book, *Forces for Good: The Six Practices of High-Impact Nonprofits*. HFHI Board Chairman ex-officio Ron Terwilliger recently received the National Housing Conference 2009 "Housing Person of the Year" award recognizing his role as one of the leading advocates in providing affordable housing to all. Our host sites and staff receive numerous awards every year. As one example, in 2009 the Dallas HFH affiliate received the Center for Non-profit Management's Night of Lights Award for Excellence in Environmental Practices and Bank of America's Neighborhood Excellence Initiative.

Success in Securing Match Resources

HFHI has historically been very successful in meeting its match requirements and has even exceeded our goals over the last 3 years by matching at 60% overall. However, many host sites have experienced significant difficulties in raising cash to support programs. In this current year, about 20 affiliates dropped out of the national service program before enrolling any members because they could not meet the match requirements in this distressed economic climate. Several host sites have had to use payment plans to meet their obligations, whereby Habitat incurs expenses and bills affiliates monthly. In

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response to these challenges, HFHI will provide more technical assistance and training to augment local fundraising efforts.

Community Collaboration with Other Organizations

Habitat continues to rely on and develop a mix of traditional and innovative partnerships with a broad range of community stakeholders. A good example of our numerous national partnerships is the Home Depot Partners in Sustainable Building program, which supports the development of communities through the provision of energy-efficient, sustainable and affordable housing. A local example is the alliance between HFH of Durham (NC), a current AmeriCorps host site, and Durham Community Land Trustees and the Self-Help Community Development Corporation. The alliance conducts ongoing collaborative land use planning and the construction of affordable housing in Southwest Central Durham. Members and host sites also partner with other community organizations for special events on national service days. For example, on the MLK Day of Service, affiliates and members have partnered with such groups as the End Hunger Now network, Boys and Girls Clubs, I Have A Dream Foundation, and local high schools.

Local Financial and In-kind Contributions

Habitat host sites have a proven record of accomplishment in cultivating relationships with donors at the local level who share our commitment to civic participation and the development of quality volunteer programs. Local host sites contribute to the AmeriCorps program through a combination of in-kind and cash resources. Funds are raised through individuals and community foundations, and from Habitat ReStores. National strategic partners, such as Home Depot, Lowes, Valspar, Dow, and Citigroup, provide significant support across the US. In this shaky economy, HFHI will increase

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technical assistance to build local capacity to raise additional and diverse funding to support National Service programs.

Wide Range of Community Stakeholders

As part of their application for AmeriCorps members, affiliates provide letters of support from community stakeholders representing every sector of society: youth, students, faith communities, civic groups, small business and corporate citizens. The constant infusion of volunteers contributes to a steady increase of in-kind and financial support raised at the local level. HFHI is committed to deepening partnership activities with community stakeholders within the organization and throughout our network.

Budget/Cost Effectiveness

This proposal represents a dramatic increase in the scope of our previous efforts. Building upon the documented success of HFHI's partnership with AmeriCorps, we propose to scale up our services over the next three years and significantly expand our model to include community development, sustainable building, and a broader array of housing services. By addressing these areas, we will not only serve more families, but also diversify our funding base by leveraging support from non-traditional Habitat donors.

A federal investment of \$13,000 per MSY will support the transformation of Habitat's US model and make a positive impact on the current economic crisis. We respectfully request a 25% increase in the number of members for this ambitious but very realistic initiative, which will enable us to serve 65% more families through the AmeriCorps National program.

HFHI will contribute approximately \$7.5 million in total to support the program. This includes

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\$2,250,000 (\$4,500 per MSY) of HFHI's in-direct cost, allocable to the program.. Each host site will sign a binding agreement with HFHI, committing to provide approximately \$10,500 per member in cash and local program support, for a total of \$5,250,000. These funds will come from a variety of sources, including community and faith groups, corporate partners, the service sector, foundations and individual donors. Some host sites, especially those in areas with a higher cost of living, will provide members with housing, utility and transportation subsidies.

The HFHI Resource Development team is developing a comprehensive, multi-year funding plan to support HFH National Service. This diversified plan will leverage CNCS funding from foundations, corporations and individual donors to support National Service initiatives that advance HFHI's strategic plan.

The proposed budget supports the program's new design and is directly tied to a comprehensive improvement in services, deeper engagement with the talented cadre of AmeriCorps members, and an increase in numbers of families served.

Evaluation Summary or Plan

We have engaged the services of Education Northwest, an evaluation firm with extensive experience with National Service programs to conduct an external evaluation of our program for the 2006-2009 program cycle. We are in the process of analyzing that feedback to incorporate needed program adjustments to better and more impactfully manage this program. In the spring of 2010, we will define the next stage of our evaluation plan so that this outside evaluation process is integrated into our program year.

