

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): 01/21/11	3. DATE RECEIVED BY STATE:	STATE APPLICATION IDENTIFIER:														
2b. APPLICATION ID: 11ED125346	4. DATE RECEIVED BY FEDERAL AGENCY: 01/21/11	FEDERAL IDENTIFIER: 10EDHNNH002														
5. APPLICATION INFORMATION																
LEGAL NAME: Student Conservation Association, Inc. DUNS NUMBER: 040245227	NAME AND CONTACT INFORMATION FOR PROJECT DIRECTOR OR OTHER PERSON TO BE CONTACTED ON MATTERS INVOLVING THIS APPLICATION (give area codes): NAME: Robert B. Coates TELEPHONE NUMBER: (603) 543-1700 FAX NUMBER: (603) 543-1828 INTERNET E-MAIL ADDRESS: bcoates@thesca.org															
ADDRESS (give street address, city, state, zip code and county): P.O. Box 550 689 River Road Charlestown NH 03603 - 4171 County: Sullivan																
6. EMPLOYER IDENTIFICATION NUMBER (EIN): 910880684	7. TYPE OF APPLICANT: 7a. Non-Profit 7b. Service/Civic Organization National Non-Profit (Multi-State)															
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: SCA AmeriCorps Stewardship Teams: National Direct 11.b. CNCS PROGRAM INITIATIVE (IF ANY):															
12. AREAS AFFECTED BY PROJECT (List Cities, Counties, States, etc): This is a National Direct proposal and members will serve in 11 states and Washington, DC: For year 1, we will have members placed in 11 states and Washington DC: CA, NM, AK, WA, NV, MI, MN, MS, PA, CT, NY.																
13. PROPOSED PROJECT: START DATE: 09/30/10 END DATE: 09/29/13	14. CONGRESSIONAL DISTRICT OF: a.Applicant <input type="text" value="NH 002"/> b.Program <input type="text" value="NH 002"/>															
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; font-size: small;"> <tr> <td style="width: 20%;">a. FEDERAL</td> <td style="text-align: right;">\$ 390,000.00</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;">\$ 390,000.00</td> </tr> </table>	a. FEDERAL	\$ 390,000.00	b. APPLICANT	\$ 0.00	c. STATE	\$ 0.00	d. LOCAL	\$ 0.00	e. OTHER	\$ 0.00	f. PROGRAM INCOME	\$ 0.00	g. TOTAL	\$ 390,000.00	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	\$ 390,000.00															
b. APPLICANT	\$ 0.00															
c. STATE	\$ 0.00															
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e. OTHER	\$ 0.00															
f. PROGRAM INCOME	\$ 0.00															
g. TOTAL	\$ 390,000.00															
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: Kate Hagner	b. TITLE:	c. TELEPHONE NUMBER: (603) 543-1700 133														
d. SIGNATURE OF AUTHORIZED REPRESENTATIVE:		e. DATE SIGNED: 01/21/11														

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Executive Summary

For over 50 years, the Student Conservation Association (SCA) has engaged young people in hands-on service to the land to instill an ethic of service and help create the next generation of conservation leaders. With the requested funding, members will perform direct conservation work including restoration and protection. In addition, they will gain critical skills through training, implementation, and engaging the public in conservation and education.

Rationale and Approach

SCA AmeriCorps Stewardship Teams: A Pilot Project Program Design The mission of the Student Conservation Association (SCA) is to build the next generation of conservation leaders and inspire lifelong stewardship of our environment and communities by engaging young people in hands-on service to the land. SCA has partnered with the Corporation for National and Community Service for the past 15 years in successfully offering young adults opportunities to serve their nation and communities in the conservation of natural resources. SCA continues to evolve to meet the changing needs of communities and address pressing national issues such as Clean Energy & Environment. This year, SCA seeks to expand our relationship with AmeriCorps by offering a National Stewardship Teams program. It is critically important to SCA's overall programming structure to continue our Education Award Program (EAP) as it allows participants to meet their ongoing educational goals- a mission-critical concern for SCA. The new Stewardship Teams will allow SCA to target specific community needs by requiring all members serving in these teams to actively engage local communities, building a stronger network of volunteers for a sustainable impact. This new model is a pilot project: testing enhanced inter-member communications, team trainings, environmental stewardship requirements, and utilization of online resources more than ever before. This 3-year pilot will provide evidence that will help guide future program developments. During this pilot phase, SCA plans to grow each year (based on available CNCS and partner resources) by 25%. This stepped approach is designed to ensure maximum benefits, best use of resources, and to allow programmatic adjustments before implementation on a larger scale.

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By the end of the 3 year pilot, over 400 members will have served as part of the SCA AmeriCorps Stewardship Teams. A. Rationale and Approach 1. Compelling Community Need Communities need access to safe, healthy ecosystems to ensure their own safety and promote healthy living and a sustainable economy. The SCA AmeriCorps Stewardship Teams will address these community needs. Although the specific needs may vary slightly by location, the overarching community needs to be addressed include: a. Meaningful Access to Natural Environments b. Sustainable Ecosystems- health and well-being of citizens, wildlife and economies c. Local Input into Management of Natural Resources

a. There is an increasingly recognized need for all people and communities to have access to natural environments. Nature Deficit Disorder (coined by Richard Louv in 'Last Child in the Woods') and related studies connect issues such as childhood obesity, attention disorders, and depression to the lack of a connection with the natural environment. Significant research into the links between the health and well-being of students have inspired the No Child Left Inside Coalition which boasts 1500 member organizations- all dedicated to incorporating environmental education into schools and curriculums. b. Sustainable Ecosystems are vitally important to ensuring the health of a community and its' citizens. Sustainable ecosystems include healthy waterways- ensuring clean water is available for drinking; healthy forests- forest health directly impacts watersheds at regional and local levels and, in many communities, directly impact economic growth and sustainability. Ensuring sustainable ecosystems and related health of citizens, wildlife and economies requires understanding of the connections between actions and outcomes and commitment to practices that have an overall positive impact. c. Local input into management of natural resources at all levels- local, state and federal- requires citizens who are informed, have access to the tools and resources necessary for meaningful input, and are empowered to be actively engaged. There is growing recognition of the importance of citizen involvement. Community based ecosystem stewardship is 'the process of citizens, government, and science working together in a new, citizen-empowered relationship that shares knowledge, builds consensus, and promotes shared ownership and responsibility for solutions to present and future natural resource and environmental

