

## 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:  21-JAN-11	STATE APPLICATION IDENTIFIER:
2b. APPLICATION ID:  11AC124697		4. DATE RECEIVED BY FEDERAL AGENCY:	FEDERAL IDENTIFIER:  09ACHMI0010005
<b>5. APPLICATION INFORMATION</b>			
LEGAL NAME: Community Economic Development Association of Michigan  DUNS NUMBER: 145891110		NAME AND CONTACT INFORMATION FOR PROJECT DIRECTOR OR OTHER PERSON TO BE CONTACTED ON MATTERS INVOLVING THIS APPLICATION (give area codes):  NAME: Allison Wardlaw  TELEPHONE NUMBER: (517) 775-0435  FAX NUMBER:  INTERNET E-MAIL ADDRESS: wardlaw@cedam.info	
ADDRESS (give street address, city, state, zip code and county): 1001 S. Washington Ave. Suite 101 Lansing MI 48910 County: Ingham			
6. EMPLOYER IDENTIFICATION NUMBER (EIN):  383445097		7. TYPE OF APPLICANT: 7a. Non-Profit  7b. Statewide Association	
8. TYPE OF APPLICATION (Check appropriate box).  <input type="checkbox"/> NEW <input type="checkbox"/> NEW/PREVIOUS GRANTE <input checked="" type="checkbox"/> CONTINUATION <input type="checkbox"/> AMENDMENT If Amendment, enter appropriate letter(s) in box(es): <input type="text"/> <input type="text"/>  A. AUGMENTATION        B. BUDGET REVISION  C. NO COST EXTENSION    D. OTHER (specify below):		9. NAME OF FEDERAL AGENCY: <b>Corporation for National and Community Service</b>	
10a. CATALOG OF FEDERAL DOMESTIC ASSISTANCE NUMBER:94.006 10b. TITLE: AmeriCorps State		11.a. DESCRIPTIVE TITLE OF APPLICANT'S PROJECT: Michigan Foreclosure Prevention Corps	
12. AREAS AFFECTED BY PROJECT (List Cities, Counties, States, etc): The proposed program will operate throughout the state of Michigan.		11.b. CNCS PROGRAM INITIATIVE (IF ANY):	
13. PROPOSED PROJECT: START DATE: 10/03/11      END DATE: 10/02/12		14. CONGRESSIONAL DISTRICT OF: a.Applicant <input type="text"/> b.Program <input type="text" value="MI 008"/>	
15. ESTIMATED FUNDING: Year #: <input type="text" value="2"/>		16. IS APPLICATION SUBJECT TO REVIEW BY STATE EXECUTIVE ORDER 12372 PROCESS?	
a. FEDERAL	\$ 272,307.00	<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	
b. APPLICANT	\$ 136,638.00		
c. STATE	\$ 0.00		
d. LOCAL	\$ 0.00		
e. OTHER	\$ 0.00		
f. PROGRAM INCOME	\$ 0.00		
g. TOTAL	\$ 408,945.00		
17. IS THE APPLICANT DELINQUENT ON ANY FEDERAL DEBT? <input type="checkbox"/> YES if "Yes," attach an explanation. <input checked="" type="checkbox"/> NO			
18. TO THE BEST OF MY KNOWLEDGE AND BELIEF, ALL DATA IN THIS APPLICATION/PREAPPLICATION ARE TRUE AND CORRECT, THE DOCUMENT HAS BEEN DULY AUTHORIZED BY THE GOVERNING BODY OF THE APPLICANT AND THE APPLICANT WILL COMPLY WITH THE ATTACHED ASSURANCES IF THE ASSISTANCE IS AWARDED.			
a. TYPED NAME OF AUTHORIZED REPRESENTATIVE: Allison Wardlaw		b. TITLE:	c. TELEPHONE NUMBER: (517) 775-0435
d. SIGNATURE OF AUTHORIZED REPRESENTATIVE:		e. DATE SIGNED: 05/11/11	

