

## PART I - FACE SHEET

<b>APPLICATION FOR FEDERAL ASSISTANCE</b>		1. TYPE OF SUBMISSION: Application <input checked="" type="checkbox"/> Non-Construction															
Modified Standard Form 424 (Rev.02/07 to confirm to the Corporation's eGrants System)																	
2a. DATE SUBMITTED TO CORPORATION FOR NATIONAL AND COMMUNITY SERVICE (CNCS):		3. DATE RECEIVED BY STATE: 20-JAN-11															
2b. APPLICATION ID: 11AC123350		4. DATE RECEIVED BY FEDERAL AGENCY: FEDERAL IDENTIFIER: 09ACHMD0010004															
<b>5. APPLICATION INFORMATION</b>																	
LEGAL NAME: Civic Works, Incorporated DUNS NUMBER: 947587200		NAME AND CONTACT INFORMATION FOR PROJECT DIRECTOR OR OTHER PERSON TO BE CONTACTED ON MATTERS INVOLVING THIS APPLICATION (give area codes): NAME: Dion Wright TELEPHONE NUMBER: (410) 366-8533 216 FAX NUMBER: INTERNET E-MAIL ADDRESS: vallen@aol.com															
ADDRESS (give street address, city, state, zip code and county): 2701 St. Lo Drive Baltimore MD 21213 - 1100 County: Baltimore (city)		7. TYPE OF APPLICANT: 7a. Non-Profit 7b. Service/Civic Organization Community-Based Organization															
6. EMPLOYER IDENTIFICATION NUMBER (EIN): 521925614		9. NAME OF FEDERAL AGENCY: <b>Corporation for National and Community Service</b>															
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):		11.a. DESCRIPTIVE TITLE OF APPLICANT'S PROJECT: Civic Works Service Corps 11.b. CNCS PROGRAM INITIATIVE (IF ANY):															
10a. CATALOG OF FEDERAL DOMESTIC ASSISTANCE NUMBER:94.006 10b. TITLE: AmeriCorps State 12. AREAS AFFECTED BY PROJECT (List Cities, Counties, States, etc): Baltimore City		14. CONGRESSIONAL DISTRICT OF: a.Applicant <u>MD 003</u> b.Program <u>MD 003</u>															
13. PROPOSED PROJECT: START DATE: 09/01/11    END DATE: 08/31/12		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															
15. ESTIMATED FUNDING: Year #: <u>2</u>		17. IS THE APPLICANT DELINQUENT ON ANY FEDERAL DEBT? <input type="checkbox"/> YES if "Yes," attach an explanation. <input checked="" type="checkbox"/> NO															
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 20%;">a. FEDERAL</td> <td style="text-align: right;">\$ 499,999.00</td> </tr> <tr> <td>b. APPLICANT</td> <td style="text-align: right;">\$ 807,338.00</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;">\$ 1,307,337.00</td> </tr> </table>		a. FEDERAL	\$ 499,999.00	b. APPLICANT	\$ 807,338.00	c. STATE	\$ 0.00	d. LOCAL	\$ 0.00	e. OTHER	\$ 0.00	f. PROGRAM INCOME	\$ 0.00	g. TOTAL	\$ 1,307,337.00	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.	
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f. PROGRAM INCOME	\$ 0.00																
g. TOTAL	\$ 1,307,337.00																
a. TYPED NAME OF AUTHORIZED REPRESENTATIVE: Kristen Wommack		b. TITLE: Development Associate															
d. SIGNATURE OF AUTHORIZED REPRESENTATIVE:		c. TELEPHONE NUMBER: (410) 366-8533															
		e. DATE SIGNED: 05/02/11															

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### Executive Summary

Civic Works was founded in 1993 with a mission of building a future for Baltimore's youth through community service and skills development. Our Service Corps program recruits AmeriCorps members to serve in community revitalization, education, and energy conservation projects in low and moderate income Baltimore neighborhoods. Members tutor and mentor students, involve parents in schools, convert vacant lots into green spaces, remove trash from public areas and plant trees and flowers, rehabilitate houses, promote home energy conservation, and serve with small community organizations that do not have the capacity to operate AmeriCorps programs. Every year, over 1,400 volunteers work alongside Service Corps members to complete community service projects.

### Rationale and Approach

#### A. Rationale and Approach

##### 1. Compelling Community Need

Baltimore City has a population of 636,919 (U.S. Census Bureau Quick Facts) and has long experienced unemployment and poverty rates that exceed the national average. According to the Baltimore Neighborhoods Indicator Alliance's (BNIA) Baltimore City Profile, in 2007, 20.7% of all residents lived below the poverty line and the median income was \$36,894. Like much of the country, Baltimore's need has become even greater during the current economic crisis. According to the Department of Labor Employment Statistics, In January 2008, the unemployment rate was 4.0%; in August 2009, that number almost tripled to 11.1%. Only 68.4% of Baltimore residents have obtained a high school diploma or GED (BNIA Baltimore City Profile). 18.3% of adults over the age of 25 with a high school credential and 10% of adults with some college or an associate's degree still live in poverty. (BNIA Baltimore City Profile)

There are approximately 3,000 vacant lots in Baltimore and 6.41% of the total residential housing stock

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is unoccupied (BNIA Baltimore City Profile). They have become breeding grounds for crime and disease, as well as demoralizing eyesores to residents. For every 1,000 people in Baltimore there was an average of 85.12 incidents of dirty streets and alleys, 50.76 reports rat incidents, 5.72 reports of clogged storm drains, and 32.92 reports of abandoned vehicles.(BNIA Baltimore City Profile) These incidents of poor sanitation are directly linked to how engaged residents and the City are in keeping their neighborhoods and properties clean and their level of civic involvement and pride. They also impede the City's efforts to revive the stalled tourism industry and attract new businesses and residents. The rate of homeownership in Baltimore City is just 50.3%.

Baltimore City residents often struggle to afford basic housing costs, such as electricity and water. According to BNIA, An estimated 40.04% of renters and 31.62% of homeowners live in housing that is unaffordable. With energy costs rising and increased pressure on homeowners to reduce energy consumption, it is particularly important for low- to moderate-income families to have access to information on energy conservation as well as cost-saving installations. Many residents in these communities live in aging homes and are not aware of basic energy efficiency methods.

There were approximately 82,266 students in the Baltimore City Public School System (BCPSS) during the 2008-2009 school year. A large percentage of these students are considered low-income, with 81% of elementary students, 79.2% of middle school students and 60.7% of high school students qualifying for Free and Reduced Meals (FARMS). On average, BCPSS students perform poorly on Maryland State Assessments (MSAs). In 2009, only 78% of third grade students, 59.2% of sixth grade students, and 40% of eighth grade students demonstrated proficiency in math; and 76.7% of third grade students, 69.8% of sixth grade students, and 62.8% of eighth grade students demonstrated proficiency in reading. Of Baltimore City high school students, 67.9% passed the English 2 assessment and 66% passed the Algebra assessment. The 2009 graduation rate in Baltimore City was only 62.29%. (all statistics from

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the Maryland State Department of Education's 2009 Maryland Report Card)

Economic difficulties are putting a strain on the Baltimore area's social services systems. A June 2009 report from the Maryland Hospital Association showed that 59% of the state's hospitals lost a total of \$466 billion during the fourth quarter -- 10 times the amount lost during the same time period in 2007. Local colleges are experiencing larger amounts of students requesting financial aid. According to the Baltimore Sun, The University of Maryland reported a 30% increase in the number and amount of financial aid requests in 2009. And the Baltimore City Public School System has announced a FY2009 budget that shows a \$55 million shortfall. Planned staffing and facility cuts are expected to decrease the shortfall by \$40 million, leaving \$15 million to be absorbed by an already beleaguered school system.

Many private and corporate foundations have revised giving strategies to reflect a decrease in assets and an increase in the amount of requests from non-profit organizations. The Foundation Center surveyed the top 100 foundations in the country and found that only two planned to increase giving in 2009. The Conference Board surveyed 158 companies and found that 45% had already reduced corporate giving and 16% were considering a reduction.

According to a November 30, 2009 article in the Baltimore Business Journal, this decrease in philanthropy is hurting what used to be one of Maryland's fastest growing industries. In 2007, the nonprofit sector grew three times faster than the private sector and accounted for 9.6 percent of Maryland's employment, compared with 7.2 percent nationally. In 2009, Maryland lost 1,000 nonprofit organizations -- 3% of the state's nonprofit sector. Many community-based nonprofit organizations are struggling to continue providing services to an increasing number of low-income residents. It is becoming even more important to provide them with access to AmeriCorps members who can assist in service delivery and volunteer recruitment.

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Civic Works was founded in 1993 with a mission of building a future for Baltimore's youth through community service and skills development. Every year, over 200 AmeriCorps members serve on a Civic Works team: tutoring and mentoring children, building community parks and gardens, and rehabilitating abandoned houses for low-income residents. We provide job skills and job readiness training and assist more than 200 additional unemployed and underemployed Baltimore area residents to find employment through our Health Care Careers Alliance partnership with five of Baltimore's leading not-for-profit health care organizations, B'More Green environmental technician training and certification program, and 3E Energy Solutions weatherization job training program.