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challenges' (McVicker and Bryan, 2002). Other reports point to the increasing importance of volunteers in monitoring and restoration of public lands and citing an increased interest in organizing volunteer opportunities. Involving local community in resource management raises awareness of resource conditions and may better prepare volunteers to engage in management decisions (L. Yung, Citizen monitoring and restoration: Volunteers and community involvement in wilderness stewardship. 2007). These community needs are so compelling they are incorporated into federal initiatives and requirements at many levels, including the comprehensive NEPA (National Environmental Policy Act) process- required for any public land projects. Several federal programs are now designed specifically to address these issues. The Department of the Interior (DOI) National Park Service's RTCA (River, Trails and Conservation Assistance) program is a community-based program that responds to and helps communities meet the needs they identify. Similarly, the US Department of Agriculture's RC&D (Resource Conservation and Development) program operates through community-based RC&D Councils. These councils are comprised of local volunteers, and may include representatives from county government, municipalities, state agencies and local, non-profit organizations. The RC&D Councils identify local needs and utilize federal resources for the mutual benefit of communities and the mission federal programs. As such, all projects undertaken are based on needs identified and prioritized at the local level by local stakeholders. For this project, SCA will be partnering with those partners committed to addressing these needs of the communities.

2. Activities and Member Roles To meet the Clean Energy and Environment needs of communities and the nation, SCA is requesting support for 110 full time AmeriCorps members through a national direct grant. These members will serve in cohorts as part of SCA's pilot AmeriCorps Stewardship Teams. Members are considered interns as their service is also a learning opportunity. Members will serve a minimum of 1700 hours (approximately 43 weeks full time service). Each cohort will enter the field at the same time, receive the same initial trainings, and interact as a team. Each cohort will include one member who, along with other duties and site-specific tasks, will be charged with cohort/ team coordination. Coordination activities include setting up and facilitating

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regular communications between team members. This cross-member communication will include at least bi-weekly conferences (phone or web based) and a private Facebook group to enhance and encourage ongoing communications. The team coordinator will ensure that the state commissions where members are serving are contacted directly and track the outcomes of those meetings and any follow-up activities. The coordinating member will act as a liaison between members and SCA staff- helping ensure AmeriCorps requirements are met, providing feedback to SCA and contacting staff when any concerns arise regarding sites, supervision, safety or other issues. Similar to other SCA programs, on-site resource management partners will provide daily supervision, hands-on training, and mentorship for each team member. For partners needing additional support, SCA offers the option to have an on-site SCA staff Team Leader to provide daily supervision of members and ensure specific project tasks are completed. When partners choose this option, they are responsible for the associated additional costs. All partner staff receive an SCA Site Coordinator Manual, regular communications from SCA, and provide formal feedback via SCA's online survey tools. Service partners receive web-based training materials on prohibited activities, and member service duties will be checked for compliance by SCA staff prior to placing a member in a position or accepting any changes to the position. Partnering staff also have access to a dedicated SCA Program Representative. Program Reps are trained to deal with a wide variety of potential issues- from member living allowance payments, housing, travel and other logistical challenges, to safety concerns and incidents. SCA Program Reps have structured support including Program Managers, Program Directors, SCA Risk Management Team, and a Leadership Team- all committed to ensuring the best, safest, service for members and partners. In addition to the support of on-site partners, SCA provides members a web-based AmeriCorps orientation and training on national service and general oversight and compliance checks. For the AmeriCorps Stewardship Teams, additional orientation and training will be coordinated by SCA to include volunteer management as well as ongoing support and communications to enhance each team's experience in the field and long-term outcomes. Detailed position descriptions will be developed primarily by the

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partnering agency based on the specific needs identified by and for the communities served. Team members will conduct activities to address the overarching needs identified in this proposal. Such activities are outlined below.

a. Meaningful Access to Natural Environments Members of SCA AmeriCorps Stewardship Teams will bring federal resources to communities and community members into their regional, natural environments. Activities include environmental education, outreach, enhancing accessibility through activities such as trail building and maintenance, restoration of parks or other public lands, and projects directly involving community volunteers.

b. Sustainable Ecosystems- health and well-being of citizens, wildlife, and economies. Members of SCA AmeriCorps Stewardship Teams will plan, coordinate and implement projects that benefit natural ecosystems. Projects will include trail building and maintenance; watershed monitoring and management, forest and wetland restoration and management, native plant restoration, invasive species removal, volunteer coordination and management, and environmental education.

c. Local Input into Management of Natural Resources Members of SCA AmeriCorps Stewardship Teams will actively engage citizens through outreach, environmental education, and stewardship projects. Outreach projects will include providing information to citizens on how to get involved and for participating volunteers, information on next steps to staying involved. Providing opportunities for local citizens to become acquainted with their natural resources and those charged with managing those resources are very important steps in empowering citizens to become informed and engaged in active resource management and conservation. SCA is committed to providing opportunities for youth to become leaders in conservation. As such, youth groups and schools will be a priority for citizen engagement.