## Narratives

### Executive Summary

n/a

### Rationale and Approach

#### PROGRAM DESIGN

##### A. Rationale and Approach

###### 1. Compelling Community Need

The Michigan Foreclosure Prevention Corps (MFPC) will augment the efforts of certified, nonprofit foreclosure counseling agencies to help connect Michigan homeowners facing foreclosure with the critical resources needed to help prevent foreclosure, keep people in their home, and mitigate the devastating effects of foreclosure on neighborhoods and communities. As the foreclosure crisis continues to ravage families and communities across Michigan, the need for assistance on the front lines has never been greater. According to RealtyTrac, there were 118,302 foreclosures in Michigan in 2009, a 12 percent increase from the previous year. Credit Suisse has projected that 312,200 homes will be lost to foreclosure in Michigan from 2007 -- 2011, and the Mortgage Bankers Association predicts that the number of foreclosures nationwide will peak at the end of 2010. These projections, combined with the nation's highest unemployment rate of 14.1 percent, makes for an especially bleak outlook for Michigan's families and communities.

When the foreclosure crisis first hit the state in 2007, its impact was felt most deeply in urban communities such as Detroit, Pontiac, Flint, Saginaw, Lansing, and Grand Rapids. At the beginning of 2008, the Detroit metropolitan area had the highest rate of foreclosure in the United States. Over the past year, the foreclosure crisis has widened its scope, spreading to suburban and even rural communities. According to RealtyTrac in September 2009, the rate of foreclosure growth was higher in Detroit's suburbs than in the city; in Northwestern Michigan, Grand Traverse County reported a 350 percent increase in foreclosures from 2005 to 2009.

Nonprofit foreclosure counseling agencies are on the front lines of this crisis, helping families to

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understand their options and working to keep them in their homes. The vast majority of counseling agencies around the state report operating at or above capacity under current conditions in the state. The need for additional foreclosure counseling resources has been further heightened as Michigan's new 90-day pre-foreclosure negotiation law went into effect on July 5, 2009. The new law provides homeowners facing foreclosure with the opportunity to work with a certified, nonprofit foreclosure counselor and their lender on a loan modification or other agreement to stay in their home. The Michigan Foreclosure Task Force estimates the need for \$4.5 million to cover the additional costs of providing foreclosure counseling under the new law. Both the data and the experiences of counselors show that the need for housing counseling far exceeds the agencies' ability to serve them.

The Community Economic Development Association of Michigan (CEDAM) created the Michigan Foreclosure Task Force (Task Force) in 2007 to serve as a statewide clearing house and unified voice to keep families, including homeowners and renters, in their homes despite the foreclosure crisis plaguing Michigan's communities. As the statewide trade association to advance community-based economic development and revitalize and rebuild Michigan's communities and neighborhoods, CEDAM's members acutely felt the impact of the burgeoning foreclosure crisis in Michigan. The Task Force is the only statewide coalition focused on foreclosure. With over 250 members from housing counseling agencies, legal service providers, community development corporations, state and local government agencies and officials, lenders, and other private sector partners, it is the Task Force's responsibility to address the needs of its members in fighting the foreclosure crisis. The Task Force focuses its efforts on three areas: foreclosure prevention and housing counseling; policy and advocacy; and addressing the devastating neighborhood impacts of foreclosure.

The Task Force's members have consistently identified the need for additional resources to support the work of foreclosure counseling agencies across the state. In Michigan, many counseling agencies report a two to three week waiting period to see new clients who are facing foreclosure. It is critical that homeowners who are facing foreclosure are connected with the tools and resources needed to help them

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navigate the complicated and cumbersome process of working with their lender to avoid foreclosure as soon as possible.

Members of the Task Force's Foreclosure Prevention and Housing Counseling Committee have identified the need to secure funding and resources to increase capacity of housing counseling agencies as their top objective from a list of more than 20 potential activities in the Committee's 2009-2010 work plan. Based on these statistics, feedback from, and surveys of the Task Force membership, CEDAM and the Task Force have chosen foreclosure prevention for the focus of its AmeriCorps program. The activities proposed in the MFPC will enhance foreclosure counseling agencies' ability to serve homeowners in need, resulting in more homes saved, more financially stable homeowners, and fewer financial losses to families and communities.