The Executive Summary of the final evaluation for the 2006-2009 cycle has been sent to CNCS.

Amendment Justification

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October 26, 2010

Supporting the recovery of communities affected by natural disasters: This amendment clarifies the activities that HFH AmeriCorps members may undertake in the event of a disaster.

In anticipation of a disaster that may impact the local community, members may assist in preparations to partner families and the local organization (i.e. affiliate) from the damaging consequences of a predicted disaster. The preparatory activities may include: participating in disaster preparedness drills; communication to community stakeholders; evacuation of people and belongings to safety (i.e. support of families moving to high ground in advance of predicted flooding); mitigation activities to reduce the physical impact (i.e. sandbagging, boarding windows, etc.).

In the immediate and safe aftermath of a disaster, members may assist in disaster response activities to support the larger community. The activities may include: follow up communication with partner families to ensure their safety and assess needs; assisting the local Red Cross (or other like-minded agencies) with logistical support and /or volunteer management; repair of damaged homes.

The safety of members will be of primary consideration of any activity. All of these activities would be under the supervision of qualified leadership appropriate for the activity. HFHI program staff will coordinate directly with host site managers to ensure activities are implemented appropriately and within compliance.

These activities assist Habitat for Humanity in meeting two critical needs. One -- support of the larger community response: Habitat for Humanity provides direct support to homeowners and community citizens. Two -- Organizational Continuity: Activities to secure materials, offices, files, etc. are critically important tasks in the face of a disaster. By doing so, the local Habitat for Humanity affiliate is able to

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maintain business continuity and be in a position to meet housing needs as a community partner after the disaster. It is our experience that when these steps are not taken, the operational infrastructure of the organization can be crippled and may not regain functionality for months or even years.

Clarification Summary

CLARIFICATION RESPONSE 2011-2012 submitted 4-29-2011:

Budget Clarification Items: changes made directly in budget section of eGrants to reflect a request of 300 MSY and \$3,900,000.

Programmatic Clarification Items:

Executive Summary section updated.

Consultation with State Commissions:

A detailed report on the process and outcomes of consultations with state commissions was emailed by Peter Rumsey to CNCS Program Officer, Oksana Jensen, on April 29, 2011.

Performance Measure Clarification:

PM targets have been updated in eGrants as per feedback. The eGrants system does not permit performance measure targets to be stated as percentages. Per an e-mail from Program Officer Oksana Jensen on May 5, 2011, the requested change was not made due to limitations of the eGrants system.

Additional information on the intermediate outcome:

Habitat for Humanity surveys partner families whose homes were constructed with the assistance of AmeriCorps members on changes to their quality of life as a result of becoming homeowners. The survey is administered to families after they move into their homes or after construction activities are completed on homes already occupied by the owner. Quality of life indicators addressed in the survey

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include areas such as feelings of safety and security, family member comfort in the living space, quality home construction, and the families' general sense of stability.

The partner family survey is administered, analyzed and aggregated by the program's external evaluation to ensure integrity. The partner family's affirmative response to 70% of survey questions is considered an improved quality of life.

Additional information on the proposed outputs:

Habitat for Humanity proposes to serve 825 families through construction activities with 300 AmeriCorps members. This represents a 30% increase in the target number of families served with level federal funding compared to the 2010-2011 program year. Without the requested increase in the number of AmeriCorps members that will be utilized, Habitat will not be able to expand the program into the number of new communities that was anticipated to realize the desired increase in the number of families to be served through construction activities.

CLARIFICATION RESPONSE 2010-2011:

OTHER HABITAT APPLICATIONS PENDING: Please clarify if local affiliates in Louisiana and Iowa will be included in this national program.

Iowa: HFH AmeriCorps National 2010-2011 application does not include any affiliates from Iowa. Habitat for Humanity of Iowa, an independent state-support organization affiliated with HFHI that provides support and resources to the Habitat affiliates in the state, has applied on their own for a renewal of their AmeriCorps State program for 2010-2011. HFHI has been in communication with HFH Iowa to ensure that we are not proposing to support the same service sites thru our separate programs.

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Louisiana: The following Louisiana affiliates have applied and are currently under consideration for AmeriCorps members through our AmeriCorps National program:

- * Bayou Area HFH
- * E. St. Tammany HFH
- * Greater Baton Rouge HFH
- * Lafayette HFH
- * St. Tammany West HFH: National
- * New Orleans Area HFH

New Orleans Area HFH (NOAHFH) had applied for an AmeriCorps State program for 2010-2011 to support their on-going building and recovery efforts on its own. NOAHFH, unaware that they could only apply through one stream of service, also applied for incremental members through our AmeriCorps National program. It is HFHI's understanding that, after conversations with HFHI and consultation with key affiliate stakeholders, NOAHFH has withdrawn its AmeriCorps State application through the Louisiana Service Commission.