3. Measurable Outputs and Outcomes The SCA AmeriCorps Stewardship Teams will address the "Clean Energy/ Environment" priority area and will be participating in the standard performance measures. To ensure we are meeting all of the needs identified, the following measures will also be tracked. These measures will be tracked using SCA's new web-based member service log system, a web-based partner survey system, and participant surveys for community members.

a. Meaningful Access to Natural Environments Number of

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community members reached through outreach activities; Number of citizens engaged in stewardship and conservation projects; Number of hours contributed by local citizens on projects; Number of students and citizens receiving environment education b. Sustainable Ecosystems- health and well-being of citizens, wildlife and economies Number of trail miles restored or maintained; Number of stream miles restored or maintained; Number and type of invasive species removed or treated; Number native plants restored. c. Local Input into Management of Natural Resources Number and type of outreach activities completed; Number of community members with increased knowledge of natural resources and management; Number of community members with increased knowledge to be actively involved in resource management; Number of community members who meet land/ resource managers; Number of citizens who accessed their natural environment during project period; Number of citizens who plan to continue to be involved in conservation and resource management. 4. Self-Assessment and Improvement The SCA AmeriCorps Stewardship Teams will participate in SCA's ongoing program evaluation processes. Quarterly reports on data collected from the web-based member service log system and the web-based service partner survey system will be created. As part of SCA's recent program evaluation project, SCA has also implemented a cross-program member survey, which collects data on program quality and progress toward meeting mission for all SCA programs and will be used for continuous improvement for the Stewardship Teams. SCA's self-assessment process includes a monthly follow-up on individual feedback when needed, quarterly analysis, and annual programmatic recommendations by the evaluation team. For the Stewardship Teams, additional support and opportunities to provide feedback will occur with bi-weekly communications for team members. 5. Community Involvement Communities are involved in various stages of project planning and implementation. All projects on federal lands or which utilize federal funding for land/ resource management are required to seek public input on the process (NEPA and Executive Order 13352). The input actually given depends on how involved the local community is- including their knowledge of activities, their ability to have input, and the resources to make informed decisions. Most resource

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management projects are part of a larger ecosystem, regional, or agency plan. Community members are often integral to determining how those plans are developed and the final outcomes of projects. SCA has a long tradition of implementing projects developed by our federal, state and local partners. Those partners assess and identify needs of the local communities/ region, often in conjunction with local planning groups and other stakeholders. Projects selected as part of the SCA AmeriCorps Stewardship Teams will be evaluated based on identified community needs. Partners will be primarily responsible for identifying the priorities to be addressed. One such partner, the National Park Service's RTCA (River, Trails and Conservation Assistance Program), has a formal RFP process in which community members and organizations request assistance on specific projects. Because it is the community initiating the request for assistance, all projects are self-identified by the local community. The RTCA evaluates and prioritizes these community-based proposals on community resources available, sustainability, type of community support, and level of assistance requested. Similarly, the USDA Resource Conservation and Development Program operates through community-based RC&D Councils. These councils are comprised of local volunteers, and may include representatives from county government, municipalities, state agencies and local, non-profit organizations. The RC&D Councils identify local needs and utilize federal resources for the mutual benefit of communities and the federal government. As such, all projects undertaken are based on needs identified and prioritized at the local level by local stakeholders. One of the principle roles of the SCA AmeriCorps Stewardship Teams is to engage citizens on projects and provide them with tools and information to enhance their participation in planning and implementing future projects.

6. Relationship to other National and Community Service Programs As a long-term service partner of the Corporation for National and Community Service, SCA knows the importance of working with other national and community service programs and is committed to working with them at every level. SCA is a co-founder of the new Public Lands Service Coalition and an active Steering Committee member of Voices for National Service. Both alliances work in conjunction with many National and Community Service programs to enhance service and volunteer opportunities

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for all Americans. SCA's AmeriCorps Stewardship Teams model is based on this intimate knowledge of the many different organizations with an interest in conservation. One focus of the proposed Stewardship Teams is to engage and coordinate other groups and organizations in conservation projects. These include other AmeriCorps programs in the states and communities in which SCA Stewardship Teams work. One team member from each region/ project type will be designated to contact state commissions to learn more about other CNCS supported programs and to assess if there are opportunities to effectively engage with some of those programs. SCA receives funding for our AmeriCorps National Education Award Program, and specific state AmeriCorps programs in NY, NH, and ID. SCA also has regional offices (not funded by CNCS) and community programs across the nation. In each of the communities where the SCA Stewardship members will be located, other SCA members- including state corps, and our extensive community programs, will be evaluated to determine if there is an opportunity to engage them in mutually-beneficial Stewardship activities. This ready pool of potential volunteers could significantly enhance the diversity of volunteers engaged in such stewardship activities as many of the youth involved in SCA's community programs are from under-served populations and areas. SCA intends to utilize several materials developed with CNCS support. Two of the materials include the online courses: Volunteer Management and Leveraging Partnerships for Community Impact. These two resources provide clearly identified goals, walk participants through step by step information sessions and assess understanding for each session. These materials are particularly relevant for the work that will be undertaken by the members and teams. By utilizing resources the Corporation has already developed, SCA will build on resources available and avoid duplication. 7. Consultation with the State Commissions To date, SCA has provided an initial consultation via the suggested CNCS form to each of the 23 state commissions expected to be affected by this program. Follow-up emails and phone calls to each have also been made to invite questions. To date, positive feedback has been received from 57% of state commissions; no response yet from 39% and 4% are scheduled for further follow-up. Additional contact is planned in the coming months to keep

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commissions informed of program developments and provide opportunities to answer and questions. During the program, one SCA member from each team will be designated to contact state commissions impacted by their teams' projects. This will be an opportunity for the state commissions to meet an SCA AmeriCorps Stewardship Team member, provide information regarding other projects in their state, and offer suggestions regarding engaging with other CNCS supported groups. These suggestions and information will be assessed and where appropriate incorporated into the members' planning. 8.