### 2. Description of Activities and Member Roles

In partnership with the Michigan Coalition Against Homelessness (MCAH), CEDAM and the Task Force are currently operating a pilot Michigan Foreclosure Prevention Corps (MFPC) program using seed funding from the Michigan Community Service Commission. As a part of the pilot program, 20 AmeriCorps members have been placed at 20 certified nonprofit foreclosure counseling agencies around the state, serving in urban, suburban, and rural communities. CEDAM is requesting funds for 20 AmeriCorps members to be placed at 20 foreclosure counseling agencies throughout the state in the 2010-2011 funding year. CEDAM expects that many of the agencies participating in the current pilot project will likely apply to continue hosting an AmeriCorps member through the proposed MFPC. CEDAM anticipates that host sites under the MFPC will be located throughout the state, including the Upper Peninsula, and will be placed based on the quality of the host site's application; the rate of foreclosure in the host site's community; and the capacity of the agency to successfully host an AmeriCorps member.

The MFPC is designed around a proven model that has connected distressed homeowners with

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foreclosure counseling resources. In 2008, Foreclosure Response of Kent County, Michigan targeted specific neighborhoods with projected high rates of foreclosure through increased community outreach and educational efforts. These efforts resulted in a nearly 300 percent increase in the number of homeowners facing foreclosure seeking assistance from Home Repair Services, a local foreclosure counseling agency in Kent County. The MFPC seeks to replicate this model in other communities of high need across the state by placing AmeriCorps members at agencies to increase their capacity to serve more homeowners facing foreclosure by taking on critical supporting functions such as intake, triage, community outreach, education and generating a sustainable volunteer base, thus allowing foreclosure counselors to focus on their core mission -- increasing the number of clients served.

CEDAM and the Task Force are currently engaged in numerous efforts to increase the capacity of foreclosure counseling agencies to serve their clients. CEDAM and the Task Force have met with at least ten potential funders, including private and community foundations as well as lending institutions, to increase awareness of the need for additional foreclosure counseling resources and request financial support. CEDAM and the Task Force also are working closely with regional and local foreclosure collaborative efforts around the state to support their efforts to secure additional resources to support foreclosure prevention counseling.

AmeriCorps members placed at nonprofit housing counseling agencies certified by the U.S. Department of Housing and Urban Development (HUD) and/or the Michigan State Housing Development Authority (MSHDA) will implement programs and strategies that have proven to be the single most cost-effective solution to stemming the tide of foreclosures. While each host site selected throughout the state will determine how to best utilize their AmeriCorps member based on the specific needs of the communities in which they serve, AmeriCorps members' service will fall within the following range of activities:

Volunteer Generation

CEDAM envisions its AmeriCorps members leading the effort within counseling agencies to generate a sustainable volunteer base that will serve beyond the member's year(s) of service. AmeriCorps members

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will train volunteers to assist in nearly all areas of their service to the agency, including client intake, triage, community outreach, and education. AmeriCorps members will work closely with host agency staff to develop a volunteer program that best supports the agency's needs, including recruiting, maintaining and managing volunteers.

### Foreclosure Intake

A common foreclosure prevention activity that AmeriCorps members will provide is intake for homeowners facing foreclosure. Collecting accurate and complete information is a critical and time-consuming part of the counseling process. AmeriCorps members will be trained to take clients through the intake process, which will allow housing counselors to work with more clients. AmeriCorps members will also recruit and train volunteers to support the intake function at counseling agencies.

Many of Michigan's leading counseling agencies have incorporated a group intake process to work more efficiently with their clients. Scheduling these events on a regular basis allows for staff to explain the information needed to provide foreclosure counseling services to several homeowners at once, enabling agencies to work more efficiently, and ultimately serve more homeowners in need. AmeriCorps members would be trained to assist and facilitate these group intake sessions, as well as recruit volunteers to support these efforts.