Financial Support: please describe the costs that will not be covered By Corporation funding.

HFHI has a long history successfully managing government grants and Corporation funding in particular. The organization is currently developing the appropriate systems to manage this grant award, if awarded, as a fixed amount grantee. Below is a summary of the total anticipated costs for the HFH AmeriCorps 2010-2011 program. We did not separate the expenses between Corporation and Grantee.

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The Corporation's funding for \$3,900,000 will be augmented by approximately \$2,700,000 in cash match that will be collected from participating affiliates. These aggregated funds will be used to support the following budgeted grant expenses:

Member Benefits- \$4.7 million to cover member living allowance, workers compensation, health insurance, FICA

HFHI National Service Program Support:

- o Compensation and other benefits-\$800,000 to support salaries and training for 15 FTE's (30 staff) responsible for program administration and management. Includes 26 HFHI NS Department staff in program, compliance, operations, administrative roles plus 4 HFHI Human Resource staff to support member recruiting, member relations and benefits.
- o Staff Travel: \$160,000 to cover staff travel in support of program. Includes site visits, training events, staff meetings, signature events
- o Signature Events-: \$500,000 to support attendance of 300 members and approximately 50 host site staff at the 2010 HFH National Service Leadership Conference & 2011 HFH AmeriCorps Build-a-thon. Expenses include: travel, food, lodging, facility usage, trainers, and misc.
- o Other Operations expenses: \$75,000 to cover: rent, phones, office expenses, printing, postage / delivery
- o Program Promotion: \$50,000
- o External Program Evaluation: \$50,000

HFHI Indirect program support- the remaining funds will be directed to cover overhead expenses which will be incurred by HFHI in the management of this program.

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MEMBER SUPERVISION - Please expand on the plan for member supervision.

AmeriCorps members receive support and supervision on two levels: the local affiliate (service site) level and the HFHI National Service Department (NSD) level.

The support team combines these two levels into one mechanism through which each individual AmeriCorps member is offered the resources, guidance, structure, training and support needed to successfully complete their year of service. Each team is comprised of three support roles: the Host Site Manager (HSM), the member's on-site supervisor (who may or may not also serve as the Host Site Manager), and the HFHI National Service Department Program Specialist responsible for the member's service site. The team has two major collective responsibilities: the first is to provide the member with an aligned project definition outlining the parameters of different project roles. The second is to help the member create and carry out an individual Member Development Plan, which outlines skills and training needed to perform their service, as well as their own personal goals and objectives. The support team meets regularly with the member throughout the year to track progress and overcome challenges in carrying out this plan.

Each member of the support team also has an distinct role in the AmeriCorps member's support and supervision. The Host Site Manager is the person who has been designated to manage the implementation of the AmeriCorps program at local host site and be the HFHI NSD Program Specialist's primary point of contact. He /she is responsible for ensuring that appropriate member supervision is maintained, either directly or through delegation to other host site staff. He/she is responsible for members' initial program orientation and training, and then meets monthly with

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AmeriCorps members as team or individually to give and receive updates, identify successes, and challenges. The HSM also communicates with the member's direct supervisor and other program staff as appropriate, facilitates the member's formal evaluation, and is responsible for all program reporting from the host site to the HFHI NSD.

The member supervisor is responsible for direct on-site service support and supervision, including training in skills needed by the member to perform specific service-related tasks. The member supervisor and the member typically meet at least daily or not more frequently to review the direction and goals for the day, provide feedback and guidance, and address any day-to-day needs or problems that arise.

At the HFHI National Service Department level, the Program Specialists work closely with the HSMs to manage and support host site programs and members. They finalize and approve all member positions descriptions, train HSMs prior to member placement, and provide technical assistance throughout the year as appropriate. The NSD teams collect and process reports and project data from host sites and members, implement a risk management system to determine which host sites need greater attention, and assure host site accountability. Program Specialists check in regularly with HSMs to assess the status of the program, identify successes and challenges, and outline any action steps needed. They also check in with members regularly and make themselves accessible as often as needed, by phone, email or in person. Program Specialists perform site visits or desk reviews with the sites for which they are responsible, at least annually (more often if needed), where they meet with Host Site Managers, member supervisors, and AmeriCorps members. Special events, such as National Service Leadership Conference and Build-a-Thon, give Program Specialists another chance to meet all members in person and link names to faces.

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These roles are complementary and synergistic. The Program Specialist acts as a liaison between the NSD and the host sites on behalf of the member, and the HSM informs the Program Specialist of any issues regarding an AC member that need to be addressed at a higher level. At the host site level, supervision is more individual, direct, and on a day-to-day basis, with the member supervisor often becoming a long-term mentor. The multi-level team approach assures that AmeriCorps members receive all the support and guidance needed to make their service year a rewarding experience.