Replication Potential This SCA AmeriCorps program is designed for replication by SCA and other SCA partners. Initial partners for this project include National Park Service's River, Trails and Conservation Assistance Program; and USDA's Forest Service and Resource and Conservation Districts Programs. It is anticipated that other agencies within DOI and USDA will have opportunities to expand the program during the first three years of the project. There is potential for the model to be replicated by state, municipal and other SCA partners as well. The first three years of this program will help determine best practices to be incorporated into future projects.

Organizational Capability

A. Sound Program and Fiscal Oversight The Student Conservation Association (SCA) has been leading young people in service to public lands for 53 years, predating AmeriCorps, VISTA, and even the Peace Corps. SCA is the nations leading non-profit, non-advocacy provider of conservation service opportunities, outdoor skills and leadership training for young men and women. Over 4,000 SCA members provide nearly 2 million hours of service at over 425 sites throughout the US. SCA's success is built on sound program and fiscal oversight. In addition to many local and state agreements, SCA has national cooperative agreements with National Park Service, US Forest Service, Natural Resources Conservation Services (USDA), US Fish and Wildlife Service, US Geological Services, NOAA, US Navy and US Army. SCA has been recognized for achievements in conservation and youth development by the White House, Department of the Interior (DOI), and the Wilderness Society, among others. SCA partners request members to serve in specific positions and details are negotiated for the types of

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service, training and supervision for each position. SCA's commitment to meeting the specific needs of service partners (new and traditional) have helped SCA offer increasingly diverse opportunities for members. Each partner in the Stewardship Teams program will access SCA's online Coordinator Manual. This manual provides comprehensive training on their responsibilities as a partner site, such as the emergency contact procedure, discrimination and sexual harassment policy, early departures and compelling personal circumstances information, details on prohibited activities, member evaluation requirements, and the expectations of both SCA and the service partner in the member placement. Service partners hosting SCA AmeriCorps Stewardship Team members also get information specific to AmeriCorps compliance, including signing an agreement to comply with AmeriCorps rules and regulations and following an AmeriCorps compliance manual. SCA will provide ongoing communications with site partners. In addition to the regular contacts and feedback systems, SCA recently implemented a new web-based site visit survey process, which promotes ongoing quality improvement through program monitoring, collects site visit data that meets organizational needs, and facilitates the sharing of this information. The new includes both a pre- and post-visit section to help staff who are planning to conduct a site visit plan effectively. In November 2009, staff began training using an accompanying curriculum that addresses cross-departmental needs and sets site visit expectations. SCA's service sites report that SCA headquarters is highly responsive and supportive. In survey data collected for program year 2009, service partners reported a high level of satisfaction with the level of communication and monitoring provided by SCA, with 97% of service partners reporting satisfaction. B. Board of Directors, Administrators, and Staff SCA is governed by a 30-member Board of Directors. The Board operates under a committee structure and the standing committees of the Board include: Executive, Audit, Board Governance, Finance and Administration, External Relations, Program Quality and Risk Management. SCA also receives guidance from a National Council of leading figures from the conservation, youth, government, business and philanthropic fields. Management and Key Personnel SCA employs a full time staff of 160 and 40 part-time staff at its Charlestown, NH

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headquarters and Regional Offices. The Student Conservation Association has a team of Conservation Internship Program Representatives that provides support to the interns and the on-site coordinators of our agency partners. These Program Representatives assist interns with arranging travel to/ from their project sites and training, setting up and handling their bi-weekly living allowance, travel, and education award payments, risk management, 24/7 support, and housing. These financial benefits are important for students who may not be able to afford the experiences if their expense were not covered. SCA Risk Management staff ensure the safety of conservation volunteers is a top priority. Risk Management maintains a 24/7 staffed on-call network which includes medical support. Concern for the intern's well being extends beyond the eight hour work day. An SCA staff member is available to interns after work hours, on weekends and on holidays provides a welcome and necessary layer of support for members.

Financial On September 30, 2008, SCA completed fiscal year 2008 with its 21st consecutive year of operational surplus, with FY 2008 revenues totaling \$27,315,776.00. Sound fiscal management accounts for SCA's financial solvency. SCA maintains a \$7 million dollar line of credit through Key Bank and financial reserves necessary to successfully initiate, equip, manage and operate multiple grant programs within the standard funding and reimbursement cycles of publicly funded contracts, awards and programs. SCA conducts independent audits on an annual basis. On September 30, 2008, in fulfillment of requirements described in OMB Circular A-133, SCA successfully completed an independent audit of four major Federal award programs: CFDA 14.218 for the US Department of Housing and Urban Development, CFDA 15.225 for the US Department of the Interior- Bureau of Land Management, CFDA 15.617 for the US Fish and Wildlife Agency and CFDA 94.006 for the Corporation for National and Community Services. The 2008 audits disclosed no compliance findings and reported no prior audit findings. At this writing, SCA's independent auditor, Grant Thornton, is finalizing SCA's 2009 annual audit. SCA Finance and Program Support staff will oversee all payments to interns as well as other costs and supports, such as liability, FICA, and Workers Compensation. These staff members ensure all records are maintained in accordance with Federal standards. C. Self-Assessment Plan SCA ability to

