

## PART I - FACE SHEET

<b>APPLICATION FOR FEDERAL ASSISTANCE</b>		1. TYPE OF SUBMISSION: Application <input checked="" type="checkbox"/> Non-Construction
Modified Standard Form 424 (Rev.02/07 to confirm to the Corporation's eGrants System)		
2a. DATE SUBMITTED TO CORPORATION FOR NATIONAL AND COMMUNITY SERVICE (CNCS): 01/21/11	3. DATE RECEIVED BY STATE:	STATE APPLICATION IDENTIFIER:
2b. APPLICATION ID: 11ND125678	4. DATE RECEIVED BY FEDERAL AGENCY: 01/21/11	FEDERAL IDENTIFIER: 09NDHME001
<b>5. APPLICATION INFORMATION</b>		
LEGAL NAME: Goodwill Industries of Northern New England DUNS NUMBER: 077461432	NAME AND CONTACT INFORMATION FOR PROJECT DIRECTOR OR OTHER PERSON TO BE CONTACTED ON MATTERS INVOLVING THIS APPLICATION (give area codes): NAME: Stephen Niles TELEPHONE NUMBER: (207) 400-6352 FAX NUMBER: (207) 772-0836 INTERNET E-MAIL ADDRESS: steve.niles@goodwillnne.org	
ADDRESS (give street address, city, state, zip code and county): 353 Cumberland Ave. Portland ME 04101 - 2957 County: Cumberland		
6. EMPLOYER IDENTIFICATION NUMBER (EIN): 010284340	7. TYPE OF APPLICANT: 7a. Non-Profit 7b. 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: <b>Corporation for National and Community Service</b>	
10a. CATALOG OF FEDERAL DOMESTIC ASSISTANCE NUMBER:94.006 10b. TITLE: AmeriCorps National	11.a. DESCRIPTIVE TITLE OF APPLICANT'S PROJECT: Emergency Response Corps	
12. AREAS AFFECTED BY PROJECT (List Cities, Counties, States, etc): Rural Northeastern US, including Maine , New Hampshire, and Vermont	11.b. CNCS PROGRAM INITIATIVE (IF ANY):	
13. PROPOSED PROJECT: START DATE: 10/10/11      END DATE: 10/10/12	14. CONGRESSIONAL DISTRICT OF: a.Applicant <input type="text" value="ME 001"/> b.Program <input type="text" value="ME 001"/>	
15. ESTIMATED FUNDING: Year #: <input type="text" value="3"/>	16. IS APPLICATION SUBJECT TO REVIEW BY STATE EXECUTIVE ORDER 12372 PROCESS? <input type="checkbox"/> YES. THIS PREAPPLICATION/APPLICATION WAS MADE AVAILABLE TO THE STATE EXECUTIVE ORDER 12372 PROCESS FOR REVIEW ON: DATE: <input checked="" type="checkbox"/> NO. PROGRAM IS NOT COVERED BY E.O. 12372	
a. FEDERAL                      \$ 260,000.00	17. IS THE APPLICANT DELINQUENT ON ANY FEDERAL DEBT? <input type="checkbox"/> YES if "Yes," attach an explanation. <input checked="" type="checkbox"/> NO	
b. APPLICANT                      \$ 255,195.00		
c. STATE                              \$ 0.00		
d. LOCAL                              \$ 0.00		
e. OTHER                              \$ 0.00		
f. PROGRAM INCOME              \$ 0.00		
g. TOTAL                              \$ 515,195.00		
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: Thomas Nickerson	b. TITLE: Director	c. TELEPHONE NUMBER: (207) 774-6323 240
d. SIGNATURE OF AUTHORIZED REPRESENTATIVE:		e. DATE SIGNED: 01/21/11

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### Executive Summary

The Emergency Response Corps (ERC) is a Northern New England-based AmeriCorps program that deploys AmeriCorps Members at host site fire departments and ambulance services to help them recruit and retain volunteers. As a result, these emergency units are better equipped to protect their communities. ERC Members also serve as firefighters or EMT's, ready to respond to emergency calls to their departments. When not on call, Members help increase safety awareness by developing and presenting public safety and fire prevention education for schools and organizations in the communities they serve.

### Rationale and Approach

#### COMPELLING COMMUNITY NEED

Goodwill Industries of Northern New England seeks continued Corporation funding for our National Direct AmeriCorps grant (the Emergency Response Corps) to strengthen emergency response services in rural areas of the northeastern US. The Emergency Response Corps (ERC) proposes to place a total of twenty five full time stipended AmeriCorps Members in rural fire departments and ambulance services in Maine, New Hampshire, Vermont and New York. These ERC AmeriCorps Members will help improve the volunteer recruitment and retention systems of host site departments, strengthen public safety education, and augment resources to respond to emergencies.

The Emergency Response Corps was created in 2003 and operated by the Training Resource Center (TRC) until October 2008 when TRC and Goodwill Industries of Northern New England (GINNE) merged and all former programs of TRC became programs of GINNE.

The ERC was created in response to a statewide crisis in Maine; we are losing skilled emergency response volunteers at rural fire departments and ambulance services at an alarming rate! This was validated by research conducted by TRC as part of a 2005 Planning Grant (to grow the program) from

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the Corporation for National and Community Service. This Planning Grant confirmed our thesis that most rural communities suffer the dire situation of decreased emergency response volunteers and a huge increase in volume of emergency response calls.

Many reasons have been cited for the decline in emergency response personnel, but primarily, it is increasingly stringent training requirements (150 hours for Firefighter I plus ongoing training sessions) coupled with demographic and societal changes affecting commuting distances to work and time demands that force people to make difficult choices regarding volunteerism. Our approach to resolving the shortage of volunteers was to capitalize on our significant AmeriCorps experience and apply the AmeriCorps model as a workable solution for rural communities throughout Maine.

In five years of operation, first under a state formula grant from the Maine Commission for Community Service and then operating as a National Direct, we have been successful in placing 87 AmeriCorps Members in fire and emergency response departments to help them meet their staffing shortfalls as well as stimulate volunteer recruitment and retention. Concurrently, we have found the problem much more pervasive and widespread than originally thought. Both the National Volunteer Fire Council and the National Fire Protection Agency report that the number of volunteers in the United States has declined between 10 and 12 percent from 1983 to 2000. In the same period, the number of calls firefighters receive has increased by about 90 percent, from nearly 11 million to more than 21 million.

An investigative series on fire department response time published by the Boston Globe in February 2005 revealed some interesting statistics. Citing data compiled by the National Fire Incident Reporting System for 2002, large city departments with career firefighters responded to fires within six minutes of receiving the alarm around sixty percent of the time (The National Fire Protection Association has established a six minute fire fighter response time as the industry standard.) Rural departments that

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rely primarily on volunteer firefighters responded in six minutes or less only slightly above fourteen percent of the time.