### 2. Description of Activities and Member Roles

Our Service Corps program provides service opportunities for Baltimore City residents and involves AmeriCorps members in city-wide efforts to revitalize communities and improve educational outcomes for students. We anticipate that during the 2010 - 2013 program years, members will be placed with the following Civic Works programs and partner organizations:

#### A. Community Lot Team (2 -- 1700 hour members; 1 -- 300 hour member)

Two 1700 hour members and one 300 hour member will serve on Civic Works' Community Lot Team. Each year, the team works with community residents and city agencies to transform vacant spaces into approximately 10 community gardens and parks in low-income Baltimore neighborhoods. By involving community residents in planning and implementation, the Community Lot team encourages individuals and community groups to take responsibility for the ongoing care of the rejuvenated sites, thus increasing the civic involvement of community members. Members participate in community meetings,

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recruit and organize volunteers to remove bulk trash and clean alleys, install fences, build pathways and plant trees, shrubs and flowering plants.

In addition to vacant lot improvements, the team has established a Perennial Flower Distribution Nursery that receives and distributes approximately 10,000 donated plants each year to more than 30 community gardens and many individual families free of charge. Along with volunteers, community members, and Master Gardeners of the Maryland University's Cooperative Extension Service, the Community Lot Team solicits donation of plants from area nurseries, maintains the plants in the Perennial Nursery, and oversees the distribution of plants to community residents.

Community Lot Team members serve 40 hours each week from Tuesday through Saturday. The 1700 hour members serve for an entire year and the 300 hour member serves on the team for approximately three months.

b. Downtown Partnership (5 -- 675 hour members)

Five 675 hour members will serve on Civic Works' Downtown Partnership team. Civic Works partners with the Downtown Partnership of Baltimore each year to improve the appearance of 106-block Downtown Management District, making it more attractive, vibrant, and manageable.

The Downtown Partnership members will serve 32 hours each week for approximately 5 ½ months. They will work as a team, picking up trash, removing graffiti, weeding tree beds, pruning trees & bushes, and power washing sidewalks. They develop valuable work experience while taking pride in beautifying a large, visible portion of the City. The Downtown Partnership Team plants thousands of flowers each year and cares for 2 public parks.

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c. Project Lightbulb (6 -- 450 hour members; 18 -- 300 hour members)

Six 450 hour members and eighteen 300 hour members will make home energy visits to 900 households in low-to-moderate income Baltimore communities. They will provide homeowners with information on ways to reduce home energy use and install Compact Fluorescent Lights (CFL), energy-efficient fixtures, hot water heater wraps, and carbon monoxide/smoke detectors. According to energy comparisons from BGE, a Project Lightbulb visit results in an average monthly electricity savings of 53 kWh per home (approximately \$90 each year).

Project Lightbulb members will serve in cohorts of six (three teams of two members each). Three cohorts will consist of 300 hour members who serve 30 hours per week (Monday through Thursday) for approximately three months. The fourth cohort, which will take place over the summer, will consist of 450 hour members who serve 30 hours per week (Monday through Thursday) for approximately four months.

d. REACH! Partnership (3 -- 1700 hour member; 3 - 900 hour members; 15 - 675 hour members)

In August 2008, Civic Works opened REACH! Partnership, a Baltimore City public school. It represents a collaboration between Civic Works, Johns Hopkins Medical Institutions, Historic East Baltimore Community Action Coalition, Associated Builders and Contractors, Johnson Controls, and Stevenson University. REACH! builds on Civic Works' expertise in workforce development and community service to produce high achieving, college-bound, and workforce-ready students. The school opened with 135 Baltimore City students in the sixth and ninth grades and will grow to a full enrollment of 600 middle and high school students. During the 2010 -- 2011 program year, REACH! Partnership's enrollment will

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be approximately 425 students and grow to a total of 750 students by 2013.

The presence of AmeriCorps members at REACH! Partnership is central to the school's mission of preparing students for college and careers with a focus on the construction and healthcare industries. University of Maryland System standards have been incorporated into all learning activities in a practical, real-world context to prepare graduates to enter the University of Maryland System. REACH! members serve as advocates for the students, working with them during the school day and the mandatory extended day program. The members eat lunch with, track attendance and school performance for, and provide additional academic assistance to a group of students daily. REACH! members monitor hallways during transitions between class periods and student dismissal at the end of the day. On Wednesdays, when REACH! Partnership ends academic classes at 1:00 p.m. to allow for staff professional development, REACH! members supervise students as they receive music and performing arts education from Young Audiences and attend life skills and job readiness workshops. Students attending REACH! Partnership will participate in community service projects and will be enrolled in AmeriCorps as 300 hour members during their senior year.

Three 1700 hour members, three 900 hour members, and fifteen 675 hour members will be placed at REACH! Partnership. The 1700 hour members serve approximately 40 hours each week for twelve months, typically Monday through Friday from 8:30 a.m. until 4:30 p.m. The 900 hour members will serve 25 hours per week for nine months, typically Monday through Friday from 11:30 a.m. until 4:30 p.m. The 675 hour members serve approximately 20 hours each week for nine months, typically Monday through Friday from 12:30 a.m. until 4:30 p.m.

e. Goodnow Community Center (8 -- 900 hour members; 8-675 hour members)



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Since 1995, Civic Works has operated after-school programming for approximately 500 youth each year at the Goodnow Community Center in Northeast Baltimore. The free extended-day learning program provides students, ages 7 -- 17, with academic support, cultural enrichment activities, life skills development and athletic and recreational activities. Students attending the Goodnow Community Center's programming flourish within its structure of academics and enrichment activities and benefit from the daily presence of caring adults.

Children at Goodnow have been enthusiastic about learning, enjoying the interaction and discovery that are at the heart of our curriculum. During the 2008-2009 program year, staff members observed noticeable improvement in the reading and math skills of Goodnow PAL students, and report cards have shown a significant percentage of students maintaining or improving reading and math grades. An attitudinal survey of Goodnow PAL students by The After School Institute (TASI) showed that 94% of 2nd through 5th grade students improved their attitudes toward math and felt more comfortable participating in math-themed games and activities. 91% of 2nd through 5th grade students demonstrated improved attitudes toward reading.

Civic Works members implement a literacy and math curricula along with a standardized enrichment curriculum:

Monthly Thematic Schedule (Goodnow) -- Workshops, Projects; Events, Field Trips

September -- Goal Setting; Team Building

October - Assessment of Community Highlights and Challenges; Volunteerism

November - Exploration of Family Values and Morals; Researching Personal Ancestry.

December - Examining Cultures around the World; Compare and Contrast Cultures.

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January -- Academic Evaluation; Report Cards; Academic Improvement

February - A Journey in Black - Contributions of Africans and African Americans

March - Hygiene and Health, Personal Wellness

April - Financial Management; Budgeting; Career Exploration

May - Environmental Issues and Projects

June -- August: Summer Camp Thematic Weeks and Field Trips

Eight 900 hour members and eight 675 hour members will be placed at the Goodnow Community Center, working approximately 20 hours each week, typically Monday through Friday from 3:00 p.m. until 7:00 p.m. The 900 hour members will serve for the entire year (including the summer) and the 675 hour members will serve during the school year.

The daily activities of corpsmembers will include:

- 1) Provide homework assistance and academic enrichment;
- 2) Provide life skills training (conflict resolution, communication skills, and celebrating cultural diversity);
- 3) Prepare lesson plans and manage daily records that track students' progress;
- 4) Recruit and interact with volunteers and parents to present life skills workshops, identify in-kind resources, plan activities and chaperone field trips;
- 5) Assist students in designing and completing community service projects.

f. Baltimore Education Network (26 -- 300 hour members)

The Baltimore Education Network (BEN) is a Civic Works program that improves parent and community engagement in 26 Baltimore City Public Schools. Based on "A New Wave of Evidence, The

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Impact of School, Family, and Community Connections on Student Achievement (New Wave)" by the National Center for Family and Community Connections with Schools, BEN focuses its efforts on parental involvement and leadership development. As cited in the New Wave research, "Many studies have shown that children with involved parents were more likely to:

- \* Earn higher grades and test scores, and enroll in higher-level programs.
- \* Be promoted, pass their classes, and earn credits.
- \* Attend school regularly.
- \* Have better social skills, show improved behavior, and adapt well to school.
- \* Graduate and go on to post-secondary education."

Other national research reinforces the role of families and community in improving education. The single best predictor of student success is the degree to which the parent is involved in that child's education process, regardless of income or educational level of the parent.