SELF-ASSESSMENT AND IMPROVEMENT - Please describe the plan or systems in place for self-assessing the program and ensuring continuous self-improvement.

HFHI has multiple systems in place to assess and improve its programs.

As a multi-site program, it is essential that our host sites have a full understanding of the program and have invested the necessary resources to meet program goals and support a positive member experience.

If we do not get it "right" with the host site, we are not likely to get it right with the member. A primary focus therefore is on the feedback and communication between HFHI and our host sites. In their interactions with host sites, program specialists seek feedback and insight that can help to identify opportunities for program improvement such that to collectively reach our goals more effectively.

A signed agreement between HFHI and the awarded host site outlines for the service year the formal communication plan between the host site and HFHI. Monthly phone check-ins, annual site visits and/or desk audits, face to face contact at HFHI signature events and trainings provide the opportunity to review the progress of the program and identify successes, challenges, lessons learned and any

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support or action items needed. This communication and identified action items are documented and shared with the host site. Action items are tracked to resolution. End-of-year feedback is provided to each host site, while host sites are also surveyed to assess their perspective on NSD's program management. This information is critically important in helping HFHI to make program improvements.

An example of HFHI's response to identified improvements is the establishment in 2009 of a Host Site Council. At the AmeriCorps Build-a-thon in June 2009, a meeting with the host site managers revealed tensions around programmatic changes that HFHI had initiated but had not adequately communicated to host sites. A direct outgrowth of that meeting, at the suggestion of several host sites, was the creation of a HFH AmeriCorps Host Site Council. The Host Site Council was formally chartered in September 2009 with the following purpose statement: "HFHI's Host Site Council exists to provide a formal connection between HFHI National Service staff and National Service Host Sites to gather input and provide feedback and communication on the design, implementation, and continuous improvement of HFHI National Service programs. " Since inception, the Host Site Council has met regularly and identified several important areas for improvement, including the recruitment process for members and the Host Site Application process.

HFHI National Service also collects critical information directly from AmeriCorps members to help improve our program. Members submit monthly reports to HFHI identifying their successes and challenges. They also undergo two performance evaluations, where they have an opportunity to provide extensive feedback about their AmeriCorps experience. HFHI Program staff meet members at trainings, signature events, and site visits to hear directly about the member experiences and are available to members by phone or email at all times.

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In 2009, HFHI took the additional step of seeking feedback to identify improvement; Education Northwest was contracted to provide a formal evaluation of our program. Members, host site staff, HFHI staff were interviewed and surveyed to collect information and help identify critical areas and opportunities for improvement.

Over the past year, similar themes have arisen out of all assessment mechanisms. These include:

- * the need to provide better coordinated and more timely communication with host sites and members
- * simplify and strengthen the member recruitment process for both members and affiliates
- * provide earlier and more comprehensive training for host sites in preparation for the service year

HFHI has begun instituting changes in each of the three areas above. Additional detail follows:

1. Program communication from HFHI National Service to host sites: Feedback from multiple sources, including within the NSD, indicated that communication could be more timely and that multiple and competing messages and priorities were creating confusion. In response, the NSD has now established a practice in which department-wide communication is reviewed for clarity and consistency by the Senior Specialist for Operations, who has a background in marketing and communications. He also maintains a communications calendar. In addition, all specific host site communication is now consistently filtered through the appropriate Program Specialist.

2. Member recruitment /application process: While we are proud of the fact that we recruited and enrolled 100% of awarded slots, feedback from members, host sites and staff revealed that coordination of the recruiting process between HFHI and host sites was complex and confusing. HFHI asked the Host Site Council to help map out a new recruitment process for 2010-2011. Communication to the host sites has been streamlined to go consistently thru the Program Specialist, and messaging has been organized to better explain context and expectations. We have begun to implement the revised process

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for 2010-2011 and are pleased to report that initial feedback from host sites has been positive.

3. Host Site training: Members, host sites, and HFHI Program staff indicated that training for host sites needed to be more comprehensive and delivered earlier in the year, especially for new AmeriCorps host sites or host site staff. In previous, HFHI has focused on host site training between award and members placement. The opportunity for program improvement was to provide additional training prior to award. In January 2010, we coordinated with HFHI Learning and Organizational Development to create a series of trainings to help potential host sites understand more fully programmatic expectations and best practices to help them decide whether or not the program was a good fit. A progressive series of trainings is planned and currently being implemented to guide our host sites through each stage of the process from application to award to member placement to ensure that sites have developed a more effective project design and the internal capacities to implement.

COLLABORATION WITH OTHER CNCS FUNDED PROGRAMS - Please elaborate on the programs collaboration with other national and community service programs supported by the Corporation.