Adding to the staffing crunch is the recent enactment of a national law requiring at least four firefighters on scene before firefighters can enter a building (unless someone is trapped in the structure), which means that if too few firefighters show up, firefighters can't do their jobs. The law, as well intentioned as it might be, increases the possibility of a scenario in which three trained firefighters have little recourse, but to watch flames destroy the property they were sent to protect.

Despite attempts to address firefighter shortages, the issue remains an unresolved and perplexing problem across the country. Recent internet research using a major search engine (Google) produced 585,000 results for the entered keywords "firefighter shortage". In 2005, after two years of operation in Maine, the Emergency Response Corps decided to test the same strategies in neighboring New Hampshire and Vermont and applied for a National Direct planning grant from CNCS. In 2006 the ERC was funded as a National Direct AmeriCorps program operating in ME, NH, VT and NY.

To better understand the full scope of the problem, it will be helpful to learn the basic structure of the emergency response system in this country. The National Fire Protection Association in their March 2004 Blue Ribbon Report, "Preserving and Improving the Future of the Volunteer Fire Service", estimated that there are close to 800,000 volunteer firefighters across the United States. The majority of this nation's geographical area is protected by volunteer fire departments. Of all the fire departments in America, 73 percent are all volunteer.

In most rural communities throughout the country, we have mostly volunteer fire departments, and the number of actual volunteers is not sufficient, particularly during the period from 6 a.m. to 6 p.m. when

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most volunteer firefighters are at their regular paid jobs. Unfortunately, almost two thirds of all emergency calls come in during this same time frame.

In the departments where there are one or more paid firefighters, the need for volunteers to complete the department cannot be stressed enough. Volunteers need to be recruited among the younger members of each community, but to be of real help, they must also be trained in firefighting techniques, and certified as at least Firefighter I.

The Vermont Commission for National and Community Service Unified State Plan (June 2002) identified critical unmet needs. "Emergency and disaster preparedness" is one such need as emphasized in the following quote: "A lack of volunteers to meet existing needs was identified as a significant problem, particularly in the case of volunteer fire departments. Many Vermont communities have fire departments that are completely volunteer or have only one paid staff person. There is also no statewide volunteer infrastructure or system in place to support a volunteer center network."

In New Hampshire, the Executive Director of Volunteer NH! commented, "Ensuring NH's volunteers are properly trained and prepared for emergency response is a priority for Volunteer NH! Our colleagues in Maine have an exciting and innovative model in their Emergency Response Corps that has proven to be effective. We are certainly interested in further exploration to see if it could inspire a significant number of new volunteers to become involved with emergency preparedness in our rural communities. I think it would offer emergency service providers throughout the state another tool to address the shortage of prepared volunteers and citizens in case of disaster. It would allow immediate access to trained, committed personnel, and it would offer volunteers the opportunity to be trained and rewarded for providing desperately needed assistance to their communities."

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In Maine, the Emergency Response Corps partnered with the Maine Fire Commission to survey all fire departments in the state to assess the number of existing volunteers and the prevalence of staffing shortages. The results showed that over the past ten years there has been a decrease in volunteers for the departments, while the number of calls has increased dramatically. The results of the survey nearly paralleled the national study completed by the National Fire Protection Association cited earlier.

In New Hampshire, we sent a survey out to all Fire Departments in collaboration with our partners at the NH Division of Fire Standards and Training. Responses confirmed a significant shortage of current volunteers and a strong interest in having Emergency Response Corps AmeriCorps Members assist at local departments.

These three agencies in NH, VT, and ME are the lead agencies in the area of fire and rescue for their respective states, and provide our ERC with a validated view of the staffing problem and credible guidance in achieving realistic solutions. The staff of these agencies know the shortage of volunteers is a huge problem within the communities where they work; they are excited to have the Emergency Response Corps as another weapon in their arsenal of tools.

In working to keep abreast of current needs and trends, the ERC works closely with these lead agencies in each state to identify and prioritize local issues. Additionally current ERC staff regularly attend meetings of the Maine Fire Commission which sponsors annual surveys of all departments in Maine to focus on needs and trends.

### DESCRIPTION OF ACTIVITIES AND MEMBER ROLES:

Emergency Response Corps Members are placed at fire and rescue departments to help departments improve their systems for volunteer recruitment and retention while also providing much needed help

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with responding to emergencies. They provide immediate enhancements to department capacity since they are trained and certified individuals available to respond to emergencies during times of critical need. This is a "dispersed site" model with one or two individual Members placed at a Fire Department to be supervised on a daily basis by the Chief or a senior staff person. We have found this model to be an optimal work plan for an AmeriCorps Member in a Fire and Rescue Department in rural areas; the success of our existing program has proven this.

This model also builds on the existing efforts of the community by having the Member placed right in the fire department or ambulance service. We have found no other AmeriCorps program that is using this innovative model. This method strengthens existing systems and allows each community to customize the Member job description to fit its needs.

During a typical week, a Member accomplishes a variety of tasks to improve the department and its relationship with the community, such as:

- \* Delivering presentations at the local school regarding the importance of fire and life safety;
- \* Attending training activities that will greatly enhance the Member's professional development and allow the Member to remain credentialed, for example, Emergency Medical Technician courses, use and maintenance of safety gear such as SCBA(self contained breathing apparatus), or Fire Fighting 1 or 2 courses;
- \* Responding to local emergencies such as fires, vehicular accidents, natural disasters, and hazardous material spills;
- \* Developing methods to strengthen volunteer management systems such as preparing volunteer job descriptions for departments, organizing recognition events for volunteers, and creating new opportunities for community members to become more fully engaged with departments in any capacity.

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On a typical day, a Member may arrive at the host site Fire Department and conduct a thorough equipment check to make sure personnel and apparatus are prepared for any call they may receive that day. In some instances, this will be done in tandem with any volunteers or staff who were previously on duty and would know of any obvious issues and needs. Once the equipment check is complete, the Member may use the phone or e-mail to confirm or arrange commitments or appointments to conduct community safety education presentations. As part of their service year, Members often receive certification to teach CPR and First Aid adding yet another element to community service.

At regular intervals throughout the day and week, the Members meet with the Department Chief or appointed direct supervisor. Regular contact with the Chief or supervisor ensures that the Members' efforts within the community and at the department fit within the current structure, priorities, and identified needs. As such, exact daily routines will vary among host sites.

Most host site departments are primarily volunteer departments with one full-time paid Chief, and many volunteers or "per-diem" staff, so the impact on a volunteer department of having an AmeriCorps Member is immediate and profound. The AmeriCorps model has proven to be effective in alleviating the shortage of qualified responders in volunteer emergency response agencies in many compelling ways; first and foremost, members can help local chiefs improve their departments' volunteer recruitment and retention efforts. Such actions ensure the survival of the department, and its capacity to enhance fire safety in the community long after the AmeriCorps Members term of service has concluded. A second, but just as important current need for many communities, is the additional impact the presence of the AmeriCorps Member provides during a fire, medical emergency, or other emergency call. With many communities facing dire shortages of available fire fighters and/or rescue personnel when daytime fire or medical calls occur, the addition of one more trained fire fighter or EMT can mean the difference



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between being able to enter a burning building as required by procedural regulations or to lose valuable time waiting for additional first responders. Clearly, this has and will continue to save lives and prevent significant property loss.