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continually monitor successes and recognize challenges has allowed SCA to be as proactive as possible over the last 53 years and provides the baseline for strategic planning, changes, and implementation for the years ahead. While each program at SCA incorporates specific evaluations that help inform overall operations, it is SCA's Balanced Scorecard that helps ensure activities are aligned with organizational strategy, vision and plans. The Balanced Scorecard was developed in conjunction with an independent consultant as part of a long-term assessment and evaluation project. SCA's Balanced Scorecard is divided into 5 standard sections: Social Impact, Financial, Constituents, Internal Processes, and Organizational Learning and Growth. By establishing clear performance measures for each section, and reviewing them annually, SCA is able to make adjustments to improve organizational success towards mission. Each year, a full risk management review is prepared by SCA's Risk Management Team. SCA's online database allows reporting of all incidents from any location with internet access. Incidents are also called in and can be entered into the system by the intake worker when internet access is not available. SCA uses the data collected to refine trainings for field staff, members and partners. Recent investments in training relate to crisis response, victim relations, and defensive driving. SCA plans to improve overall use of online systems by all of SCA's programs and to develop more online tools to aid in hazard assessment and program audits. D. Technical Assistance SCA has trained staff and access to a vast network of partners, collaborators and advisors to provide technical expertise and assistance. SCA provides a variety of tools and resources to help staff access information and services. Step-by-step instructions and trained representatives in Admissions, Partnership, Information Technology, Finance, and Programming, provide the support partners, members and staff need to deliver effective programs. Partners often provide the on-site technical expertise to see specific projects through to successful completion. Formal surveys of all sites, in addition to in-person site surveys and conversations, provide continuous feedback opportunities for assessing needs and areas of improvement. E. Volunteer Generation/ Support SCA's alumni and alumni council serve as volunteers in continuing to meet SCA mission goals by engaging their communities and other volunteers in ongoing conservation and

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stewardship activities. In addition to regular programming, SCA engages volunteers by hosting many service events throughout the year- from Martin Luther King Day events to 'train the trainer' events (such as the award winning Mount Rainier Recovery Corps model and the D.C. Mayors Green Summer Jobs site supervisor and teacher trainings. These activities help SCA meet its' mission by providing others with the resources and tools to recruit and train more volunteers in conservation service. F. Organizational/ Community Leadership SCA provides significant leadership at the national, organizational, and community level. SCA is a co-founder of the new Public Lands Service Coalition- dedicated to promoting youth service jobs and career development on public lands. This alliance includes more than a dozen national, regional and local nonprofit organizations. The founding members are SCA, The Corps Network and the Southwest Conservation Corps. Other members include American YouthWorks, Campfire Girls, Coconino Rural Environment Corps, National Parks Conservation Association, Nevada Conservation Corps, Sequoia Community Corps, Utah Conservation Corps, Washington Conservation Corps and YMCA- representing millions of young people engaged in service each year. SCA is also a Steering Committee member of Voices for National Service, a diverse coalition of national service programs, state commissions, and individual champions committed to expanding opportunities for Americans of all ages to serve and volunteer. Founded in 2003 in response to major cuts in federal funding that threatened hundreds of AmeriCorps programs, Voices for National Service mobilized supporters to spread a critical message: America needs AmeriCorps. Voices for National Service's coordinated response mobilized AmeriCorps champions from all walks of life -- including 44 governors, 148 mayors, 80 senators, and 233 congresspersons -- to build support that resulted in a then-record appropriation of \$441 million for AmeriCorps in fiscal year 2004 -- an increase of 62% over the year before. Since then, the coalition has expanded its work to incorporate Learn and Serve America, Senior Corps, and other national service programs, becoming the leading voice for the service community in Washington, DC Voices for National Service has built strong bipartisan support among our nation's leaders and has positioned national service as a viable policy solution to tackle unmet

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needs, expand opportunity, and leverage social capital. As a recognized leader in youth service and conservation programs, SCA has received many awards. These awards include: President's Volunteer Action Award; Take Pride in America Award -- Greater Yellowstone Recovery Corps; National Wildlife Federation Award; Regional Civil Rights Action Group Award; National Partnership Award for Education; National Fire Plan Community Assistance Award; Heroes in Conservation Award; 2004 Design for the Environment runner up award from Neenah Paper; Take Pride in America Award -- Native Plant Corps; The Garden Club of America's Margaret Douglas Medal; LL Bean's Conservation Heroes Award; Department of the Interior Cooperative Conservation Award for partnership with Mt. Rainier National Park. In 2009, SCA received 11 awards- many for outstanding commitment to addressing local, community needs. The 2009 awards were: U.S. Council of Mayors Best Practices Award; Neilsen Distinguished Citizen Award to NH Conservation Corps; Walter J. Dunfey Nonprofit Management Award -- NH; Urban Conservation Award -- Newark, NJ; Mayor's Environmental Excellence Award, Dallas, TX; Mayor's Proud Partner Award, Houston, TX; Community Catalyst Award, Seattle, WA; Do Something Award, Pittsburgh PA; Greater Newark Conservancy -- Urban Conservation Award, Newark NJ; Connect Grants for Culturally Diverse Communities -- Jacksonville FL; Do Something Award -- Clinton NJ. G. Matching Resources Success All SCA projects have required matching funds to be contributed by agency partners and/or philanthropic contributions and in-kind services. Combining resources has proven a successful method for meeting SCA mission and the on-the-ground needs of a wide variety of partners. H. Collaboration All SCA programs are dependent on effective collaborations. Partners identify conservation and resource management needs and engage SCA to accomplish their tasks and provide training and other opportunities to SCA members. Each program is customized based on specific partner and community needs. I. Local Financial and In-Kind Contributions Over the past few years, SCA's Community Programs have grown rapidly. These programs place an emphasis on local youth involved in meeting local conservation needs. This program model more than any other at SCA relies heavily on local financial and in-kind contributions. As SCA continues

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to expand the philanthropic base of support, local contributions become increasingly important. In 2008, 13.6% of SCA's \$30 million budget was supported by foundation and corporate grants and another 9.8% from individual gifts. The proposed SCA AmeriCorps Stewardship Teams is a new model of programming for SCA that will build on the resources of local communities. J. Range of Community Stakeholders A wide range of community stakeholders will be actively engaged in projects, from planning to implementation. The SCA partners are often tasked with serving resource poor communities and populations. Many of the projects to be undertaken will benefit rural communities and youth. Other projects will engage underserved urban youth.