BEN works with each school's administration to identify one parent representative to serve on the School Improvement Team along with a teacher, principal, and community representative. The parent representative will work with BEN staff to recruit parent volunteers and empower them to participate in school decisions. In order to provide a support system and education awards to the 26 parent representatives, they will be enrolled as 300 hour members.

g. Chesapeake Habitat for Humanity (3 -- 675 hour members)

Three 675 hour members will be placed with Chesapeake Habitat for Humanity to create affordable housing for Baltimore City residents. The members will learn all aspects of construction, including demolition, framing, drywall installation, painting, and installation of windows, lighting fixtures, and

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appliances. They will recruit and manage volunteer groups.

h. University of Maryland School of Social Work (22 -- 900 hour members)

Twenty-two 900 hour members will be students in a social work graduate program who spend a semester serving low-income communities through internships at community organizations. They will spend three days per week (approximately 20 hours) for two semesters assisting community organizations in providing services.

i. University of Maryland Baltimore County (UMBC) (12 -- 450 hour members)

Twelve 450 hour members will be students in an undergraduate social work program at the University of Maryland Baltimore County (UMBC) who spend one semester serving low-income communities through internships at community organizations.

j. Civic Works Volunteers (10 - 300 hour members)

Ten 300 hour positions will be held for volunteers and interns at Civic Works and our partner organizations. Past 300 hour volunteer members have organized and recruited volunteers, created community revitalization projects, tutored at after-school programs and provided computer support and training for non-profit organizations and low-income residents. These members will work on projects at various times throughout the program year. Each member who serves as a Civic Works volunteer will have a detailed service plan that identifies a supervisor, defines service activities, and lists program

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outcomes.

All Civic Works Service Corps programs will comply with AmeriCorps' Non-duplication, non-displacement, and non-supplemental regulations. Civic Works will require that each partner review and comply with the regulations as well before placing members with the organizations.

Because Service Corps will enroll 142 AmeriCorps members if fully funded, Civic Works has carefully planned for member development, training and supervision. The plan, which is fully described in the AmeriCorps Member Outputs and Outcomes section, requires each program and site placement to meet Service Corps' requirements for member training and supervision while giving each program the freedom to develop training curricula and supervision patterns that best meet community need.

Receiving an AmeriCorps grant will add value to Service Corps' existing service activities and provide important supports to program participants. Many Service Corps programs are fully or partially funded by state and local sources. The additional funding from the Corporation for National and Community Service will allow for increased infrastructure to support the participants. Making the participants AmeriCorps members reinforces the value of the services these individuals will provide to Baltimore City and allows them to access an education award.

### Prohibited Service Activities

Civic Works' Corpsmember Handbook identifies prohibited service activities. During orientation, we review the handbook with all members, who sign the signature page indicating their acceptance of all terms. Members are reminded of these prohibitions in regular meetings and trainings. Sponsors hosting a member at their site will be required to participate in an orientation, during which prohibited

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activities will be discussed.

### 3. Measurable Outputs and Outcomes

Measurable Outputs and Outcomes for Civic Works' Service Corps will include:

#### a. Needs and Service Activities

Output: Community Lot Team and Downtown Partnership members will transform 10 vacant lots per year into parks, gardens and green spaces.

Output: Goodnow Community Center and REACH! Partnership members will tutor and mentor 900 Baltimore City students.

Output: Project Lightbulb members will increase the energy efficiency of 900 Baltimore City homes.

Output: University of Maryland and UMBC School of Social Work members will assist 200 low-income Baltimore residents in accessing social services.

Output: Habitat for Humanity of the Chesapeake members will rehabilitate 5 abandoned houses for low-to-moderate income homeowners.

#### b. Participant Development

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Output: 90% of members will attend training sessions and workshops on life skills and citizenship skills.

Intermediate Outcome: 85% of members will demonstrate increased knowledge of life and citizenship skills as measured by pre- and post-training evaluations.

End Outcome: 85% of members will report program satisfaction on evaluation surveys and indicate that during their year in Service Corps, they have acquired knowledge that they can use in pursuing their education/career goals.

### c. Strengthening Communities

Output: Members and staff will recruit, manage and engage 1,200 community volunteers each year from faith-based groups, community groups and local companies to complete service projects throughout Baltimore.

Intermediate Outcome: 85% of site partners will indicate on a survey that the presence of Service Corps members increased the capacity of their organization to accomplish its mission.

Service Corps addresses the Education and Clean Energy priority areas and will be using standard performance measures when they become available.

Program Supervisors are responsible for tracking progress toward outputs and intermediate outcomes and providing data to Program Directors. Program Directors aggregate and report on performance measure data.

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### 4. Plan for Self-Assessment and Improvement

Civic Works will collect data on the impact our activities are having on the members, students and communities that we serve. We will keep attendance records for corpsmembers and students in our after-school programs, administer skills tests and surveys, record data on houses visited and lots transformed, and track the educational progress of a representative subset of program participants. We also will maintain a database that records volunteer hours.

We solicit feedback from project sponsors through quarterly evaluation forms. In addition, we document service projects and community strengthening initiatives each quarter and compare accomplishments with objectives. Civic Works surveys corpsmembers at the end of their program year to determine the effectiveness of member skills training and how successful the members felt their year of service to be. Through these systems, Civic Works can make timely adjustments to meet objectives, maintain a high quality of service, and promote corpsmember and sponsor satisfaction. Each year, Civic Works employs an independent consultant who reviews various aspects of our program, including program objectives, internal infrastructure, record keeping, and staff development.

### 5. Community Involvement

Community involvement is an integral part of the Service Corps model and Civic Works only places AmeriCorps members in programs that demonstrate community support of service activities. This enhances the service experience of members and contributes to project sustainability. When planning the Service Corps program structure, Civic Works met with each placement site (Chesapeake Habitat for Humanity, University of Maryland School of Social Work, and University of Maryland Baltimore County



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School of Social Work) to discuss the program needs, member responsibilities and staff requirements.

At the end of each program year, Civic Works staff members meet with partner organizations to discuss program results, improvements for the next program year and any additional resources that will be needed. Partners complete our Site Partner Satisfaction Survey and corpsmembers complete our Corpsmember Satisfaction Survey before the completion of the program year. Civic Works staff uses the results of these surveys in discussing the future of Service Corps with partner organizations.

Throughout the year, Civic Works' AmeriCorps Program Director meets regularly with Service Corps program supervisors and funders to agree upon goals, develop projects, set member activities, define contract terms, and discuss member performance. In developing the current Service Corps program, Civic Works met with the Baltimore Department of Housing and Community Development, the Baltimore City Public School System, Downtown Partnership of Baltimore, and representatives from the Baltimore City Sustainability Commission.

The Community Lot team responds to requests from communities where a group of committed residents are prepared to participate in the community greening process. They assemble partnerships that include community members, community associations, local nonprofits and faith-based groups to provide advisory, financial and volunteer support for the project. Project Lightbulb meets with community organizations in targeted communities to ensure that the program will be an asset to residents and to plan for effective marketing to homeowners. The Downtown Partnership of Baltimore works with downtown business owners to raise program funds and create landscaping plans.

REACH! Partnership meets with parents, students, and community members to review the school budget and assess the value that AmeriCorps members add to the program model. BEN meets with the

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School Improvement Teams of each school they work in as well as the Baltimore City School System's Office of Family and Community Engagement.

At the Goodnow Community Center, the Parent Advisory Council provides a community voice, helps with fundraising and special events, provides volunteers to teach life skills and make presentations, and assists with planning and implementing community service projects. During the first month of the school year when Civic Works' AmeriCorps members have not yet begun their service year, on member training days and during Christmas break, the Parent Advisory Council organizes parent volunteers to staff the Goodnow Community Center.

### 6. Relationship to other National and Community Service Programs

Civic Works considers other Baltimore-area AmeriCorps programs to be an important source of partnerships and service opportunities for Service Corps. We are a member of The Corps Network and work closely with the Governor's Office on Service and Volunteerism to participate in state-wide service initiatives. VISTA members have served with the Community Lot Team, REACH! Partnership, and the Baltimore Education Network and have strengthened the infrastructure of Service Corps programs by providing corpsmembers with development and technology assistance. Sports for Kids provides sports enrichment activities at the Goodnow PAL Center, Business Volunteers Unlimited use Civic Works as a volunteer site, and three Teach for America teachers are working at REACH! Partnership. We also work with Experience Corps and RSVP to recruit older adults to volunteer with our programs. Civic Works has served as a site for Maryland's AmeriCorps State Launch and for Martin Luther King, Jr. Day activities.

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### 7. Potential for Replication

Civic Works has developed a successful and efficient program structure that utilizes AmeriCorps members to accomplish our mission while also leveraging AmeriCorps resources for local entities that may otherwise not have had access. Our methods of generating effective partnerships to offer sound, results-based programming can be replicated by AmeriCorps organizations that wish to expand the reach of member service opportunities.

Many of our individual Service Corps programs are designed to be replicated. Project Lightbulb and the Community Lot Team both have written program models and standardized training curriculums; they can be replicated in a similar City. The Goodnow Community Center and Baltimore Education Network have research-based methods and hiring patterns that can be expanded to additional sites in Baltimore or replicated in a new City.