Thirdly, we have found in Northern New England and New York that the AmeriCorps Member allows the departments to have a stronger presence in the community. A highly visible AmeriCorps Member will make presentations in schools and to community groups, or to local businesses to document interior layouts of buildings and create an accurate file at the department that can be taken to the fire scene. Still other Members may create a presence by conducting First Aid and CPR classes for residents, teaching snowmobile and all-terrain vehicle safety to youth, or hosting familiarization tours of the fire department for youth or school groups. It is highly likely, given the workload of understaffed departments, that these activities would not be completed if it were not for the assistance of an enthusiastic and effective Emergency Response Corps AmeriCorps Member.

Members currently serve in Maine, New Hampshire, Vermont and upstate New York. In addition to the departments that currently participate as host sites, ERC staff have met with other officials in these states who have expressed great interest in the program. We continually work to seek out new partnerships and potential host site departments throughout these states. Although Members are supervised on a daily basis by the local Chief or designated supervisor, Members also submit weekly timesheets to ERC program staff, receive site visits from ERC staff, attend both ERC trainings and other trainings offered by their host sites. They submit detailed Member reports of activities through our newly developed online management system. Direct ERC staff assume the responsibility for these records.

Current ERC Members were recruited primarily from within their own communities. Most Members recruited to date were already certified as either Fire Fighter I (FFI) or Emergency Medical Technician,

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Basic (EMT-B) when they joined the program. Others received their certification or licensure during their service. Typically, a chief worked with the town council or board of selectmen to obtain approval to add an Emergency Response Corps AmeriCorps Member to their force. The host site department then made an announcement that there was a new opportunity to help the department expand its services through this new AmeriCorps position. They then worked with us to select the best candidate from the pool of applicants. Applicants are excited for the opportunity to become a full time emergency responder in a rural area where those opportunities are limited.

Once the candidates have been selected, they undergo a thorough background check and pre-service orientation. The orientation outlines such things as prohibited activities, roles and responsibilities of the members, History of AmeriCorps and National Service, use of the Ed Award, and AmeriCorps Member discipline policies to ensure compliance with Corporation regulations. Site supervisors (typically the Chief) also receive a thorough orientation that prepares them to receive and supervise the members effectively throughout the service year.

Training on site-specific policies and protocol directly related to their daily tasks are highly technical but familiar to most Emergency Response Corps Members, since the majority are recruited with current certification as either EMT-B or FF1. All Members receive significant training on best practices of volunteer management and have opportunities to advance their technical qualifications such as becoming certified as a CPR and First Aid instructor. These programs will become available and customized depending on local needs of the department and the community. During pre-service orientations, Members are polled on the types of training they would like to explore in order to be most effective in their new assignments. This list helps inform the decision making process regarding the professional development trainings to be provided for the year.

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The ERC's design incorporates 5 MSY's (Member Service Years= Full Time Equivalent) of Education Award Only Members. This is the result of existing commitments to innovative programs in Maine and Vermont that are engaging youth volunteers in Fire and Rescue training programs. These Education Awards give young volunteers an additional incentive to commit to a minimum of 300 hours before their term ends. These 5 MSY's represent 25 minimum time education awards (\$1,000/award). These partnerships continue with the Southern Maine Community College's Fire Science program and Fire Science program at the Vermont Technical College in Randolph, Vermont.

### MEASURABLE OUTPUTS AND OUTCOMES

The Emergency Response Corps is focused on increasing the capacity of our partnering emergency response departments to respond to emergency response calls. We accomplish this by enhancing volunteer recruitment and retention methods, and thereby increasing the number of volunteers available to respond to an emergency in their community. The Emergency Response Corps measures "increased capacity to respond to emergencies" using the following indicators: decreased response time; increased volunteers on scene; increased number of full or part time volunteers, and; increased or enhanced volunteer management systems. The ERC has contracted with an independent, professional evaluator, Glenwood Research, who works with us to develop an assessment that effectively measures these indicators. This Performance Measure is an End Outcome.

The Output Performance Measure will count the number of Chiefs and AmeriCorps Members who receive training in volunteer management best practices. The Intermediate Outcome will be to measure the increased understanding/awareness of volunteer management principles by the staff and AmeriCorps Members at each host site department.

### PLAN FOR SELF-ASSESSMENT AND IMPROVEMENT

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Collection of data on program activities will occur through the completion of reports submitted to the Program Director by each host site as well as periodic interviews of Members and site supervisors.

Evaluation training and technical assistance to sites will be provided through initial orientation meetings for both hosts and Members. The Emergency Response Corps will measure its impact on the community through collection of data from site reports, review of evaluations from volunteers and supervisors, and review of feedback from host site staff.

The Emergency Response Corps reports, direct communication with sites and members, and site visits provide an effective system to:

- \* monitor progress by requiring sites to submit data pertaining to meeting objectives;
  - \* ascertain technical needs by requiring Members to define training needs;
  - \* Monitor impact by compiling reports to track progress of program; and
  - \* provide feedback from stakeholders by including a question on the report, asking site supervisors and Members for suggestions on how to improve the Emergency Response Corps.
- \* Using well-defined, realistic, and measurable objectives, the director, staff, participants, and Members, will evaluate the degree to which objectives are met. This evaluation and self-assessment will occur on an on-going basis, but will be formalized and documented. An independent evaluator has been retained to review the reports from each of the parties mentioned above, and report the findings. This report has become a part of the program documentation, as well as the actions that will be taken as suggested by all participants to remedy difficulties, increase program effectiveness, and improve delivery. The results of these evaluations provide the necessary input for program changes and improvements within the funding year, as well as for the future applications.

## COMMUNITY INVOLVEMENT

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Since its inception, the ERC has grown to engage the cooperation of the most respected Fire and Rescue focused organizations in Northern New England. The direct result of our involvement is that ERC is continuously informed of most of the current issues and needs of the Fire Service and the Emergency Medical Services, while building the reputation of the ERC as a critical partner in helping address the needs of rural emergency volunteer departments. The ERC partnered with the Maine Fire Commission to conduct a sweeping survey of all departments in Maine to determine the extent of the problem in increasing the number and quality of volunteer emergency responders. The timely and accurate information gathered through this survey was invaluable in helping program designers define the potential role to be played by the ERC in addressing this issue.

The NH Division of Fire Standards and Training in New Hampshire and the Division of Fire Safety in Vermont have become our close and valued partners in these endeavors. Both of these agencies are highly regarded and lead their respective states efforts in fire and life safety. ERC's continued relationships with these agencies will provide ERC with stakeholder feedback and oversight throughout the three year program period. These agencies enhance member training and also help provide outreach to local departments on the opportunity to host an AmeriCorps member. Community involvement is the cornerstone of the Emergency Response Corps. Each Member is placed at a Fire or Rescue department that is the foundation of that community's well-being. Each host site is provided multiple opportunities during quarterly reports, program site visits, and Member mid- and end-of-term evaluations to comment on overall program operations and effectiveness.