Budget/Cost Effectiveness

A. Cost-Effectiveness SCA successfully combines funding from corporate and philanthropic resources with federal and state funds to create effective, affordable programming. SCA utilizes national, state and municipal agreements, as well as community partners to mobilize youth in conservation of natural resources. For this project, SCA is using the National Direct Fixed Amount of \$13,000 per MSY. B. Budget Adequacy SCA has well-developed budgets that follow OMB guidelines for non-profit organizations and ensure the maximum success in meeting mission the mission to build the next generation of conservation leaders and inspire lifelong stewardship of our environment and communities by engaging young people in hands-on service to the land. The following figures are based on 30 members serving 43 weeks each. a. Personnel SCA Stewardship Teams are expense-paid volunteers. They do not receive a salary or compensation based on work performed. For details on their expenses, see section h. Other: Intern Support. Based on specific partner needs, an on-site SCA staff Team Leader may be chosen and the associated costs will be the responsibility of the requesting partner. Total Personnel: \$0 b. Fringe Benefits n/a- Members are not paid employees and therefore do not receive fringe benefits. Health insurance and other member benefits are under section h: member support. c. Travel It is important for the well being of members and the success of the project that safe transportation to and from the site locations is available. Travel expenses are covered for members as

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part of their expense-paid internship. Travel is based on an estimate of \$650 for round trip air fare from their home to the project site per member. The actual transportation costs for the members will be invoiced. These estimates are based on historical data. Total travel: \$19,500 d. Equipment: n/a e. Supplies: n/a f. Contractual: n/a g. Construction: n/a h. Other Recruiting: SCA utilizes a multi-tiered approach to recruiting qualified, interested candidates. SCA recruits qualified applicants through direct contact with a network of over 40,000 professors, advisors and faculty at accredited universities and colleges across the country. Campus Recruiters regularly visit 335 campuses nationwide, visiting classrooms and campus groups to reach interested candidates. SCA's network of over 50,000 alumni throughout the United States is another source for candidate referrals. SCA's on-line presence and available Admissions representatives effectively round-out the recruiting. Recruiting is \$958/ member. Total for this project is: \$28,736. Once a candidate is selected, SCA conducts criminal background checks of all interns before they are fielded. SCA handles the logistics of working with students to enroll them in the AmeriCorps educational award program, set up their travel to the site and training, ensure housing is established, and set up their living allowance reimbursement and related forms. Member Support Training: Includes in-person training and monitoring of online trainings as detailed in the proposal. Estimated costs are \$1000/ member. Total for this project is: \$30,000. Living Allowance: Team members will receive a living allowance to help cover their basic living expenses. SCA's usual rate for member serving 17 weeks or longer is \$160/ week. SCA programs were in existence prior to September 21, 1993 and are therefore exempt from the minimum living allowance standards, as described in sec.140 (42 U.S.C. 12594), paragraph (6). In addition to the living allowance, housing and travel expenses are also provided- often equaling more than the minimums established by CNCS. All team members will be provided an AmeriCorps Education Award upon completion of their position. SCA pays the required 7.65% payroll taxes on the living allowance for these positions (for a total cost of \$172.25/ week). Per member: \$7,406. Total for this project: \$222,190. Housing: It is important that safe and adequate housing is available to SCA Conservation Interns. The housing allotment will be provided

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if there is not available housing at the participating site. The estimated allotment is \$600 per month, including utilities. If free housing is available, the costs will be calculated accordingly. Per member: \$6000. Total estimated housing for this project: \$180,000. Insurance: For Stewardship Team members, access to full health insurance is important. Health insurance coverage will be made available to those participants who do not have health care coverage. If health insurance is declined by a member, the cost estimate will be reduced accordingly. Health insurance will be billed for the months of service, including partial months. The current rate is \$142.78 per month. Per member: \$1,517. Total health insurance cost for this project: \$47,117. Most SCA partners provide members with worker's compensation coverage. If a site is unable to cover the Workers Compensation, it will be provided by SCA at a cost to the partner of \$50 for each month in which an intern serves. Service Clothing: SCA uniform clothing is provided to each participant by SCA. Any further uniform requirements are the responsibility and at the expense of the requesting agency. To help with Team identity and affiliation with SCA and AmeriCorps, patches, names tags, and a backpack sling are provided. Per member: \$119. Total cost for this project: \$3,560. SCA Member Program Support and Technology: SCA has dedicated staff providing program support for SCA members and agency staff. Specialized program, placement and financial representatives, and SCA's 24/7 Emergency Management System are crucial elements to the overall success of this program. Per member: \$4,358. Total cost for this project: \$130,736. Risk Management: Criminal and vehicular background checks are conducted on all SCA members before they enter the field. The cost for these background checks are \$125/ member. Total per member: \$375. Total Risk Management cost: \$11,258. Conference: Staff travel and other expenses incurred to evaluate performance in the field is considered a direct cost and is averaged over the population. Per member: \$112. Total: \$3,360. Total "Other": \$626,957. i. Total Direct Charges: \$646,457. j. Indirect Charges SCA's administrative costs comply with OMB Circular A-133 and have been accepted by our federal partners (see enclosed statement from National Park Service). Administrative costs are calculated based on 28.3% of Intern Costs (*stipends, health insurance, transportation, workers compensation, recruiting, and program support): Per

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member: \$6098. Total: \$182,947. Total Program Costs: \$859,410. Per MSY: \$28,647 Total AmeriCorps Request: \$390,000 Per MSY: \$13,000 Other Funding Leveraged: \$469,410 Per MSY: \$15,647

Evaluation Summary or Plan

N/A

Amendment Justification

N/A

Clarification Summary

2011 Clarification:

Grant award start date and member enrollment period start date have been updated in the "Application Info" section to reflect the dates submitted with the original grant: 9/30/2010--9/29/2013. The program period and member enrollment period will be the same.