HFHI National Service values its place among national and community service programs and welcomes the opportunity to collaborate, acting as part of a larger team, working toward meeting unmet needs and eradicating poverty nationwide. To this end, the HFH National Service Program encourages our Host Sites and AmeriCorps members to seek out and embrace networking opportunities, to partner and share resources, to involve themselves in special events, and engage in other activities to promote National Service and further the mission. We have on-going relationship with nationally recognized organizations including LISC, Hands On Network, Boys and Girls Clubs, and Youth Build, Salvation Army. Recently, we have engaged in conversations with Equal Justice Works to identify synergies

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between our programs to address foreclosure prevention and housing issues in local communities.

Many Habitat for Humanity affiliates (and AmeriCorps host sites) partner with their local RSVP, encouraging seniors to volunteer with Habitat. The partnership is mutually beneficial, providing seniors to remain active building Habitat homes alongside energetic AmeriCorps members while AmeriCorps members are provided the opportunity to learn from volunteers of another generation.

Several examples of our coordination help illustrate our collaboration with other CNCS funded programs.

For our 2010 AmeriCorps Build-a-thon, we are returning to Cedar Rapids, Iowa, to assist in the flood recovery efforts. We are partnering with the VISTA Corridor Recovery program to implement a home repair program in the Wellington Heights community of Cedar Rapids.

Habitat for Humanity of the Chesapeake maintains a long term partnership with Civic Works, Baltimore's urban service corps. HFH of the Chesapeake provides Civic Works with active construction sites for hands-on trainings of the AmeriCorps members in their construction job training programs. Habitat for Humanity of Metro Denver AmeriCorps members organized a Martin Luther King, Jr. Day project, involving the I Have a Dream Foundation. The I Have a Dream Foundation is dedicated to ensuring that all children have access to higher education. For the event, the Foundation's "Dreamers" worked with AmeriCorps members to build and paint benches for Habitat partner families.

On September 11, 2009, Habitat for Humanity of Washington, D.C., AmeriCorps members partnered with the Corporation for National and Community Service as part of the National Day of Service. Corps members volunteer alongside CNCS employees as well as an AmeriCorps*NCCC team based out of Perry

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Point, MD. President and First Lady Obama also joined volunteers for the day. The President Obama spoke with AmeriCorps members and thanked them for their service. Second year member, Bart Thornburg, led the volunteer team on which the President and First Lady worked.

Habitat for Humanity of Greater Birmingham hosted an AmeriCorps Volunteer Day, inviting AmeriCorps members from local programs to participate in a blitz build.

The AmeriCorps*NCCC Denver, CO Campus frequently completes their independent service hours with Habitat for Humanity of Metro Denver. HFH of Metro Denver also partners with AmeriCorps*State Programs, Health Corps and CareNet. AmeriCorps members from these programs volunteer as team-building activities.

In Milwaukee, WI, an AmeriCorps Legal Fellow with Equal Justice Works is working with the local Habitat on a block-by-block revitalization project. He gets the city to tear down uninhabitable places, and Habitat is re-building on the land.

In Frankfort, KY, AmeriCorps Week kicks off May 8 with a 24-hour Build A Bed Project. The project will bring together 2,500 volunteers, including Mayor Gippy Graham, to build 500 beds for children whose families cannot afford furniture. Habitat for Humanity Kentucky will deliver the beds.

Other collaborations are too numerous to communicate here. The sampling above gives a perspective of the breadth and depth of collaborations between Habitat for Humanity and other Corporation funded programs.

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PERFORMANCE MEASURES

Habitat for Humanity will opt-in to the national performance measures related to the Opportunity priority area of the Serve America Act. Habitat for Humanity will report the number of housing units built, repaired and rehabilitated for low-income families and individuals by AmeriCorps members and volunteers. Occupying these homes will result in an increased quality of life for partner family members.

Continuation Changes

I. Justification for Expansion

Habitat for Humanity International (HFHI) has set the goal to increase the number of families served in the U.S. from 6,500 in 2010 to 11,000 families annually by 2013. HFHI's strategic plan for 2009-2013 calls for exponentially increasing families served through partnerships, expanding housing solutions, and growing volunteer engagement opportunities. The AmeriCorps National program is integral to HFHI's plans to meet these strategic objectives. Additional AmeriCorps National members will strengthen our ability to leverage volunteers, engage local communities, develop partnerships, utilize energy efficient building techniques, and cultivate partner families. HFHI has identified two program areas in which AmeriCorps members will serve in order to advance our strategic objectives, namely Neighborhood Revitalization Initiative (NRI) and Veterans.

NRI is a place-based approach to alleviating the effects of the housing crisis. Using green building techniques and recycled materials, HFH's neighborhood interventions include rehabilitation, light external repairs (in a program called "A Brush with Kindness"), critical home repairs, and new construction. In 2011, at least 200 NRI affiliates across the country will be empowering residents and developing community partnerships to revive their neighborhoods into more desirable places to live through these expanded housing solutions. Currently serving at only 30 of those 200 affiliates, additional AmeriCorps members are critically needed to engage the communities and provide essential

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support.