#### **Organizational Capability**

##### D. Organizational Capacity

##### 1. Sound Organizational Structure

##### a) Ability to Provide Programmatic and Fiscal Oversight

Civic Works was founded in 1993 with a mission of building a future for Baltimore's youth through community service and skills development. Every year, over 100 AmeriCorps members serve on a Service Corps team: tutoring and mentoring children, building community parks and gardens, and rehabilitating abandoned houses for low-income residents. We provide job skills and job readiness training and assist more than 200 additional unemployed and underemployed Baltimore area residents to find employment through our Health Care Careers Alliance partnership with five of Baltimore's

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leading not-for-profit health care organizations, B'More Green environmental technician training and certification program, and 3E Energy Solutions weatherization job training program.

Civic Works has been an AmeriCorps program since 1994 and has a sound track record of compliance in all areas of administering multiple federal grants. Over the past sixteen years, Civic Works has amassed an impressive record of successful community service projects, and has managed over \$26 million in federal grants and other funding. We also have received and properly administered grants from such other federal agencies as the National Park Service, the Environmental Protection Agency, the Department of Housing and Urban Development and the Department of Labor. In addition to internal review by our Chief Financial Officer, an independent accounting firm conducts a yearly A-133 audit of our organization (all opinions issued have been unqualified).

An important part of Civic Works' organizational model is to provide AmeriCorps members to schools, community groups, and nonprofit organizations, increasing their capacity to accomplish their mission and ensuring that communities in need are served. Our partners serve as site hosts, provide match funding, identify community needs, work with Civic Works to design program objectives to meet those needs, and provide feedback on member performance. We select site partners that demonstrate fiscal and programmatic stability, complement our mission and will benefit from the presence of AmeriCorps members. Civic Works provides staff support for member orientation and training as well as ongoing supervision of corpsmembers.

Civic Works supervisors visit sites regularly to monitor members' activities and meet with site staff. Supervisors support the implementation of structured academic programs, monitor attendance, and track data for quarterly progress reports including: volunteer hours, in-kind donations, evidence of program impact, success stories, and examples of outstanding service.

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Program directors are in constant contact with supervisors and meet with site hosts quarterly to evaluate progress toward meeting goals and objectives and to discuss member performance. Site hosts complete quarterly evaluation forms and corpsmembers complete an end of the year survey, which the program staff use to make necessary adjustments to the program. Members at all sites receive training and have access to member development services throughout the year.

b) Board of Directors, Administrators, and Staff:

The Executive Director and Deputy Executive Director provide program oversight, supervision of program directors and supervisors and maintain relationships with the program sites. The Deputy Executive Director serves as the AmeriCorps Program Director and is responsible for the successful operation of Service Corps programs.

Program supervisors are responsible for managing the daily activities of corpsmembers and ensuring the implementation of the program curriculum. Each team or individually placed member will have a supervisor, whose activities are supervised by a program director. Service Corps will also be assisted by Civic Works' Community Development Director, who will be involved in recruiting members and program volunteers. Civic Works' Accounting and Human Resources staff will monitor the program budget and manage member enrollments and payroll.

Civic Works' Board of Directors will be involved in programmatic oversight, fundraising, and volunteer recruitment. In addition to program updates provided at board meetings, the Board Finance Committee will regularly review the Service Corps budget. The Board Program Review Committee will review Service Corps' program structure and performance. Board members will participate in fundraising

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efforts and will be recruited to present workshops and participate in career days.

### Role of Key Staff Persons

Executive Director : Oversees programs and staff and manages external relations. The Executive Director directly supervises the Deputy Executive Director, Works Projects Director, and Finance/Development staff. Civic Works' Executive Director co-founded Civic Works in 1993 and has provided oversight for all of its education programs.

Deputy Executive Director: Oversees Civic Works' daily operations and manages program staff. He serves as Civic Works' AmeriCorps Program Director and is responsible for all Service Corps programs. Civic Works' Deputy Executive Director has directed education and youth development programs since 1995.

Work Projects Director: Responsible for supervising the Community Lot Team and Housing Rehab staff as well as developing new Service Corps projects with community groups.

Community Development Director: Recruits and organizes volunteers from communities, businesses, faith-based groups and non-profit organizations to work with Service Corps members as they complete community improvement and education activities. He is also the director of Project Lightbulb. The Community Development Coordinator has been with Civic Works since 2006.

Human Resources Coordinator: maintains personnel and payroll files, including coordination of benefits, for all Service Corps staff and members. She has been with Civic Works since 2001.

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Administrative Assistant: Provides administrative support for Service Corps staff and members and supervises members placed with partner organizations. She has been with Civic Works since 2001.

Chesapeake Habitat for Humanity Work Projects Director: Provides supervision for members placed at Chesapeake Habitat for Humanity (CHH) and oversight of construction activities at all houses rehabilitated by Service Corps members.

Downtown Partnership Supervisor: Supervises members as they coordinate and implement tree planting, landscaping and community improvement projects in the Downtown area of Baltimore City.

Community Lot Supervisor: Supervises members as they assess vacant lots and work with community residents and city agencies to create a plan for each lot; clean vacant lots and install landscape construction elements; monitor improved lots and work with residents to maintain improvements; and maintain the Perennial Nursery.

REACH! Partnership Volunteer Coordinator: Manages the daily activities of members placed at REACH! Partnership and ensures the implementation of their work plans. The REACH! Partnership Volunteer Coordinator has teaching experience in a public school setting and has managed corpsmembers at Civic Works after-school programs for over three years.

Goodnow Center Supervisor: Manages the daily activities of members placed at the Goodnow Community Center.

Project Lightbulb Supervisor: Manages the daily activities of Project Lightbulb members and coordinates home energy visits.

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AmeriCorps Program Assistant: Provides member management and program reporting support to Service Corps members and staff.

c) Plan for Self-Assessment or Improvement:

Civic Works will collect data on the impact our activities are having on the communities we serve. We also will maintain a database that records volunteer hours. Civic Works continually monitors the performance of our programs.

We solicit feedback from project sponsors through quarterly evaluation forms and from members through end of the year surveys. In addition, we document service projects and community strengthening initiatives each quarter and compare accomplishments with objectives. Through these systems, Civic Works can make timely adjustments to meet objectives, maintain a high quality of service, and promote corpsmember and sponsor satisfaction. Each year, Civic Works employs an independent consultant who facilitates staff self-assessment and reviews various aspects of the organization, including program objectives, internal infrastructure, record keeping, and staff development.

In 2007, Civic Works received the Standards of Excellence certification from the Maryland Association of Nonprofit Organizations. To be considered for this designation, Civic Works was required to submit extensive documentation of board procedures, employment practices, and sound fiscal management. Civic Works was recertified by The Corps Network's Excellence in Corps Operation (ECO) program in February 2008.



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In 2007, Civic Works participated in a Youth Corps study commissioned by The Corps Network and supported by the Corporation for National and Community Service. We are awaiting the results of the impact that participation in a Youth Corps has on the lives of young adults.

### d) Plan for Effective and Technical Assistance

Civic Works provides Service Corps members with extensive training prior to, and during, their service year. Before reporting to their sites, new members are given a week-long orientation with training on such topics as: review of the corpsmember handbook, group management techniques, conflict resolution, a review of site schedules and curriculum, volunteer recruitment, child neglect indicators, embracing diversity, and organizing community service projects. Once they arrive at their service sites, members receive program-specific training from site staff.

Throughout the service year, Civic Works hosts training sessions to help increase members' professionalism and effectiveness. Members are given the opportunity to share program difficulties and accomplishments, participate in professional development workshops, and learn new education techniques. Members take pre- and post-training surveys, which program staff uses to assess the effectiveness of corpsmember orientation and training. When additional training needs are identified during the program year, Civic Works will work with teams and partners to offer assistance.

## 2. Sound Record of Accomplishment as an Organization

### a) Volunteer Generation and Support:

Civic Works' corpsmembers and volunteers have implemented a large number of community revitalization, education, and environmental conservation projects. We have worked with many

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community groups and state and local government agencies to recruit and organize volunteers to make lasting improvements in the Baltimore Metropolitan Area. Since 1993, Civic Works has recruited 29,048 volunteers.

In the 2008-2009 program year, Civic Works engaged 1,243 volunteers for 7,106 hours of service. Volunteers help plan and implement service projects, identify and secure in-kind resources, and assist Civic Works in developing partnerships in local communities. We use a variety of volunteers to improve the organization's capacity, including board members, interns, AmeriCorps VISTA's, and RSVP members.

### b) Organizational and Community Leadership:

Since our founding in 1993, Civic Works has served as a leader in Baltimore's communities. Our board members are in prominent positions in the business and nonprofit communities; our staff members serve on the boards of local nonprofits; and Civic Works is the recipient of several nationally recognized awards. Staff members serve on the Baltimore Workforce Investment Board (BWIB) Youth Council and Civic Works' Executive Director and Deputy Executive Director are graduates of the Greater Baltimore Committee's (GBC) Leadership program.