2010 Clarification:

Budget Clarification: Budget has been updated to reflect recommended changes to 30 members and \$390,000 request from CNCS. The Authorized Representative listed is an SCA employee and is authorized to submit the application proposal and follow ups. Bob Coates will be the signatory for any agreements. Member Supervision: Each member of the SCA AmeriCorps Teams will have on site supervision with partnering resource management agency personnel. These agency personnel receive training and ongoing support from SCA to ensure program quality. SCA's partner resource management staff provides daily supervision, hands-on training and mentorship for each team member. This is a proven, effective model for SCA programs and members. For the AmeriCorps Stewardship Teams, SCA will also provide a Project Manager. The SCA project manager will be the primary liaison for partner agency staff and the AmeriCorps members. The Project Manager will oversee and coordinate all teams and team members. The Project Manager is available to the members during regular working hours (40 hours per week) and SCA's risk management services is available during off hours and in case of

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emergency. If a partnering agency is unable to provide the daily, on-site supervision required, they may choose to have an SCA Team Leader. This SCA Team Leader is an SCA staff who would be located in the same area and work with members directly on a daily basis. This option incurs additional costs which are billed to the agency partner directly.

Alumni Council: The SCA Alumni Council is comprised of SCA alumni. Many of SCA alumni also chose to participate in SCA's AmeriCorps Education Award program during their service. The Alumni Council fosters SCA's mission of 'lifelong stewardship' by hosting conservation activities in their own communities, engaging other alumni in those events, and by providing feedback to SCA and SCA's Board of Directors. Alumni Council members are all volunteers.

Member Living Stipends: SCA was in existence on and before September 21, 1993 and is permitted, under provisions of the National Service Trust Act, to provide a living allowance less than the provisions of section 140 (42 U.S.C. 12594), paragraph (1) as defined in paragraph (6). Living allowances for SCA AmeriCorps members are consistent across all internship and corps member positions. In most cases members are provided in-kind housing or with an additional housing allowance.

Payroll taxes: SCA pays the required 7.65% payroll taxes (FICA) for AmeriCorps enrollees. The total budgeted cost for the members' living allowance is \$172.25/ week which includes \$160/ week received by members and \$12.25/ week SCA pays for payroll taxes.

Member Benefits: Members of the SCA AmeriCorps Stewardship Teams are eligible to receive health insurance. All member benefits are listed in the Cost Effectiveness and Budget Adequacy under "Other: Member Support", section h.

Member Satisfaction and Reward: SCA AmeriCorps Stewardship teams will provide feedback throughout their service regarding satisfaction. Members will complete surveys at the end of their service to measure their overall satisfaction and quality of programming. Members who had exceptional experiences will have an opportunity to nominate the partnering site supervisor for special recognition as part of SCA's Partner Recognition Program. Each SCA AmeriCorps Stewardship Teams' members will receive a certificate of service completion and a letter thanking them for their service. These will be provided by SCA and handed out during a closing celebration for each team. The closing celebration is a small recognition of

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the overall accomplishments of each member and their team. Partners will be encouraged to invite members of the local communities who have been touched by the teams' service. In addition, each member will receive a copy of the final program report. This document is an important as it frames the member contributions as part of a larger project with broader impacts. This report can also help build a members' portfolio for future employment or educational pursuits. The Stewardship Teams will also be profiled on SCA's website as part of the Hands-On e-newsletter. As SCA AmeriCorps alumni, team members will receive special consideration for future internships and employment with SCA. SCA alumni are often considered 'preferred' by federal resource management agencies as they have the hands-on experience often sought. SCA is currently negotiating official preferred hiring status with federal agency partners for alumni. SCA encourages members to network with each other for ongoing career exploration and opportunities. SCA utilizes a variety of tools to help engage alumni long after their service, including the Alumni Council, ongoing service opportunities, and connections through social media such as Facebook and Twitter, and by sharing news through our Hands-On newsletter and website. Staying connected beyond the service term enhances the experience for members and fosters lifelong stewardship.

Continuation Changes

Year 2: January 2011

SCA will continue to operate the program as described in the Narratives and Clarification. For year 1, we will have members placed in 11 states and Washington DC: CA, NM, AK, WA, NV, MI, MN, MS, PA, CT, NY. We anticipate enrolling members in 100% of the MSY slots for year 1.

Although some members have only recently started and others have yet to start their term of service, our partners are already requesting an increase in members for next year. To that end, we are requesting an increase in MSY from 30 to 35. SCA has a Program Director overseeing this program, and can absorb

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the impact of these additional members with the capacity of the organization. This increase is reflected in the budget and performance measures sections.

Performance Measures:

The SCA National Direct program is participating in the National Performance Measures Pilot using performance measures EN4 and EN5. These will stay the same, however outputs and intermediate outcomes will increase based on the increase in MSY.

EN4: Output for Year 1: 1200 acres of lands improved.

Output for Year 2 (based on increased MSY): 1404 acres of lands improved.

Intermediate Outcome Year 1: 1080 (90% of output) acres rated as satisfactory or better on partner evaluations.

Intermediate Outcome Year 2: 1264 (90% of output) acres rated as satisfactory or better on partner evaluations.

EN5: Output for Year 1: 210 miles of rivers/trails improved.

Output for Year 2: 246 miles of rivers/trails improved.