### RELATIONSHIP TO OTHER NATIONAL AND COMMUNITY SERVICE PROGRAMS

This multi-state Emergency Response Corps is fully supported by the Commissions in all four states we are proposing to operate in. In fact, Commission staff from Maine, New Hampshire and Vermont were extremely crucial in the planning process. Through our early work with the Executive Directors of

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Vermont and New Hampshire commissions, respectively, we established their support ( Former E.D. Susie Hudson in VT and E.D. Tim Dupre in NH),. In New Hampshire, Emergency Response Corps Members have been invited to attend any Commission funded trainings and gatherings offered to other New Hampshire based AmeriCorps Members. Additionally, the ERC has initiated and participated in discussion with the NHCitizen Corps Council with the thought that future ERC Members could help local Citizen Corps groups create Fire Corps programs or assist with CERT teams.

In Maine, the existing Emergency Response Corps has a great track record of working with the larger National and Community Service Community. In the past the Emergency Response Corps has taken a lead role in the Maine Commission for Community Service's "Operation Keep ME Warm" initiative, which is unfortunately no longer. Through this effort volunteers winterize thousands of homes of low-income seniors, thereby increasing the chance they will stay warm in the winter, and reduce the amount of their fixed incomes that they must spend on heat. The Emergency Response Corps staff and Members served in a leadership role in this project in Franklin County working closely with Commission Staff and RSVP staff.

The Emergency Response Corps has a presence at all statewide AmeriCorps events in Maine. This gives Members an opportunity to feel like part of the much larger National Service community and to learn about the other AmeriCorps programs operating in Maine. The Emergency Response Corps regularly partners with the Community Resource Corps AmeriCorps program (also operated by TRC) for its trainings and service days. ERC staff also actively participate in monthly forums that gather Corporation-funded program staff together.

POTENTIAL FOR REPLICATION

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The potential to replicate ERC is aided immeasurably by the strong sense of brotherhood that exists within the firefighting and EMS communities. We continue to utilize this closeness by spreading the word among national advocacy groups, in newsletters, on the internet, and through word of mouth. A description of the ERC model as well as data collected as part of our self-assessment will be provided to the New England Association of Fire Chiefs for distribution throughout the New England States. We would also share this information with the National Volunteer Fire Council and the National Fire Protection Agency and other appropriate agencies. The ERC has also created a state of the art website that will have all relevant program documents available for communities or states that want to emulate/replicate the ERC. The need for replication is also increasing due to the continued drastic shortage in emergency response volunteers.

### **Organizational Capability**

The Training Resource Center (TRC) was the former AmeriCorps grantee for the Emergency Response Corps. On October 1, 2008, a merger of TRC and Goodwill Industries of Northern New England (GINNE) was formalized. GINNE is a multifaceted nonprofit charitable organization incorporated in the State of Maine. The agency was founded in 1933 to meet the needs of Maine's disadvantaged citizens. Since then Goodwill has expanded human service delivery throughout Northern New England. Under terms of the merger agreement, TRC's programs and staff have become part of the GINNE team. All of TRC's AmeriCorps staff remain intact within GINNE and will continue day to day operation of our AmeriCorps services as they have in the past. The combined organization now has 1,300 staff and an annual budget approaching \$50 million.

The existing AmeriCorps staff of the Emergency Response Corps has the ability to provide SOUND PROGRAMMATIC AND FISCAL OVERSIGHT as evidenced by operating an extremely successful program for the past 5 years. The staff is highly knowledgeable of AmeriCorps regulations and provisions and ensures that sites and members work within these rulings through training and technical

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assistance in member supervision and in-kind reporting by sites.

The new agency has WELL DEFINED ROLES FOR THE BOARD, ADMINISTRATORS AND STAFF. Overall administration includes highly developed support services such as our Human Resources Department, Financial Services Division, QUALITY ASSURANCE UNIT, and Staff Development Program. Administrative support and supervision will be provided to the project in such areas as recruitment, staff training, benefit administration, travel reimbursement, fiscal reporting, and payroll. With 1300 employees and an annual budget approaching \$50 million dollars, Goodwill will have no financial or administrative difficulties in providing administrative oversight. GINNE has a full IT Department and internal marketing / printing, etc. capabilities.

GINNE is governed by a volunteer Board of Directors that meets monthly to provide oversight and guidance on financial, legal and program initiatives. The Board's committees meet on specific initiatives. Board members participate in special events, program openings, planning retreats, etc. The agency's senior management team includes the Executive Director, Human Services Director, Commercial Services Director, Community Development/Public Relations Director, Chief Financial Officer and Employee Resources Director, and the newly created Workforce Solutions Division headed by TRC's former Executive Director. This division will assume oversight of agency AmeriCorps programs.

The Emergency Response Corps and GINNE as a whole are extremely PROFICIENT AT PROVIDING AND/OR SECURING TECHNICAL ASSISTANCE when needed. GINNE has a large training operation that helps individual staff gain skills as needed. The ERC staff is well versed in utilizing the Corporation for National Service technical assistance providers. For example we have recently contracted with Kris Tecce, a former technical assistance provider for the Corporation, who is now consulting on her own. She previously worked for Walker and Company in the area of Financial Management training for



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Corporation funded programs. Additionally, she has significant experience helping organizations merge. She helped GINNE finance staff understand Corporation requirements while helping all staff navigate through the remaining aspects of our merger.

With a collective twenty-two years of AmeriCorps experience, the ERC staff is well aware of the many resources in the Corporation world. The Programs Director Stephen Niles has served as a presenter at Corporation organized national training events. He has professional relationships with trainers, program staff, corporation staff, and commission staff from all over the country, covering the full range of program specialties. Cole Thompson has a Masters Degree in Guidance and Counseling with 37 years of professional experience providing vocational training to adults and youth. He has extensive experience conducting on-site compliance monitoring, and was the EEO/Grievance Officer and ADA Coordinator for TRC. Billye Senecal has served as the ERC Program Manager since the program's inception. She brings to the table her expertise in the field of emergency response and disaster preparedness, having a lifelong affiliation with both the fire service and the emergency medical services. Billye has the unique perspective of being a working member of her local fire department and is a licensed Emergency Medical Technician in the state of Maine, giving her excellent insight into the needs of both our host sites and Members. In recent years Billye and Steve have also earned their international certification as a Certified Volunteer Administrators. Steve, Cole and Billye have more than 35 years of volunteer and administrative experience among them.