Civic Works remains active in organizations and commissions that make policy decisions affecting the organization and our participants. Civic Works regularly attends Baltimore City Transformation School meetings and is committed to ensuring that REACH! Partnership and other Transformation Schools in the City succeed as viable options for students. Two Civic Works staff members serve on the Mayor's Commission on Sustainability, helping Baltimore agencies, non-profit organizations and businesses plan for the City's future sustainability.

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WEINBERG FOUNDATION'S AIM FOR EXCELLENCE AWARD: In October 2009, Civic Works' Executive Director was awarded an AIM for Excellence award from the Weinberg Foundation's Fellows Program in recognition of Civic Works' excellence in green programming for Baltimore City's low income communities.

CERTIFIED EXCELLENCE IN OPERATIONS: In February 2008, The Corps Network recertified Civic Works under its Excellence in Corps Operations (ECO) program. In evaluating Civic Works, The Corps Network said, "Civic Works is a very effective organization which does a phenomenal job in serving local youth in need of a Corps experience and completing project work invaluable to the surrounding communities. Its strengths include constant innovation and being on top of program trends. The portfolio of programs being run by [Civic Works] is extremely impressive."

STANDARDS FOR EXCELLENCE: In October 2007, Civic Works was awarded Standards for Excellence designation by the Maryland Association of Nonprofit Organizations. The Standards for Excellence Seal is awarded to non-profits that are deemed to be ethical and accountable in their program operations, governance, human resources, financial management and fundraising.

INNOVATIVE AMERICORPS PROGRAM: In March, 2005, Civic Works was named an innovative AmeriCorps program by Innovations in Civic Participation (ICP), a non-profit organization devoted to advancing the field of service and America's Service Commissions (ASC), a non-profit group that represents state service commissions throughout the U.S. Civic Works was one of 51 programs selected from across the country as an innovative AmeriCorps program, and the only one in Maryland.

PEPNET AWARD: In 2003, Civic Works was granted a renewal of its PEPNET (Promising and Effective

## Narratives

Practices) designation by the National Youth Employment Coalition as one of the most effective youth programs in the country -- serving as a model for youth initiatives nationwide. This renewal of our 1999 award was the result of a rigorous peer review and application that verified our program goals, results, methods, and organizational practices. Civic Works met and exceeded criteria in all five categories: Purpose and Activities; Organization and Management; Youth Development; Workforce Development; and Evidence of Success.

### c) Success in Securing Match Resources

Civic Works has successfully secured the required match resources each year that Service Corps has received AmeriCorps State Competitive funding. Through strong partnerships with a shared commitment to the success of our programs, our match sources have remained consistent and have steadily increased their level of support. During the 2008-2009 program year, Service Corps received match funding from Downtown Partnership of Baltimore, the Baltimore City Department of Housing and Community Development, the Housing Authority of Baltimore City, the Baltimore City Public School System, the Algebra Project, Big Brothers/Big Sisters, and the Baltimore City Department of Recreation and Parks.

### 3. Success in Securing Community Support

#### a) Collaboration:

In addition to Service Corps program partners, Civic Works has long-standing partnerships and collaborations with many community and faith-based groups, corporations and government agencies to accomplish important projects and recruit volunteers and members. Civic Works' current partners

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include: Chesapeake Habitat for Humanity, Allendale Community Association, Amazing Grace Evangelical Lutheran Church, McElderry Park Community Development Corporation, Coldstream Homestead Montebello Community Corporation, Greater Homewood Community Organization, Belair-Edison Neighborhoods, Inc., HEBCAC, The People's Homesteading Group, Patterson Place, Southeast Community Organization, Parks and People Foundation, Big Brothers Big Sisters of Central Maryland, The Urban Conservancy, Baltimore Department of Housing and Community Development, Housing Authority of Baltimore City, Baltimore Department of Parks and Recreation, The Johns Hopkins University, University of Maryland School of Social Work, University of Baltimore, Sojourner Douglass College, Christian Temple, Volunteer Central, Jewish Volunteer Connection, Disciples of Christ, and Business Volunteers Unlimited.

Civic Works' partner organizations provide volunteer support, financial assistance, technical support and program materials, or projects and program sites. We understand the importance of generating many partners in the communities we serve and strive to include a diverse group of organizations and community groups in our projects.

### b) Local Financial and In-kind Contribution:

Civic Works continues to generate increased local financial support for community improvement projects and expand existing sources. The Community Lot Team has steadily increased the amount of in-kind contributions made to the program, such as equipment and gravel from the Baltimore City Department of Public Works, plants from a growing list of local nurseries, and mural supplies from local schools. Baltimore Gas & Electric and the Maryland Energy Administration have donated thousands of Compact Florescent Lightbulbs (CFLs) to Project Lightbulb.

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Many Civic Works partners begin supporting one program and expand their support to new programs. The Johns Hopkins University and Hospital, for example, have provided extensive program support to Civic Works including materials, evaluation assistance, and staff support. They begin partnering with Civic Works on workforce development programs such Welfare to Work and the Healthcare Careers Alliance. They became a partner in REACH! Partnership and are now providing important supports and program supplies to middle and high school students who are interested in health sciences.

### c) Wide Range of Community Stakeholders:

Civic Works' Service Corps incorporates a wide range of community stakeholders into the program. Our program partners are: Chesapeake Habitat for Humanity, Downtown Partnership of Baltimore, University of Maryland School of Social Work, UMBC School of Social Work, the Baltimore City Public School System, the Maryland Energy Administration and the Baltimore City Department of Housing and Community Development. Additional stakeholders include corpsmembers, neighborhood residents, students in our programs, parents and family members of students, local non-profit organizations, city agencies and corporations, employers and volunteers.

Civic Works' innovative programming has expanded the roles of our community stakeholders, involving the partners of our community revitalization and workforce development programs in education issues through REACH! Partnership. Johns Hopkins Medical Institutions, Johnson Controls, Inc. and Associated Builders and Contractors understood REACH! Partnership's potential to provide them with a young, well-educated workforce already familiar with the healthcare and construction industries. Representatives from each organization serve on the REACH! Partnership board and provide input on the school's curriculum, career-focused workshops, and internships for students attending the school.

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### Cost Effectiveness and Budget Adequacy

#### E. Cost Effectiveness and Budget Adequacy

##### 1. Cost Effectiveness

##### a) Corporation Cost Per Member Service Year (MSY):

The 2010 Service Corps Cost per MSY is \$10,058.

##### b) Diverse Non-Federal Support

Civic Works has secured \$641,882 of matching funds from the Baltimore City Public School System (\$76,089), the Baltimore City Department of Recreation and Parks (\$100,000 in-kind), Downtown Partnership of Baltimore (\$49,000), Project Lightbulb (\$115,793), the Morton and Sophia Macht Foundation (\$100,000), the Family League of Baltimore City (\$60,000), and the Baltimore Department of Housing and Community Development (\$141,000). We also plan to utilize other local organizations and foundations to provide additional services to our members and program participants.

##### c) Decreased Reliance on Federal Support

Civic Works is increasing the reach and quality of our program, expanding the number of sites and participants served, while working to lower the cost per MSY each year. We have formed new partnerships while increasing the financial commitments from those already in existence.

##### 2. Budget Adequacy

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The 2010 - 2011 Service budget totals \$1,141,881. Civic Works is requesting \$499,999 from the Corporation and providing a match of \$641,882.

The Service Corps budget adequately anticipates the program's needs and supports its outcomes. The largest portion of the budget provides for salaries, living allowances, and benefits of 142 members (\$374,282) and 13 staff (\$503,955), who will provide program support and oversight as well as member supervision. The number of members and the resources available to them will ensure that the needs and service activities as well as community outreach outcomes are met. Civic Works is requesting 5 full-time positions, 33 half-time positions, 31 reduced half-time positions, 18 quarter-time positions, and 55 minimum-time positions. Some of the members will not receive a living allowance -- 22 half-time members, 12 quarter-time members, and 36 minimum time members. This includes University of Maryland and UMBC School of Social Work members who are completing an AmeriCorps term as an internship for class credit and parent volunteers recruited by the Baltimore Education Network.

The budget allows for an adequate amount of supplies to support the members as well as service projects and student educational activities. It includes \$4,950 for staff travel to CNCS sponsored meetings as well as mileage reimbursement for site visits and meetings; and \$23,800 for member travel, which includes insurance, fuel, and repairs to vans. We have budgeted \$6,523 for member uniforms; \$24,330 for project supplies (energy efficient fixtures, plant materials, tools, gloves, paint, etc.); \$375 for safety materials; and \$7,800 for office supplies.

The budget includes \$3,800 for member training over 19 days and \$2,600 for staff professional development. We have included \$2,000 for a three-day organizational assessment with a consultant. Member recruitment, background checks, drug tests, and sex-offender registry tests are budgeted at



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\$5,822; rental space at our headquarters is \$100,000; building maintenance, utilities, etc. is \$10,000; telephone service is \$2,000; computer maintenance, website fees, and internet are \$3,594; and printing and postage are \$8,400. We have budgeted \$51,075 for indirect costs.