In response to grassroots efforts by local Habitat for Humanity affiliates, HFHI is creating a national model for veterans to become homeowners, volunteers, and AmeriCorps members. Some veteran households are excellent candidates to become Habitat partner families. More than 700,000 veteran renters have incomes below 60 percent of median income, qualifying them to apply to partner with Habitat. In addition to homeownership, affiliates may serve veterans with home repairs and accommodations for combat disabilities. Veterans are also seeking opportunities to continue service to their country and communities after returning to civilian life. This proposal requests 30 MSY's to serve with HFHI's Veteran Corps to develop and implement the local programming to meet these needs.

There are numerous examples from the field of compelling initiatives to engage veterans with and through Habitat for Humanity. Orange County HFH has built 14 homes for veterans and service members in San Juan Capistrano, California, under its Homes for Heroes program. The program had strong involvement of AmeriCorps National members, who told the story in a compelling Portraits of Compassion: Habitat Homes for Heroes video on You Tube. Another example from a different perspective comes from HFH Montgomery County (MD) that partnered in fall 2010 with the Veteran Administration to pilot an 8-week Construction Skills Training for veterans. The outcomes were modest for this pilot but the possibilities for improvement and replication are significant. Veteran Corps members will help to advance and implement these and similar opportunities.

For returning and retiring military personnel, volunteering can ease the transition back to civilian life. Research indicates physical, outdoor, voluntary activity has beneficial effects on post-traumatic stress disorder in younger veterans. HFHI has a partnership with the American Legion to support veterans' service. One veteran AmeriCorps member's experience highlights the effectiveness of targeted

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recruitment towards veterans: "Since starting my service with HFHC on August 30, 2010 I have not looked back. My command Sergeant Major said it takes 6-7 years to adjust to civilian life. Serving with this affiliate, I think has made the transition less complicated. The change has been a great blessing for my family and myself."

II. Expansion Request

To help meet its strategic growth goals and expand critical NRI and veterans programs, HFHI is requesting an expansion from its current allocation of 300 members. For 2011-2012 (year 2), HFHI requests a total of 615 AmeriCorps National members; and for 2012-2013 (year 3), HFHI requests a total of 700 AmeriCorps National members. These members will serve in 175-200 communities.

Based on an MSY of \$13,000 per member, the requested budget is \$7,995,000 for year 2 and \$9,100,000 for year 3.

Habitat for Humanity has opted-in to the national performance measures related to the Opportunity priority area of the Serve America Act. Performance measure targets have been updated to reflect the increased impact anticipated in the requested expansion in number of MSYs. During year 2, the 2011-2012 service year, 615 AmeriCorps members will supervise 225,000 volunteers in the building, rehabilitation or repair of 2,500 homes for low-income families and individuals. Quality of life increases are anticipated and will be measured through a partner family survey.

An external evaluation conducted in 2010 found that the HFHI National Service (NS) program met or exceeded established performance measures and is capable of expanding numbers of members, host sites, and families. According to the evaluation, host sites have a favorable view of the program because of increased resources for their communities, especially with regard to mobilizing volunteers. During

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2008-2009, members engaged volunteers to contribute 3.5 million hours of time. In a survey of 2008-2009 members, 92% indicated they would continue to volunteer and be involved in their community after completing service.

III. Organizational Capacity to Manage Growth

Habitat for Humanity has organizational structure and investment to meet the requested expansion of the AmeriCorps National program.

There is capacity and documented demand for AmeriCorps members in our network of over 1,500 Habitat for Humanity affiliates operating in the US. For 2010-2011, the first year of our current 3-year grant cycle, 200 affiliates applied to HFHI, requesting 718 members. HFHI could accommodate only 95 affiliate host sites with 315 AmeriCorps National members (300 through the 2010-2011 AmeriCorps National program and another 15 through the 2009-2010 AmeriCorps National Recovery Act program). In 2010, HFHI could not meet the full request from Mississippi and Louisiana Gulf Coast communities for sustaining rebuilding in the wake of hurricanes Katrina and Rita. Host sites requested 39 members and received only 19. Additional members would contribute materially to disaster recovery on the Gulf Coast and other high-visibility locations.

In 2010, the NS department was reorganized to meet anticipated AmeriCorps expansion opportunities made possible by the Kennedy Serve America Act while maintaining our history of strong compliance with CNCS terms. In this structure, host sites are managed intensively in a framework of Partnership Agreements, Member Development Plans, continuous training and monitoring, frequent communication, and risk management. A dedicated team of NS staff guides host sites on grant regulations, roles and responsibilities, event participation, and performance measurement. Specialists and host sites form a relationship which targets assistance and prepares sites to maximize members'

Narratives

contributions to communities.