The purpose of the merger between Goodwill and the Training Resource Center was strategic. The strength of this alliance has already been proven when the new GINNE won a competitive contract from the Maine Dept. of Health and Human Services this past summer. For the first time, GINNE can deliver a comprehensive training and job placement program for low income individuals aged 55 and over. With program design assistance from TRC staff, GINNE was awarded a competitive contract to operate

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Maine's Senior Community Service Employment Program (SCSEP) with participants in all of the state's sixteen counties. GINNE is truly a LEADER within the community, providing state-wide employment and social services.

Our penetration throughout the state through SCSEP and our trademark retail stores (nineteen in eight Maine counties) provides us with an unmatched knowledge of local conditions, access to supporters who represent a wide range of COMMUNITY STAKEHOLDERS and a connection to the non profit sector that is critical to the past and future success of the Emergency Response Corps.

Last year, Goodwill provided significant support to more than 2000 disadvantaged citizens, ranging in age from 15 to 75. Goodwill services are nationally accredited by CARF, the Accreditation Commission and licensed by the State of Maine Department of Health and Human Services. In April 2007 CARF completed its accreditation survey of many of Goodwill's programs. The result was a three year accreditation and numerous commendations.

In the Community Outcome section you have read how extensive our work is in engaging volunteers to EXPAND OUR ORGANIZATION'S CAPACITY. It is the basis for how our program operates and how we measure our effectiveness.

As an existing grantee, the Emergency Response Corps has been consistently successful in securing its promised match amounts. Matches for the ERC come from the diverse organizations where we place members. For this reason our match projection is extremely stable. We receive both cash and in-kind donations from our partners.

The Emergency Response Corps receives COMMUNITY SUPPORT in the form of the volunteers

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recruited by our AmeriCorps members. The number of volunteers continues to grow and we project that we will sustain this success for the coming year. All volunteers recruited by ERC members assist our host site partners and the community organizations and local citizens our members serve daily. These organizations have a CLEARLY DEFINED ROLE in our program by hosting AmeriCorps members to help address community and regional needs. In addition to our host sites, we have also partnered with numerous individuals and agencies to provide training and technical support to our program.

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### Cost Effectiveness and Budget Adequacy

#### COST EFFECTIVENESS

In five years of operation as an AmeriCorps program, the Emergency Response Corps has always been cost effective. For program year 2009-2010 the ERC is proposing to LOWER THE COST PER MSY to \$12,500 in federal funds. In considering the cost effectiveness of our program we would have you also consider that even though we are already cost efficient we are also serving RURAL STATES with a poverty rate above the national average including Maine with the 36th lowest annual incomes in the country. The Emergency Response Corps provides much needed federal assistance to allow communities to help themselves.

Concurrent to our ability to reduce federal cost per MSY, ERC management has also implemented measures to improve the percentages of federal funds invested in comparison to local support (cash) matches. During the first three years of the ERC's operation, we used approximately a 60% federal share and 40% local share to operate our program. But over the past year, (and we expect the same to hold true for this year) we only required a 50% Federal Share of costs and 50% local share. This demonstrates a strong commitment from local agencies to support ERC activities and to create and

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support a positive placement experience for the AmeriCorps member. Our proposed percentage for this grant cycle will continue to be 50% local share. We expect as we have in past grant cycles that our level of match will increase over the three year grant.

The Emergency Response Corps' program design requires a high degree of financial support from each of our host sites. In this way the ERC has more than twelve unique funding sources that provide the local share of the cash and in-kind support required to run our program.

We have designed and IMPLEMENTED MANY UNIQUE SYSTEMS IN ORDER TO CREATE A COST EFFECTIVE AND SUCCESSFUL PROGRAM. For example, in the 07-08 program year we debuted a new Online Program Management System. Emergency Response Corps staff worked with a Web Developer to design this custom system for our exact program needs. This web-based database allows newly recruited AmeriCorps members to get a username and password for secure access to the system. First, the member completes many of the required AmeriCorps enrollment forms online. Some hard copies are still required. This allows staff to significantly reduce the amount of keystroke data entry time required by previous databases. After completing enrollment paperwork, members and site supervisors document member hours, member accomplishments and in-kind donations. Accuracy and security are insured through a process that requires AmeriCorps members, Site Supervisors and ERC staff to all electronically sign and verify the information. This system has resulted in a huge increase in program management efficiency by allowing staff to utilize their time for functions that provide greater growth opportunities for ERC members and their host sites. For a fuller description of this new web based system please refer to the Member Outcomes section.

### INCREASED IMPACT

During its existence, the Emergency Response Corps has always been a good steward of Federal

## Narratives

resources. Since its inception, the ERC has increased its performance measure objectives during each year. THE ERC IMPACT IS ALSO LONG LASTING AND SPREAD AMONG MANY COMMUNITY AGENCIES. The ERC increases its impact by holding a new Request For Proposal process for Host Sites each year. The ERC always brings on new Host Sites and therefore expands its impact to new agencies. Since a primary objective of the ERC is to increase the capacity of its host site partners the ERC by its design is multiplying its impact in the community by having AmeriCorps members recruit additional volunteers to serve at their host site department or agency.

### BUDGET ADEQUACY

The Emergency Response Corps has been in operation for five years. During that time we have developed DYNAMIC AND EFFECTIVE SYSTEMS for operating our program across a wide geographic area. We are not proposing any significant changes to program design or budget. We have been effective in exceeding performance goals by operating a program with high rates of recruitment and retention under this scenario.

The merger of Goodwill Industries of Northern New England and the Training Resource Center became official on October 1, 2008. All of TRC's AmeriCorps staff are now fully integrated under the Goodwill umbrella. Goodwill management, with the full support of the Board of Directors, is committed to continuing the AmeriCorps initiatives. Where TRC was a small organization of about thirty staff and a budget of \$4 million, the new Goodwill budget is approaching \$50 million with a staff of 1,300 in Maine, New Hampshire and Vermont. We now have the power of economy of scale to maximize return on investment. Whether purchasing goods and services such as insurance or other supplies necessary to operate our programs, we can do so by reducing unit costs. One example is in Goodwill's robust training division, which offers nearly fifty professional development courses throughout the year from Portland and Augusta. The courses include topics in program specific required training for human services, direct

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support professional modules, personal and professional development electives, supervisory and management training and health and safety training. All of these courses will be available to the ERC.

\*

### Evaluation Summary or Plan

#### EVALUATION PLAN

The project evaluation is designed to support continuous improvement activities through (1) the systematic collection of program process and fidelity information; (2) the collection of outcome data to assess program impacts on community and Members; (3) continuous feedback of information to project staff, Members, and to participating partner organizations; and, (4) opportunities for Member engagement in the evaluation process - reflection on the data, and opportunities to use the evaluation data to recommend modifications to strategies and activities.

To strengthen the objectivity of the evaluation, we will utilize the services of an experienced outside, independent evaluation firm. Glenwood Research was selected to provide these services.