Partner organizations will supply a significant level of matching funds as well as on-site member supervision and training. Because of Civic Works' success in creating partnerships and securing non-federal resources, we are able to provide almost two dollars in matching personnel and supplies/other operating cost funds for every dollar requested.

### Evaluation Summary or Plan

Civic Works' Service Corps is participating in the national study commissioned by the Corporation for National and Community Service and The Corps Network to assess the effectiveness of youth corps programs. The study, which has not yet been completed, satisfies Civic Works' evaluation requirement because of its national scope.

### Amendment Justification

N/A

### Clarification Summary

2010 Clarifications

Budget Clarification Items

1) Section 1-A Personnel Expenses -- The Executive Director is charging 29.34% of their salary to the grant; this does not reflect the EDs role as described in the application narrative. The HR coordinator is also charging 45.23% of this salary to the grant. Please clarify what duties justify these percentages.

The Executive Director oversees programs and staff and manages external relations. He Director

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directly supervises the Deputy Executive Director, Works Projects Director, and Finance/Development staff and works with the AmeriCorps Program Director to manage all other AmeriCorps-related staff.

The Executive Director provides budget and program outcomes oversight, maintains relationships with existing partners and sponsors, creates new partnerships, and strengthens Civic Works' infrastructure.

The HR/Payroll Coordinator collects AmeriCorps timesheets, generates bi-weekly payroll, generates hours reports, coordinates benefits, and maintains personnel and payroll files (including member enrollment and exit packets). She spends approximately 45.23% of her time performing these functions for Service Corps staff and members and the remaining time performing these functions for other Civic Works programs.

2) Section 1-A- Please clarify why the AmeriCorps Program Assistant is budgeted at 70%, it appears that the position is entirely devoted to AmeriCorps programming.

The AmeriCorps Program Assistant spends 70% of her time on Service Corps and the remaining 30% coordinating recruitment of the Baltimore Conservation Leadership Corps, a non-AmeriCorps summer conservation program for high school students that Civic Works operates in partnership with the Student Conservation Association.

3) Section 1-C -- Provide a calculation for the parking/tolls reimbursement and purpose.

Civic Works has budgeted \$800 for parking/tolls reimbursement. Because our Service Corps programs and placement sites are located in Baltimore City, many site visits, staff development training sessions, and program-related meetings require parking in garages at a rate that can range from \$2.00 to \$10.00 per meeting. The AmeriCorps Program Director and Community Development Director regularly

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require parking reimbursement (2 staff members x 2 times per week x 50 weeks @ an average of \$4.00).

4) Section 1-E -- Please provide a breakdown of office supply costs

The monthly office supply costs of \$650 include:

Copier - \$300

Toner Cartridges - \$150

Paper, folders, notepads, CDs, etc - \$150

pens, pencils, staples, binder clips, etc. - \$50

5) Section 1-E -- Provide a justification of the energy efficiency fixtures budgeted

The \$18,565 budgeted for energy efficiency fixtures is incorrect. The correct number is \$43,650 and includes:

900 low flow showerheads @ \$3.00 - \$2,700

1,800 faucet aerators @ \$1.50 - \$2,700

9,000 CFLs @ \$3.00 - \$27,000

750 water heater wraps w/insulation @ \$15.00 - \$11,250

6) Section 1-G -- Please provide an explanation for staff professional development costs and member training materials and fees.

Staff professional development costs total \$2,600 and assumes that 13 staff members will attend 2

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professional development costs that average \$100 each. Service Corps staff are encouraged to attend training sessions and conferences held by the Maryland Association of Nonprofit Organizations, The After School Institute, the Baltimore City Office of Sustainability, the Corps Network, and other program-related training providers.

The \$1,900 budgeted for member training materials includes the reproduction and distribution costs of Civic Works' Member Manual, Citizenship training materials, and program-specific training materials such as KidzLit and KidzMath training, the Baltimore City Public School System's parent engagement manual, energy efficiency training manuals, volunteer recruitment manuals, etc.

The \$1,900 budgeted for member trainer fees includes the cost of bringing outside trainers to provide training that Civic Works staff is unable to. This includes work site safety, power tool training, lead abatement and asbestos removal, healthy homes for seniors, the Outward Bound method, parent engagement, tutorology, etc.

7) Section 1-I -- Please revise to include background checks for all staff included in the budget.

The budget has been revised to include \$533 (13 staff x \$41) for staff background checks.

8) Section 1-I -- Please explain or provide justification for staff cell phone service.

This line item reflects cell phone reimbursement for the Community Development Director because he is often visiting members, working with volunteers at project sites, and attending community or program-related meetings. He must remain in contact with other Service Corps staff to coordinate these activities.

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### Programmatic Clarification Items

9) Please clarify how the following member activities related to REACH! Partnership directly address the identified compelling need and do not supplant or replace a paid position: eating lunch with students, working with students during the school day or mandatory extended day program, tracking attendance and school performance, monitoring hallways during class transitions, and supervising students while staff receives professional development.

REACH! Partnership is a small learning environment that is funded by the Baltimore City Public School System at a per student rate. The school is not allotted paid positions to perform the member activities listed above. The presence of AmeriCorps members is central to the REACH! Partnership model. The members' service activities provide supports to students that other schools are not able to offer.

Baltimore City's creation of Transformation Schools such as REACH! Partnership is intended to reduce the number of students who drop out while transitioning between middle and high school. The REACH! Partnership member activities ensure that students are supported during the school day by caring young adults. Because students who are engaged are less likely to drop out of school, Civic Works hopes that the above member service activities will positively impact REACH! Partnership's graduation rate and test scores.

10) Please clarify the specific service activities for the Baltimore Education Network program.

Members serving with Civic Works' Baltimore Education Network program will contact parents and family members and encourage them to complete Free and Reduced Meal forms. They will work with

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the Parent Teacher Association at each school to increase the number of parents who attend meetings. They will recruit 5 parent volunteers at each school.

11) Please provide the member development plan for the members in the REACH! Partnership, the Downtown Partnership, the Baltimore Education Network, and the University of Maryland School of Social Work and the UMBC School of Social Work.

a) REACH! Partnership: Members will attend quarterly development sessions that include workshops conducted by education professionals, creation of individual career plans, team building, and other placement-related training. Members will also be invited to attend applicable teacher development trainings. The REACH! Partnership Supervisor will meet with each member to discuss career and education goals, evaluate performance in completing service activities, and assess development needs. Because a majority of REACH! Partnership members are college students, the member development emphasis is on continuing education, not job placement.

b) Downtown Partnership: During their term of service, the Downtown Partnership Team Supervisor and Community Development Director will meet with members to develop an individual career plan, evaluate performance in completing service activities, and assess development needs. They will receive an introduction to AmeriCorps and Civic Works, training on landscaping techniques, small power tools, worksite safety, teambuilding, workplace etiquette, conflict resolution, citizenship skills, etc. Civic Works staff will assist members in creating a resume and learning job interview techniques. At the end of the program, staff will make every effort to place members in jobs, find a slot for them at another Civic Works program, or refer them to outside training programs. If the Downtown Partnership staff is impressed by a member's performance in completing service activities, they may offer them a Downtown Partnership position or recommend them for similar jobs.

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c) Baltimore Education Network: Members will be trained by Civic Works staff and the Baltimore City Public School System in parent recruitment and engagement, teambuilding, workplace etiquette, conflict resolution, citizenship skills, and will receive an introduction to AmeriCorps and Civic Works. They will attend quarterly development sessions that include workshops conducted by education professionals, creation of individual career plans, and other education-related training. The AmeriCorps Program Director and a Baltimore Education Network supervisor will meet with each member to develop an individual career plan, evaluate performance in completing service activities, and assess development needs. Because these members will primarily be parents or guardians of students, many will have already set their own career or education goals. We do expect some members to request assistance in job placement or meeting education goals (attaining a GED or planning for college) and Civic Works staff will either provide these services or link them to partner organizations.

d) University of Maryland School of Social Work and UMBC School of Social Work: All members are social work students and will receive several different levels of training. The Community Development Director will provide an introduction to AmeriCorps and Civic Works that includes prohibited activities, completion of all necessary paperwork, our expectations of members, and an introduction to the ethic of service. The members will receive much of their professional and educational development through the University of Maryland and UMBC professors. They will receive skills training for service activities from the nonprofit organizations where they are placed. The members will be invited to all training sessions held by Civic Works AmeriCorps programs and Civic Works staff will be available to provide any requested assistance.

12) Please clarify if this is a tutoring program, and if so how the curriculum and strategy for assessing

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student progress will comply with AmeriCorps requirements for tutoring programs.

Members serving at the Goodnow Community Center and REACH! Partnership are engaged in tutoring programs. REACH! Partnership members utilize a curriculum and assessment tools that are selected by the school Principal and meet the Maryland State Department of Education's requirements. The Goodnow Community Center members utilize a curriculum and assessment tools developed by Civic Works in partnership with The Afterschool Institute. The curriculum incorporates Anywhere Learning System's nationally recognized A+ Software, KidzLit and KidzMath which are the preferred curriculum of Baltimore City's Out of School Strategy, and Civic Works' experience-based enrichment activity schedule. Assessment tools are built into each component of the curriculum and have been approved by the Family League of Baltimore City, which administers the City's afterschool and summer education funding.