The NRI program allows more capacity for placing members. Its 15 dedicated field staff and seconded staff from 11 HFHI departments constitute a considerable investment in preparing host sites for broader housing and community development services. Affiliates can tap expertise in identifying community assets, engaging partners, selecting families, construction technology training, and increasing volunteers and fundraising. NRI staff facilitates Engagement Service Plans and Community of Practice exchanges to strengthen affiliate organizations.

IV. Other Changes

HFHI is eliminating the separate community service project as result of feedback from members and sites, who indicated they are able to realize community engagement goals during national days of service.

V. Enrollment

HFHI's enrollment of AmeriCorps National members has increased from 90.3% in 2008-2009 to 99% in 2009-2010. For 2010-2011, we are very proud to report 100% enrollment, which is the result of continuous improvement efforts focused on host site development and member recruitment.

VI. Retention

For the current 2010-2011 service year, retention is currently at 97%. This reflects a continuously improving trend, from 87.6% in 2008-2009 to 91.6% in 2009-2010. The increase is due to steps taken to strengthen host sites; member recruitment, placement, training, and assistance; and coordination between NS and HR departments.

Narratives

Pre-service consultation between HFHI National Service staff and local host site managers helps to define appropriate roles and projects for members. Pre-service and on-going training ensures host sites understand the programmatic and member management expectations.

Recruitment has been integrated within HFHI's HR department to match the right candidate with the right opportunity. Within the first weeks of their service, host site staff and members draft a Member Development Plan, which incorporates the position description and the member's goals for service. The individualized plan clarifies and personalizes the member's experience, raising the chances of lifelong advocacy and leadership on housing. This attentiveness to members prepares HFHI to increase numbers while viewing each member's distinct service as critical to the overall purpose.

HR procedures are applied to recruitment and placement for AmeriCorps National and members have access to HR services. For example, they are eligible for support, such as counseling, under the Member Assistance Program (a variant of HFHI's Employee Assistance Program) and have used this service at a rate higher than the HFHI average of 6%. This support helps them to address personal matters affecting their wellbeing and thus their performance and willingness to complete service. The positive effect of the Member Assistance Program has been documented in members' evaluations of their service.

The upward trend in retention is reinforced by high levels of satisfaction among returning members. At the annual National Service Leadership Conference in November 2010, a survey of returning service members yielded these results: 96% would recommend others to participate in HFHI National Service programs and 94% feel their service directly led to more decent, safe, and affordable housing.

VII. Multi-state Continuations

HFHI consulted with state commissions in each state where we placed AmeriCorps National members

Narratives

in the 2010-2011 service year: AL, AR, CA, CO, CT, D.C., FL, GA, HI, IL, KS, LA, ME, MD, MA, MS, MO, NE, NM, NY, NC, OH, OR, PN, SC, TX, UT, WA, WI. HFHI followed the process developed by the Commission Consultation working group tasked by CNCS to provide feedback on the combined competition aspects of the Serve America Act. Commission consultation responsibilities were assigned among HFHI program staff to implement the initial consultation and to facilitate on-going communication and coordination with the state commissions. The HFHI NS staff emailed to each State Commission where we placed members a Letter of Intent along with consultation form and our HFHI NS home page. HFHI NS staff followed up with a conference call between our program staff and the appropriate State Commission liaison. Additional outreach has occurred as opportunities presented themselves throughout the year. Collaborations with state commissions have resulted in shared training events for staff and members, participation in state commission committees for special initiatives, and a general sharing of resources available and promotion of the programs.

HFHI is in the process of implementing the same process for the 2011-2012 service year.

May 30, 2011: Update to member training plan for 2011-2012.

Members will receive the following core training topics in their service year.

Introduction to the HFH National Service Program: HFH National Service Program hosts conference calls to provide program-specific training including member benefits, reporting, attendance requirements, reimbursements, etc.

On-Site Orientation: The Host Site Manager (HSM) designs and conducts on-site orientation for members that includes instruction in Host Site operation. Training includes online safety training <http://www.hfhaffiliateinsurance.com> (password: Lockton).

Narratives

Position-Specific Training: HSM and direct supervisor design and conduct position-specific training for the member during the first month of service and throughout the service year (this would include construction/volunteer coordination/etc.).

First Aid/CPR: During the first quarter of service, the HSM will provide the member with first aid and CPR training and certification

Life after AmeriCorps (LAFTA) Training: HSM provides training and resources to members as they prepare to exit service. HFHI provides resources and guidance to support the host site in the delivery of this training.