In addition to our regular input using the AmeriCorps WBRS system, the evaluation plan has been designed to accomplish two primary objectives:

1. To support our continuous improvement efforts by providing us with timely information on program operations we can then use to make adjustments to our programming where warranted. In addition, the continuous improvement effort will monitor changes to the program to inform us of their impact on our goals and objectives.
2. To address the three key elements for all AmeriCorps programs, namely:

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Element One - Observation (measures) of changes in the capacity of our partners (service sites) attributable to the Emergency Response Corps (ERC) efforts.

Element Two - The change in the community level of need or type of need as a result of the program. The community need being addressed can be stated as: With decreasing numbers of individuals willing to volunteer for Emergency Services agencies at a time when these organizations are seeking increased numbers of volunteers, there is a need for the provision of volunteer management assistance to improve organizational recruitment, retention and ongoing levels of satisfaction among their volunteer cadres.

Element Three - Impact on AmeriCorps Members.

The project will assess the impact on three key elements of Member service, namely:

1. Growth / strengthening of their host site-specific skills
2. Growth / strengthening of their host site-specific subject area knowledge
3. Strengthening of their ethic of service

### EVALUATION SUMMARY:

(Quotes from "Outcome/Impact Evaluation of Emergency Response Corps" by Glenwood Research)

1. Was /The ERC successful in improving on host site management systems tasks?

Overall, host sites scored the ERC a 3.43 out of 5 for its contribution to improvements in site management systems tasks; indicating host sites perceived the ERC to have made a positive contribution to improved management systems tasks improvements.

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The largest percentage of respondents (43%) rated the ERC a 4 out of 5 for an overall contribution score.

Highest scores were awarded for ERC positive impacts on host site's ability to:

- a. Collect information on volunteer numbers and hours
- b. Effectively communicate with volunteers
- c. Sponsor activities that recognize and thank volunteers
- d. Develop and adopt written policies and procedures for volunteers
- e. Provide training and professional development opportunities for volunteers

2. What impact did ERC have on host site response times, numbers of responders, volunteer recruitment and management?

Host site supervisors reported that the ERC was able to positively impact these three key issues.

\* 71% of respondents reported their average emergency response times decreased

\* 86% of respondents reported the average number of volunteers / responders out on scene (at an emergency call) increased

\* 57% of respondents reported the number of full and/or part time volunteers increased

### Amendment Justification

n/a

### Clarification Summary



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### ERC Clarification Narrative 2011-2012

#### Budget Clarification Items:

All of the budget clarification items that were requested to be put in the budget narrative have been entered. The remaining narrative budget items follow:

\*Staff Mileage. The 15,000 miles requested are based off of last year's actual figures. The closest Emergency Response Corps host site is almost 100 miles from the ERC Manager's office and some of her sites are 250 miles from her office- so a site visit can require 500 miles round trip. She usually goes twice a year to the 12 sites -- 2 visits x 12 sites x 300 average miles = 7200 miles. Additionally Goodwill's main office is around 100 miles from the ERC manager's office- so a trip three times a month to our office is 200 miles x 36 trips equals another 7200 miles per year. This brings it to 14,400 miles. The remaining 600 miles will likely be used by the ERC manager travelling to member trainings.

\*Staff Training. The \$500 listed in the staff training line is used for professional development of the ERC program staff. For example the ERC Program manager was trained as a First Aid and CPR Trainer so that she can lead CPR and First Aid Trainings. ERC Program Staff may also use these funds to attend professional development trainings offered by Goodwill's Training Academy. Some examples include "Leading Your Team Through Change", "Effective Hiring and Firing Practices", and many more.

#### Programmatic Clarification Items:

\*Need for an Emergency Response Corps AmeriCorps member at the new site location of Town of

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Islesford. In their Application to have an Emergency Response Corps AmeriCorps member the Town of Islesford identified the following needs as justifying placement for an ERC member.

"Our Fire and Emergency Services teams are inadequate at this time and we will all be working with the Member to recruit and train new members (volunteer emergency responders) and also to put in place a reasonable plan for the future..... Cranberry Isles Rescue (part of the Town of Islesford) is a new service within the past two years and is part of the Islesford Volunteer Fire Department. We have equipment and radios but there is no formal membership ..... The AmeriCorps Member would help to organize the membership. Recruiting new members and establishing positions within the service would also be key. The major focus, will be recruitment, training and retention of people. .... Currently, the community has little or no EMS support from November through May. Our Fire Department is understaffed and not training regularly. People in the community readily acknowledge that these services need to be improved. This has been expressed over and over at our monthly Selectmen's Meeting."

\*Supervision plan for Education Award Only Members. The supervision plan for education award only members is similar to that for stipended members, but we do not include them in our budget narrative. Each Ed Award only member has a designated Site Supervisor at the host site. The site supervisor oversees their daily service activities and verifies the members' hours by reviewing and approving timesheets.

\*Orientation plan for Education Award Only Members. All Education Award Only members are required to participate in an AmeriCorps member Orientation. This is usually done in the form of a webinar that is used for all Members. Occasionally an Education Award Only member will come in to our office and go through the same power point presentation that is used in the webinar Orientation.

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This Orientation Presentation includes a description of AmeriCorps Prohibited Activities, History of National Service, Background on the ERC and Goodwill of NNE, required reporting requirements and program policies (including grievance procedure, and drug free workplace).

\*Proposed slot structure and plan for full enrollment. For the 2011-12 program year the ERC is proposing to continue to have 16 full time stipended members but shifting its Education Award Only slot structure to more effectively meet the demand from our partners for larger Education Award Only positions. Our proposed Education Award Only structure is six 900 hour EAO slots and four 450 hour EAO slots. This mimicks the success we have had this year in filling the 900 hour slots with placements through Southern Maine Community College's "Live In" program for Fire Science students. These EAO Members make a significant commitment to respond to Emergencies at local volunteer departments in exchange for being able to live at the fire station while attending the Fire Science program.

### Continuation Changes

2010-2011 Continuation changes with updates on 2010-2011 program

### ENROLLMENT:

Egrants shows that the ERC enrolled 20.47 MSYs of members (taking the Enrollment Rate Report and calculating the MSY value for each filled slot and adding it up). This is a 101% enrollment rate if calculated using MSYs. The Enrollment Rate report uses a calculation based on comparing original slot configuration to filled slots and this skews the numbers since we converted the program's minimum time education award only slots to longer term education award only slots. Yet the Enrollment rate report simply shows that we never filled the minimum time slots.

A few of the program's selected host sites experienced some challenges in filling their positions. In

## Narratives

September and early October 2010, the program successfully filled the remaining 2009 1700-hr slots. ERC experienced some difficulty in filling the program's EAO positions for the 09-10 term on time. Staff have been working diligently to improve the program's speed at filling the program's EAO positions for the coming year, by more actively communicating with the program's college-level partners as well as regularly attending meetings with partners of the college fire science and EMS programs to identify good potential EAO applicants. The ERC also over-approved site applications for the current term in an effort to fill all of the program's positions as early as possible. All selected host sites were notified of this approach and were told that once all of the available positions were filled, the remaining sites would no longer need to be recruiting. Adding this competitive element seems to have helped in that regard. At this time the ERC is on target to fill all of the program's positions for 2010-2011.