13) It is unclear how some of the proposed sub-programs leverage volunteers. Please clarify how the Social Work Undergraduate and Graduate students, the Project Lightbulb, and the Baltimore Education Network programs leverage volunteers.

Some School of Social Work Undergraduate and Graduate students may leverage volunteers if they are placed with a nonprofit organization that leverages volunteers. The Project Lightbulb program model does not emphasize leveraging volunteers because volunteers without background checks cannot be sent into clients' homes. Project Lightbulb will occasionally work with volunteers on a one-day project. For example, the program once leveraged 20 volunteers to install CFLs and faucet aerators in a senior citizen housing facility. Baltimore Education Network members will focus much of their efforts on leveraging volunteers. Because the program's goal is to engage parents and family members in their child's education, one of the members' service activities will be recruiting parents to volunteer in the classroom,



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at extra-curricular events and field trips, and through the Parent Teacher Association.

14) Please clarify supervision for all placement sites.

The Community Lot Team, Project Lightbulb, Goodnow Community Center, REACH! Partnership, Downtown Partnership, and Baltimore Education Network are Civic Works programs. All members participating in these programs will be under the direct supervision of a Civic Works supervisor. The supervision plans for placement sites are:

a) Chesapeake Habitat for Humanity: Civic Works' AmeriCorps Program Assistant is responsible for collecting timesheets and tracking hours of Chesapeake Habitat for Humanity members. Civic Works' Community Development Director is the Civic Works supervisor for Chesapeake Habitat for Humanity members and is responsible for training, coordinating with the site supervisor, and providing any necessary member support. A Chesapeake Habitat for Humanity construction supervisor is responsible for daily supervision of the members.

b) University of Maryland School of Social Work: Civic Works' AmeriCorps Program Assistant is responsible for collecting timesheets and tracking hours of University of Maryland School of Social Work members. Civic Works' Community Development Director is the Civic Works supervisor for University of Maryland School of Social Work members and is responsible for training, coordinating with the site supervisor, and providing any necessary member support. A University of Maryland School of Social Work professor provides guidance to members and assists them in finding a site placement that provides opportunity for acceptable service activities. Each nonprofit organization that serves as a placement site will provide daily supervision of the members.

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c) UMBC School of Social Work: Civic Works' AmeriCorps Program Assistant is responsible for collecting timesheets and tracking hours of UMBC School of Social Work members. Civic Works' Community Development Director is the Civic Works supervisor for UMBC School of Social Work members and is responsible for training, coordinating with the site supervisor, and providing any necessary member support. A UMBC School of Social Work professor provides guidance to members and assists them in finding a site placement. Each nonprofit organization that serves as a placement site will provide daily supervision of the members.

### 2011 Clarification Changes

#### Programmatic Clarification Items

All pre-service and in-service tutor training for Goodnow Community Center and REACH! Partnership members is research based and consistent with the Maryland State Department of Education's (MSDE) academic curriculum. Members serving at the Goodnow Community Center are trained in use of Anywhere Learning System's A+ Software by staff who were certified by Anywhere Learning System. The software is aligned with the MSDE curriculum. Members also receive training from the Family League of Baltimore City, which is the agency authorized by Baltimore City to administer and evaluate after school programs.

Members serving at REACH! Partnership are trained in use of Northwest Evaluation System's MAPPS system by staff certified by Northwest Evaluation System. They also work under the direct supervision of REACH! Partnership teachers who provide in-service training that is consistent with the school's MSDE-approved academic curriculum.

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### Performance Measure Clarification Items

#### Education

- a. Students must complete a minimum of 160 hours of tutoring in order to be counted as completing the Service Corps education program. On average, students will attend at least 4 hours of tutoring per week for 40 weeks.
- b. "Improved academic performance" means students will either:
  - 1) improve scores by one grade level on Anywhere Learning System's A+ math or reading assessments (used by the Goodow Community Center);
  - 2) improve scores by one grade level on Northwest Evaluation System's MAPPS math or reading assessments (used by REACH! Partnership School); or
  - 3) test at the proficient or advanced level on the Maryland School Assessments in math and reading.

### Continuation Changes

#### Year 2 Continuation Changes

##### 1. Summary of Service Activities

Civic Works' Service Corps members will continue serving low and moderate income Baltimore residents in the 2011-2012 program year. 139 members will tutor and mentor students at the Goodnow Community Center and REACH! Partnership School, create community gardens with the Community Lot Team and Downtown Partnership, improve home energy efficiency with Project Lightbulb and the Baltimore Neighborhood Energy Challenge, rehabilitate houses with Habitat for Humanity of the Chesapeake, encourage parent participation in public schools with the Baltimore Education Network, and provide community organizing assistance to community-based organizations through the University of Maryland School of Social Work and the University of Maryland Baltimore County.

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Service Corps projects produce significant outcomes. In FY 2010 members created 10 community gardens and rehabilitated 17 houses. They recruited 1,726 volunteers and helped 500 low-income residents conserve an average of 58 kWh per month. 88% of members demonstrated improved job and life skills and 91% felt that they were likely to continue volunteering after participating in Service Corps. 100% of partner organizations agreed that Service Corps members helped them to better meet service objectives.

### EXPANSION REQUEST

Civic Works is requesting to expand the number of Service Corps MSYs from the current configuration of 49.68 MSYs to 76.65 MSYs. This would bring the total number of Service Corps positions to 210. The additional MSYs are currently contained in Civic Works' AIM for Excellence program which is formula-funded through the GOSV. The inclusion of all Civic Works' AmeriCorps members into a 3 year competitive funding cycle will provide more stability for Civic Works projects and partner organizations then relying on 1 year state formula grants.

This request meets the Corporation's expansion priorities of improving academic outcomes for youth and meeting demonstrated need in communities. Members address the issues of decreasing graduation and college attendance rates in Baltimore County, the difficulty low income Northeast Baltimore residents experience in accessing fresh produce and nutrition education, and local non-profit organizations who need assistance in operating community-based programs. Although some of these member activities are new to Service Corps, they are not new to Civic Works. The organizational structure, partnerships, community support, and matching funds have been in place for several years.

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In order to support this expansion request, Civic Works has increased its funding request to the Corporation from \$499,999 to \$770,945. This includes member support costs, three supervisory staff, and program operating costs such as training, supplies, member uniforms, and FBI criminal background checks. The Service Corps cost per MSY requested from the Corporation remains at \$10,058 and the match percentage is 57% - an increase from the current year.

### Community Need

According to preliminary data from the 2010 Census, Baltimore County's poverty rate increased from 6.5% to 8%, straining the county's social services and school system. A significant percentage of Baltimore County Public School students are low-income, with 35.6% of high school students registered for free and reduced price meals (FARMS). During the 2009 - 2010 academic year, only 75.3% of these students were proficient on the English 2 exam and 82.9% were proficient on the Algebra exam. Baltimore County's high school graduation rate has steadily declined from 92.03% in 1997 to 83.11% in 2010. Many graduating seniors do not attend college, with only 61% of the 2010 graduating seniors planning to attend either a 2 year or 4 year institution. This is often because a large number of Baltimore County High School students do not have family members who attended college. First-generation potential college students are often not encouraged to take advanced classes and struggle through the college application process.

In Northeast Baltimore, up to 68% of married couple families and 87% of "other" families earned below the self sufficiency standard in these communities. There are few grocery stores and residents must often travel several miles to neighboring communities or rely on small corner stores. In a recent food survey of these communities conducted by the Johns Hopkins University's Center for a Livable Future, over 60% of residents were dissatisfied with the local food options available to them and found the cost

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of fresh fruits and vegetables to be prohibitive. 37% said that they are "often" or "sometimes" unable to buy healthy food because they are out of money or public assistance.

Many low-income Baltimore residents are not able to afford computers, impairing their ability to access information, look for jobs, and improve their family's education. Although Maryland's computer - student ratio in schools has improved dramatically over the past decade (to 3.4 -- 1 in 2009), only 43% of Baltimore City students have computer access at home.

Baltimore County AVID (1- 1700 hour; 2-900 hour, 40-675 hour, and 20-300 hour members) - AVID (Advancement Via Individual Determination) is a nationally recognized in-school academic support program that prepares students for college eligibility and success. The AVID program in Baltimore County targets high school students who are academically average, placing them in advanced classes and providing additional organizational and study skills, critical thinking and enrichment activities.

The AVID curriculum is being successfully utilized by all 25 public high schools in Baltimore County and several middle schools. Last year, 100% of seniors participating in the Baltimore County AVID program graduated from high school and 99% of AVID graduating seniors were accepted into college, amassing a total of \$2,692,039 in scholarship awards. Civic Works corpsmembers have worked with the Baltimore County AVID program since 2003, tutoring and mentoring 5,000 students each year in 25 schools. Mostly college students themselves, Civic Works' AVID members provide in-classroom tutoring and serve as a daily reminder that, with hard work, college is possible. Members lead study groups, assist AVID teachers in the classroom, and help students complete college and scholarship applications.