In addition to these core trainings, HFHI National Service staff facilitate a National Service Leadership Conference each fall. Members share knowledge and experience with their peers and learn about the history and legacy of National Service and HFHI, along with poverty housing issues. Every member has opportunity to receive training in disaster response and recovery, green building, conflict resolution, family service, community development, veteran engagement, volunteer recruitment and management, and basic construction skills. Local trainings are offered throughout the year, with additional skills development in family services, construction, disaster response and preparedness, sustainable building, and leadership.

Performance Measures

SAA Characteristics

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

Priority Areas

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

Grand Total of all MSYs entered for all Priority Areas 300

Service Categories

Housing Infrastructure

National Performance Measures

Priority Area: Economic Opportunity

Strategy to Achieve Results

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

HFHI has launched a broad and ambitious Neighborhood Revitalization Initiative, in order to serve more families in need and support whole communities in a sustainable manner. At the local level, we will build capacity among our affiliates to be more effective community partners and implement holistic, integrated and sustainable interventions to improve conditions for those living and working in target neighborhoods and communities. AmeriCorps members will allow affiliates to deliver a wider array of innovative housing solutions, organize communities to identify their needs and design development plans, form dynamic partnerships with complementary groups, and lead committed groups of volunteers in more communities across the US.

Activities will include:

Supporting families to buy, retain and maintain homes - Our affiliates will support families both pre- and post-purchase to ensure the availability of true buyer-ready applicants and decrease default rates among homeowners. Participating families must earn less than 75% of median income, currently live in sub-standard conditions, and be able to repay the no-interest mortgage and willing to give 300-500 hours of 'sweat equity' labor on their own house and houses of others. Once families become Habitat partners, training and counseling services include financial literacy, home repair and maintenance, neighborhood relations, and the importance of continuing to volunteer in the community.

Increasing the supply of affordable housing - The traditional Habitat model is to construct new homes and make them available to qualified families, with no-profit mortgages and extensive counseling and support. Community volunteers and homeowner partner families provide the bulk of labor and many materials are donated. Given the glut of foreclosed, abandoned or damaged vacant properties, affiliates will also be encouraged to rehabilitate vacant and foreclosed homes, repair rundown homes, and improve the energy efficiency of all homes built.

Partnering with other community organizations to revitalize neighborhoods - Affiliates will build robust networks of equal, inter-connected partners; use a community-organizing approach to identify critical needs and vital assets, develop and coordinate community-generated priorities and strategies to meet identified needs, actively seek expanded resources from the public and private sector to carry out activities, and establish national collaborations to support these strategies at the local level.

Mobilization, capacity building and retention of community volunteers - Habitat mobilizes over 800,000 volunteers

National Performance Measures

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

a year in a range of capacities to meet housing needs in their communities. Retaining a solid base of volunteers requires extensive training and management so they will have a successful experience. Volunteers are trained in basic construction as well as family services, marketing or donor development.

Supporting the recovery of communities affected by natural disasters - In the aftermath of a disaster, Habitat affiliates work to repair damaged homes that can be salvaged. This usually involves recruiting and managing large groups of volunteers.

Weatherization of existing homes and green building: Habitat helps affiliates access federal funding for residential weatherization of low-income families' homes and develop internal programs to weatherize existing Habitat homes.

Engaging youth to increase civic responsibility - Habitat mobilizes groups of young people to sponsor and build or rehabilitate Habitat homes, in their own communities and in more distant communities that have been impacted by disasters or lack sufficient local volunteer resources. Through participation in building projects, young people will have the opportunity to participate meaningfully in community service and nurture a lifelong habit of civic responsibility.

Result: Intermediate Outcome

Result.

New Habitat homeowners who respond to surveys will report an improved quality of life.

Indicator: beneficiaries

Target : 75% of Habitat homeowners who respond to the family survey will report an improved quality of life.

Target Value: 141

Instruments: A post-occupancy partner family survey administered by an external evaluator will assess families' perception of improved quality of life in areas such as feelings of safety and security, family member comfort in the living space, quality home construction, and the families' general sense of stability.

PM Statement: 750 families will be invited to participate in the family survey. It is anticipated that 25% (188) of those families will return the survey. Of the 188 who complete the survey 75% (141) will report an increased quality of life.

Result: Output

Result.

AmeriCorps members will supervise 125,000 volunteers in the building of new homes, rehabilitated, or repaired homes. AmeriCorps members and volunteers will build, repair or rehabilitate 750 homes for low-income families and individuals.

National Performance Measures

Result.

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

Target : 750 homes will be built, repaired or rehabilitated for low-income families and individuals by
AmeriCorps members and volunteers.

Target Value: 750

Instruments: Host Site Quarterly Progress Report based on verification from external agencies such as inspection reports, certificates of occupancy, etc.

PM Statement: AmeriCorps members will supervise 125,000 volunteers in the building, rehabilitation or repair of 750 homes for low-income families and individuals.

Required Documents

Document Name

Status

Evaluation

Already on File at CNCS

Labor Union Concurrence

Not Applicable