### RETENTION

In general, the ERC had an excellent retention rate (92.6% as reported in the current ERC APR). As it is common among other AmeriCorps programs, the ERC experienced some loss of members over the last grant year. One member was terminated from his position due to some behavior issues that the sites felt were detrimental to their integrity in the community and among their other volunteers. Another member chose to leave her term of service at her site due to undisclosed personal reasons that she stated needed to take priority over her commitment to serve in the program.

The ERC will continue with the program's efforts at successful retention of members by maintaining the program's best practices in good site and member orientations, excellent communication, site visits and continued professional development of members. Through the program's efforts toward continuous improvement, we have also implemented weekly reporting of progress toward performance measures, as

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well as a monthly conference call for both members and site supervisors to help us gauge the members' involvement and satisfaction with their sites and their service in general. These calls previously took place bi-monthly, but we have discovered it creates a greater sense of "team" to have all supervisors and members communicating in an open forum on a more frequent basis.

Although the program experienced some obstacles and challenges during the grant year in regard to the program's enrollment and retention, ERC staff feel the grant year was a success. The program is confident that these challenges are universal to all AmeriCorps programs in any given grant year. The ERC program staff are pleased that the program was able to recruit and retain the majority of the program's members successfully.

### Multi-State Communication with Commissions:

At the beginning of this grant cycle the ERC communicated with all three state Commissions regarding the activity and placement of members in each state (Maine, New Hampshire and Vermont). The ERC program manager was invited and regularly participated in conference calls with the VT Commission and other VT AmeriCorps programs. Both New Hampshire and Vermont have recently experienced turn-over in their respective Executive Director roles. ERC staff will be closely communicating with those offices to become familiar with the new Directors of those Commissions. Goodwill's AmeriCorps staff regularly attends the Maine Commission for Community Service's (MCCS) monthly board meetings and monthly AmeriCorps staff council meetings to keep clear communications with the MCCS.

The only changes to the Emergency Response Corps for year 2 and 3 will be slight changes in host site

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departments and the placement of an ERC AmeriCorps member in the program's Program Office to help strengthen the program's efforts to improve implementation of volunteer recruitment and retention best practices at host site departments and to improve communication amongst AmeriCorps members and host site departments.

The sites for the 2010-2011 program year are as follows:

\* indicates new site as of October 2010

Bennington Rescue Squad, Bennington, VT

\*Town of Islesford Fire and EMS, Islesford, ME

Farmington Fire Department, Farmington, NH

LifeFlight of Maine, Camden, ME

Ludlow Ambulance, Ludlow, VT

Milford Fire Department, Milford, ME

NorthStar EMS, Farmington, ME

Raymond Fire Rescue, Raymond, ME

American Red Cross of VT and NH Valley, Burlington and Rutland, VT

Searsport Ambulance, Searsport, ME

St. George Volunteer Fire and Ambulance Association, Tenants Harbor, ME

\*Goodwill Industries of NNE/Emergency Response Corps

The ERC continues with its partnership with the American Red Cross in VT and NH. It is the program's

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intent to explore expanding that partnership into Maine as well in order to increase our efforts toward disaster response and preparedness in Northern New England communities.

The ERC is implementing a new volunteer coordinator position among its AmeriCorps positions. This position benefits the whole ERC by improving communication and increasing host site department's implementation of volunteer recruitment and retention best practices. In this manner the volunteer coordinator position benefits all of the program's sites and moves the whole program forward toward meeting its goals of increasing volunteer engagement in emergency response. This position will be collaborating with the other ERC AmeriCorps members to ensure successful outreach projects, and successful volunteer recruitment and retention efforts as well as helping to create an increase in public awareness of the need for additional emergency and disaster response volunteers.

### 2009-2010 Continuation Changes

#### Enrollment

The ERC calculated that we enrolled 100% of our total awarded slots for the last full grant year. However, once our GPR was submitted and reviewed, correspondence from our Program Officer, Ruth Lampi indicated that there was a potential discrepancy in our calculation. In September and early October 2009, the program specifically focused on filling the remaining slots and thought it had done so. At this time we are conducting a thorough review of our enrollment and will notify our Program Officer of these findings by February 5th, 2010, as requested in the response to our GPR. Our plan for improvement is to have all Ed Award Only members recruited by June 1, 2010 and all of them enrolled by June 30.

## Narratives

For the 2009-2010 Program Year we have already enrolled 12 of our 16 Full time stipend members. An additional 3 full time stipended members have been recruited and are currently completing their enrollment forms to begin their terms of service by mid February. The remaining full time stipended member will likely be converted into two 900 hour slots due to a request by a current host site for a 900 hour stipended member. We have recruited two 900 hour Ed Award only members who will be starting upon completion of their enrollment paperwork. The remaining ed award only members are being recruited through our current host sites for full time members and our partnership with Southern Maine Community College's Fire Science Program.

### Retention

In general, the ERC had an excellent retention rate. As with most AmeriCorps programs, the ERC has experienced some loss of members over the period of the last grant year. One member chose to leave his term of service at his site due to financial reasons and academic struggles that he felt needed to take priority over his commitment to serve in the program. He stated in his resignation that the he was being forced to focus more on his college classes as his grades were suffering. He also stated that he needed to help more with his family's business in order for them to continue successfully. Another member left because he was unable to resolve some ongoing issues between himself and his site supervisor. After intervention by ERC Program Manager, Billye Senecal; including multiple conversations with both parties and informal mediation the member and site decided it was best if the member resign. Another member was terminated from his Americorps position by his site. This member was terminated from the program for theft from the site. An investigation revealed that he had attempted to sell the site's property to a third party.

The ERC will continue with our efforts at successful retention of members by maintaining our best



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practices in good site and member orientations, excellent communication, site visits and continued professional development of members. We have also implemented a monthly report, as well as a bimonthly conference call for both members and site supervisors to help us gauge our members' involvement and satisfaction with their sites and service in general.

Although we experienced some obstacles and challenges during the grant year in regard to our enrollment and retention, we feel the grant year was a success overall. We are confident that these challenges are universal to all AmeriCorps programs in any given grant year. We are pleased that we were able to recruit and retain the majority of our members successfully.

Describe the manner and extent to which you consulted with the State Commission in the states in which you plan to operate.