Real Food Farm (1 -- 1700 hour and 2-900 hour members)- Members will serve with Civic Works' Real Food Farm -- a Northeast Baltimore urban agriculture project that grows and distributes fruit and

## Narratives

vegetables to low and moderate income residents, provides nutrition education and cooking demonstrations, and creates learning opportunities for high school students. Members will grow food and assist in community outreach and education programs operated by Real Food Farm.

Historic East Baltimore Community Action Coalition (2-1700 hour, 1-900 hour, and 2-675 hour members)- Members will be placed with the Historic East Baltimore Community Action Coalition's (HEBCAC) East Baltimore Technology Resource Center, which provides computer education and equipment to low-income residents of East Baltimore, where many of Civic Works' programs take place. Members will recruit volunteers, collect donations of computer equipment, refurbish computers for distribution to public schools, and instruct computer literacy classes.

### 2. Program Strengths

a. Volunteer generation. Service Corps programs are able to recruit an average of 1,400 volunteers each year to assist AmeriCorps members in completing service projects. During the 2009-2010 program year, 1,726 volunteers served a total of 7,737 hours. They included college students, employees of local corporations, active-duty military personnel volunteering as a part of Baltimore Navy Week, church youth groups, and retired community members.

b. Partnerships. Service Corps has a long history of creating lasting partnerships with community organizations, faith-based groups, corporations, educational institutions, and City and State agencies. Civic Works is able raise match that exceeds Corporation requirements; provide members and participants with social service referrals and job placement; and create service opportunities for members with partner organizations. In 2009 -- 2010, 100% of partner organizations who served as placement sites for Service Corps members agreed on satisfaction surveys that the presence of members

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allowed their organizations to better meet service objectives. Last year, Civic Works placed two Service Corps members at Baltimore Reads, a local literacy organization. The primary service activity of these members was to run a Book Bank. Staff at Baltimore Reads have noted that because Service Corps members were placed at the organization, they were able to collect more books and increase the Book Bank's hours of operation.

c. Innovation. Because Service Corps has a strong base of stable programs and partnerships, Civic Works is able to create innovative programs and projects that address emerging community needs. REACH! Partnership School, Project Lightbulb, and the Baltimore Neighborhood Energy Challenge have been created within the past three years when community members, partner organizations, and City Agencies requested that Civic Works address the issues of career readiness for high school students and home energy conservation. Programs such as the Community Lot Program and Goodnow Community Center are often asked to expand their activities to meet the needs of specific communities or student groups, taking on new projects like a disc golf course and working with the International Rescue Committee to include refugee children in a summer program. Real Food Farm, an innovative urban agriculture project, was created one year ago and remains the only high tunnel farm in Baltimore approved to grow food on public land. If the expansion request is approved and Real Food Farm becomes a Service Corps project, it will expand Service Corps activities to include food access and nutrition.

### 3. Program Challenges

a. Civic Works hired a new Finance Director, Michael Akman, in the second quarter. He had no prior experience with AmeriCorps and, since Service Corps has a complicated structure and budget, he had to devote much of his time to learning our internal processes as well as AmeriCorps requirements.



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b. Assisting members in completing their required service hours was challenging. Many Service Corps programs (particularly shorter programs that operate in 3 or 4 month cohorts like Project Lightbulb) are funded for a specific period of time that doesn't allow for members to miss many days. It can be difficult, when a member is sick or is having personal difficulties, to help them catch up. This year, when a member missed two consecutive days, staff immediately scheduled a meeting with them to make a plan. They were offered service opportunities on weekends or with other teams to ensure completion of their term.

c. Operating programs that utilize both AmeriCorps and non-AmeriCorps participants was often complicated for program staff. Because demand for AmeriCorps positions always exceeds the Service Corps allotment, some programs are only able to enroll a portion of their participants in AmeriCorps. This makes payroll and outcomes reporting difficult and can be hard to explain to members/participants. To make the process easier in the future, the AmeriCorps Program Director will meet with staff at the beginning of each program year to clarify which participants will be AmeriCorps members and ensure that recruitment plans and materials reflect the program structure.

#### 4. Enrollment

The 2009 Service Corps enrollment rate was 103.2%. This includes refills of 5- 675 hour positions and 1 450- hour position when members were exited before completing a significant portion of their service hours. One 300 hour position was not filled when a summer program was not able to find a potential member before the enrollment deadline. The AmeriCorps Program Director will work with that program to improve the recruitment plan and begin recruitment earlier in the year.

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### 5. Retention

The 2009 Service Corps retention rate was 89.9%. 4 -- 1700 hour members, 5 -- 300 hour members, 1 -- 450 hour member, and 6 -- 675 hour members were not able to complete their service hours. Two of the full time members who did not complete were recruited and placed in service at two new partner schools and were not a good fit with the programs. Civic Works has re-evaluated its decision to make those schools placement sites. Two full-time, 3 reduced half time and 1 minimum time members left the program when they found full-time employment. Three reduced half-time time members were not able to complete their required hours before the end of their programs and were not willing to serve un-stipended hours. The 1 quarter time member who did not complete was a School of Social Work student who left the graduate program before finishing the internship. Two minimum time members were dismissed by Civic Works staff because of policy violations, 1 was dismissed for repeated absences, and 1 was incarcerated during the term of service.

### 6. Portal and Reporting Compliance

95.6% of Service Corps members were enrolled within 30 days (152 of 159). Two of the late enrollments were due to miscommunications with partner sites and 5 were due to mistakes by program staff.

Midway through the 2009-2010 program year, Civic Works enacted a policy of not accepting any new member enrollments after 30 days. 98.1% of members were exited within 30 days (156 of 159). Three members were exited at 31 days because of miscalculations by program staff who thought enrolling and exiting within one calendar month (for example, enrolling a member who started 5/12 by 6/12) was acceptable instead of counting 30 days. This problem has been corrected.

All 2009-2010 quarterly narrative program reports were submitted to the GOSV on time. Two quarterly

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financial reports were not submitted to the GOSV on time. This is due to turnover in fiscal staff. One report was late when a contracted accountant who was temporarily filling the Civic Works' Finance Director position missed the reporting deadline. He is no longer contracted by Civic Works. The second report was one day late because the new Finance Director had only recently been hired and was not able to complete the reporting forms in time. He has now been trained in AmeriCorps financial reporting and works closely with the AmeriCorps Program Director to complete and submit reports on time.

## Performance Measures

### SAA Characteristics

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

### Priority Areas

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

Grand Total of all MSYs entered for all Priority Areas      26.77

### Service Categories

Tutoring and Child (Elementary) Literacy  
Community Revitalization/Improvement

## National Performance Measures

**Priority Area: Education**

### Strategy to Achieve Results

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

Members at the Goodnow Community Center and REACH! Partnership will work with Baltimore City students.

### Result: Output

Result.

650 students will complete an education program at Goodnow Community Center or REACH! Partnership.

Indicator: (PRIORITY) ED2: Number of students who complete an AC ED program.

Target : number of students completing 150 hours of tutoring (650)

Target Value: 650

Instruments: attendance logs

PM Statement: 650 students will complete an AmeriCorps education program at the Goodnow Community Center and REACH! Partnership.

### Result: Output

Result.

700 students will start in an AmeriCorps education program

Indicator: ED1: Students who start in an AC ED program.

Target : number of students (700)

Target Value: 700

Instruments: attendance logs, enrollment forms

PM Statement: 700 students will start in an AmeriCorps education program

### Result: Intermediate Outcome

Result.

450 Students will show improved academic performance

Indicator: (PRIORITY) ED5: Students w/ improved academic performance.

Target : number of students completing education programs that show academic improvement on A+ and MAPPS assessments or pass the MSA or HSA (450)

Target Value: 450

Instruments: software assessments, results of the MSA and HSA, report card grades.

PM Statement: 450 students will show academic improvement during the program year.

**Priority Area: Environmental Stewardship**

### Strategy to Achieve Results

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

Project Lightbulb will install energy-saving fixtures in low-income households

### Result: Output

Result.

Low income Baltimore City houses will be retrofitted to improve energy efficiency

Indicator: EN1: Housing units weatherized or retrofitted.

Target : number of houses retrofitted

Target Value: 450

## National Performance Measures

Result.

Instruments: Project Lightbulb data form, Client Survey

PM Statement: Project Lightbulb members will visit and retrofit 450 low income Baltimore City households.

### **Result: Intermediate Outcome**

Result.

Low income households visited by Project Lightbulb will see an annual reduction in energy usage

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

Target : Total number of kWh saved annually

Target Value: 286200

Instruments: data from Project Lightbulb's ETO database; BG&E energy usage data; NEAT results

PM Statement: 450 low income houses visited by Project Lightbulb will reduce energy use by a total 286,200 kWh annually.

## Required Documents

Document Name

Status

Evaluation

Not Applicable

Labor Union Concurrence

Not Applicable