Intermediate Outcome Year 1: 189 (90% of output) miles rated as satisfactory or better on partner evaluations.

Intermediate Outcome Year 2: 221 (90% of output) miles rated as satisfactory or better on partner evaluations.

Budget (Fixed Amount Program)

Cost per MSY remains the same.

30 members = \$390,000

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35 members = \$455,000

Enrollment and Retention:

SCA will enroll 100% of the 30 MSY for this program. To date, our retention is 100%.

Last year program completed a comprehensive consultation process with the states where the program could potentially have operated: AK, AZ, CA, CO, DC, FL, GA, ID, IL, MA, MN, MO, MT, NE, NV, NH, NM, OH, OR, PA, UT, WA, and WY. That process included an initial contact followed by a phone call to states that didn't respond to the initial request for consultation. During our grant year the program followed-up with site details to all states with members in 2010: AK, CA, DC, MA, MI, MN, MS, NM, NV, NY, PA, WA. This year the program continued the consultation process by following up again with this updated list of states on the progress of our grant and our intent to continue for another year. To date all states that responded to our request for consultation expressed support for the Stewardship Teams continuation.

Performance Measures

SAA Characteristics

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

Priority Areas

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

Grand Total of all MSYs entered for all Priority Areas 30

Service Categories

Environmental Awareness-building and Education

At-risk Ecosystems Improvement

National Performance Measures

Priority Area: Environmental Stewardship

Strategy to Achieve Results

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

30 SCA AmeriCorps members will serve for 10 months in cohorts and work with partnering agencies to address the specific needs of local communities. Outreach, environmental education and hands-on project management and implementation are important components to ensuring the communities are meaningfully involved in stewardship of their lands and resources. Each SCA AmeriCorps team member will work an average of 2 days per week, 6 hours per day, on actual project implementation related to the Improvement and/or Cleaning of Public Lands.

Activities may include, but are not limited to: debris removal (natural or manmade); hazard control and reduction; planting of trees, bushes, shrubs, groundcover or other native species; removal of invasive species; erosion and flooding control; repairing or maintaining historic sites or structures.

Result: Output

Result.

Public lands will be improved through restoration, enhancement, and maintenance activities in conjunction with federal, state, or local partners and by engaging citizens in those efforts.

Indicator: (PRIORITY) EN4: Acres of parks cleaned or improved.

Target : 1200 acres of public lands will be improved.

Target Value: 1200

Instruments: Project logs will record the number of acres improved through restoration, enhancement, and maintenance activities.

PM Statement: 1200 acres of public lands will be improved.

Result: Intermediate Outcome

Result.

Partners will report that cleaning and improvement activities met the level of quality required for restoration of the ecosystem under the land management agency's restoration plan. Member activities will be considered satisfactory if ecosystem health/resiliency has increased as a result.

Indicator: Acres for which all items on the assessment are rated satisfactory or higher.

Target : Each year, at least 1080 acres of public lands improved by members and member-led activities will rate satisfactory or higher for all items on the evaluation completed by partnering agency staff.

Target Value: 1080

Instruments: SCA program evaluation completed by partnering resource management staff, completed at the end of member service. Quality standards are determined by each partnering agency's written policies and procedures.

National Performance Measures

Result.

PM Statement: At least 90% (1080) of 1200 acres of public lands cleaned or improved by members will meet the level of quality required for restoration of the ecosystem under the land management agency's restoration plan.

Priority Area: Environmental Stewardship

Strategy to Achieve Results

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

30 SCA AmeriCorps members will serve for 10 months in cohorts and work with partnering agencies to address the specific needs of local communities. Outreach, environmental education and hands-on project management and implementation are important components to ensuring the communities are meaningfully involved in stewardship of their lands and resources. Each SCA AmeriCorps team member will work an average of 2 days per week, 6 hours per day, on actual project implementation related to the improvement, cleaning or creation of rivers and trails on public lands.

Activities may include, but are not limited to: debris removal (natural or manmade); hazard control and reduction; planting of trees, bushes, shrubs, groundcover or other native species; removal of invasive species; erosion and flooding control; repairing or maintaining existing paths and trails or create new ones; other activities to improve the usability of the trail or river or to restore the location to a healthy state.

Result: Output

Result.

Rivers and trails on public lands will be improved or created through restoration, enhancement, and maintenance activities in conjunction with federal, state, or local partners, and by engaging citizens in these efforts.

Indicator: (PRIORITY) EN5: Miles of trails or rivers improved and/or created.

Target : 210 miles of rivers and trails on public lands will be improved or created.

Target Value: 210

Instruments: Project logs will record the number of miles improved through restoration, enhancement, maintenance or creation activities.

PM Statement: In the second year of the project, 210 miles of rivers and trails on public lands will be improved or created.

Result: Intermediate Outcome

Result.

Partners will report that cleaning and improvement activities met the level of quality required for restoration of the ecosystem under the land management agency's restoration plan. Member activities will be considered

National Performance Measures

Result.

satisfactory if ecosystem health/resiliency has increased as a result.

Indicator: Acres for which all items on the assessment are rated satisfactory or higher.

Target : Each year, at least 189 miles of rivers and trails on public lands improved or created by members and member-led activities will rate satisfactory or higher for all items on the evaluation completed by agency partner staff.

Target Value: 189

Instruments: SCA program evaluation completed by partnering resource management staff, completed at the end of member service. Quality standards are determined by each partnering agency's written policies and procedures.

PM Statement: In the second year, at least 90% (189) of 210 miles of rivers and trails on public lands cleaned, improved, or created by members will meet the level of quality required for restoration of the ecosystem under the land management agency's restoration plan.

Required Documents

Document Name

Status

Evaluation

Not Applicable

Labor Union Concurrence

Not Applicable