As a Maine Commission for Community Service Formula Funded Program the ERC established a very good working relationship with the Maine Commission for Community Service. We continue to foster a good relationship with the M CCS staff and look forward to continuing a healthy working relationship with them in the future. They also continue to support our endeavors in Maine. In 2005 As we were planning an expansion into the states of New Hampshire and Vermont, ERC staff made several trips and had regular correspondence with staff of both Commissions. Executive Directors of both the NH and VT Commissions came to Maine to participate in ERC planning meetings in an encouraging show of support of the program's work. We received enthusiastic response from both the VT and NH commissions in regard to bringing our program to their states. There have been changes in staffing at the VT Commission on National and Community Service since our planning grant phase, so ERC staff has established a good communication with the new staff there. We have been able to become a part of the Commission Program Directors group in VT and are regularly participating in their monthly

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conference calls with the Commission. We have also continued our good relations with Volunteer NH! They continue to be excited about ERC members serving in their state and will extend training opportunities and other opportunities for participation with other NH AmeriCorps members in various capacities. Most recently ERC Program Director Billye Senecal attended the Tri-State Conference where staff from all three state's Commissions were in attendance. Billye networked with staff from each state and discussed current activities and plans for the future. We are very pleased with our relationships with all of the Commissions and we are excited to be working with them.

Response to Clarification requests:

Personel Changes: As our AmeriCorps programs at Goodwill Industries of Northern New England have matured our staffing structure has evolved. Our overall staffing expense has only grown a little - but has been spread out to include one more staff person. This additional staff person is Joely Ross who has taken on an increased role in operating all the AmeriCorps programs at Goodwill of NNE. She plays a key role in keeping member management systems working smoothly.

Increase in cost per MSY: The increase in cost per MSY on the Federal Share almost covers the required increase in member costs. Yet the ERC is becoming more effectual as it matures. This year the ERC moved to a training method that maximizes member benefits per dollar spent and member time spent. Instead of organizing one day member training events where members had to travel a long distance for 6 to 8 hours of training, member trainnigs now last 2 to three days and thereby reduce the amount of travel time per training hour and also the amount of member travel reimbursement per training hour. The budget is still the same but the training value has increased.

## **Narratives**

Performance Measures for Ed Award Only members: The ERC will begin requiring monthly activity reports from Ed Award Only members that document accomplishment of ERC performance measures. This will ensure a higher level of control and knowledge of what the EAO members are doing.

Number of Members: The number of members in the 2010-2011 program year will be 16 full time stipended, 4 Half time ed award only and 8 quarter time ed award only for a total of 28 members. The numbers in the budget have been corrected to reflect this reality.

## Performance Measures

### SAA Characteristics

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

### Priority Areas

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

Grand Total of all MSYs entered for all Priority Areas 0

### Service Categories

Safety/Fire Prevention/Accident Prevention Primary  Secondary

### Increase Capacity of Emergency Response Agencies

**Service Category:** Safety/Fire Prevention/Accident Prevention

**Measure Category:** Strengthening Communities

### Strategy to Achieve Results

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

16 MSYs of stipended Emergency Response Corps Members will be placed at fire and rescue departments to help departments improve their systems for volunteer recruitment and retention while also providing needed help responding to emergencies. By helping to strengthen the volunteer recruitment and retention systems at host site departments, each Member will sustain and reinforce their local fire departments. They will provide immediate enhancements to department capacity since they will be a trained and certified individual available to respond to emergencies during times of critical need.

This is a 'dispersed site' model with one or two individual Members being placed at a Fire Department to be supervised on a daily basis by the Chief or a senior staff person. We have found this model to be an optimal work plan for an AmeriCorps Member in a Fire and Rescue Department in rural areas. The

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

success of our existing program in Maine has proven this.

The ERC program will provide training to Host Site Chiefs and staff on improving volunteer recruitment and retention systems. The trained Chiefs, staff and Members will help implement these new and improved practices in volunteer recruitment and retention- while also sharing this new knowledge back at the department.

ERC Members will develop methods to strengthen volunteer management systems such as preparing volunteer job descriptions for departments, organize recognition events for volunteers, and create new opportunities for community members to become more fully engaged with departments in any capacity.

Members will also:

- Attend training activities that will allow them to remain credentialed;
- Respond to local emergencies such as fires, vehicular accidents, natural disasters, and hazardous material spills;
- Continue to work to make each department a more dynamic and successful department that can draw more volunteers and increase the amount of valuable services provided by the department.

**Results**

**Result: End Outcome**

The Emergency Response Corps and its Members will create an increased understanding/ awareness of volunteer management principles at participating fire and ambulance departments

Indicator: Strengthened volunteer management and retention at ERC host sites.

Target: Target: 90% (~10 sites) of the ERC's 12 host site departments will have increased capabilities with regard to volunteer management and retention. The evaluation will show a two point increase on a scale of 1 to 10.

Target Value: 90%

Instruments: This will be determined through an end of program survey of host site departments that asks the question "Did the ERC strengthen your capabilities with regard to volunteer management and retention?"

PM Statement: 90% (~10 sites) of the 12 fire and ambulance departments that host an AmeriCorps Member will have increased capabilities regarding volunteer management and retention as reported in an end of program host site survey.

Prev. Yrs. Data

**Result: Intermediate Outcome**

Fire or ambulance departments hosting an AmeriCorps Member will have an increased capacity to respond to emergency calls.

Indicator: Increased capacity to respond to emergencies by ERC Host Sites.

Target: 90% of fire and ambulance departments that host a stipended Member (out of approximately 12) will increase their capacity to respond to calls by the end of the program year.

Target Value: 90%

Instruments: Increased capacity to respond will be measured using a variety of pre/post assessments that measure: decreased response time; increased volunteers out on scene; increased number of full or part time volunteers; increased or enhanced volunteer management systems. 90% (10 host sites) of the 12 host sites will show a 10% increase in one of the above listed measures of capacity.

PM Statement: 90% (10 sites) of the 12 fire and ambulance departments that host an Emergency Response Corps Member will have an "increased capacity to respond to emergency calls as measured through program assessments that measure: decreased response time; increased volunteers out on scene; increased number of full or part time volunteers; increased or enhanced volunteer management systems. 10 sites will show a 10% increase in one of the above listed measures of capacity.

Prev. Yrs. Data

**Result: Output**

30 volunteers will be recruited at host site departments over three years (fall 2009 through fall 2012).

Indicator: Volunteers recruited that become full members of the emergency response agency.

Target: 30 volunteers will be recruited at host site departments. These volunteers will become full members of the department and will be on the department's roster (usually indicating a required level of training, coverage under department insurance)

Target Value: 30

Instruments: A question on Host site and member mid and end of term reports asks for the number of volunteers recruited at the host site.

PM Statement: Member and Host Site mid and end of term reports will have a question asking how many volunteers have been recruited at the host site. Responses to this evaluation question will show that 30 new volunteers have been recruited over the three year period (fall 2009-2012).

Prev. Yrs. Data

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## Subapplicants

<u>ID</u>	<u>Organization</u>	<u>Amount Requested</u>	<u>Amount Approved</u>	<u># FTEs Requested</u>	<u># FTEs Approved</u>	<u>Status</u>
Totals:		\$0	\$0	0.00	0.00	

## Required Documents

**Document Name**

**Status**

Evaluation

Not Applicable

Federally Approved Indirect Cost Agreement

Not Applicable

Labor Union Concurrence

Not Applicable