### Client Triage & Referrals

Not every homeowner contacting a foreclosure counseling agency develops into a full client for housing counselors. Some have relatively simple questions, while others are potential clients who do not complete the intake process for one reason or another. AmeriCorps members can provide invaluable service to these agencies by serving as the first point of contact with clients, answering basic questions about foreclosure-related issues and providing referrals to other services that homeowners may need such as utility and food assistance. By streamlining this process at the front-end, AmeriCorps members will enable trained and certified housing counselors to focus more on direct service and foreclosure prevention.

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### Community Outreach

Lenders and servicers estimate that one half of all homeowners who are foreclosed upon never contact them despite literally dozens of letters and phone calls to the borrower. Nonprofit foreclosure counseling agencies agree that increasing awareness of their free services is an extremely important tool to stemming foreclosures. Foreclosure Response of Kent County has made great strides to increase awareness of free, nonprofit counseling assistance. By sending staff and volunteers door-to-door in neighborhoods with high foreclosure rates, including placing agency information in utility bills, conducting workshops, speaking at community events and other forms of community outreach, it appears that Foreclosure Response has tripled the requests for assistance to local nonprofit counseling agencies.

Community outreach efforts may be one of the most common and effective uses of AmeriCorps members and could be the difference in connecting hundreds of additional homeowners facing foreclosure with the free and qualified services that they need. In CEDAM's current pilot AmeriCorps program, the AmeriCorps member serving at Northeast Michigan Affordable Housing (NEMAH) reads the legal news daily for a list of homeowners who are facing foreclosure in the area. The AmeriCorps member then sends a personal letter to each homeowner explaining the services available at NEMAH and encouraging them to call for assistance. This practice has proven to be very effective in connecting homeowners facing foreclosure with the counseling agency -- nearly 75 percent of the letters sent by the AmeriCorps member have resulted in the homeowner contacting the agency for service.

### Education

A number of AmeriCorps members will be engaged in facilitating educational workshops for those facing foreclosure, as well as workshops aimed at the general community. AmeriCorps members will provide attendees with strategies on how to avoid foreclosure, including utilization of a free, nonprofit, certified housing counselor, as well as provide more general educational sessions such as financial literacy. While loan modifications or other agreements between lenders and delinquent borrowers to

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repay mortgage loans can be immediate foreclosure prevention strategies, homeowners often must address longer-term financial management issues such as effective budgeting, saving money, and eliminating debt. In CEDAM's current pilot program, some AmeriCorps members are planning financial literacy workshops for high school students in an effort to ensure that the next generation of consumers makes better decisions about budgeting, credit, and even homeownership. Finally, many of Michigan's homeowners are not aware of the new 90-day pre-foreclosure negotiation law and how it might help them avoid foreclosure. AmeriCorps members can help spread the word to homeowners at risk of foreclosure and make sure that they act immediately to contact a certified housing counselor to trigger the law's protections.

### Program Structure

CEDAM has hired a Program Director (Director) to oversee the pilot Michigan Foreclosure Prevention Corps (MFPC) program and will retain the Director to oversee member recruitment, retention, training, and other programmatic support for the 20 members it is requesting.

CEDAM and Task Force staff will select host agencies through a competitive application process. Host agencies will be selected based on the following criteria: 1) identified need in the community and agency, including foreclosure rates and demand for services; 2) community resources; 3) agency capacity for successful AmeriCorps member service; and 4) involvement with the Task Force. During the application process, potential host agencies may request more than one AmeriCorps member, with appropriate demonstration of need and support. Because foreclosure has become an issue for communities statewide, it will be a priority of the MFPC that AmeriCorps members serve a diverse geographic base. The applications of host agencies will be reviewed by a panel of CEDAM and Task Force staff, staff of MSHDA, and other key stakeholders. The panel will make recommendations based on the agencies' demonstrated ability to fulfill the required criteria, and the final decision will be based on the panel's recommendations, agencies' geographic location, and participation in the pilot program.

Training will commence with a mandatory, multi-day orientation for AmeriCorps members and site



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supervisors. AmeriCorps members will be trained in working with clients through the foreclosure process, volunteer generation and management, how to most effectively serve clients, and how to access and navigate other supportive services that clients may need. In addition to foreclosure training, AmeriCorps members will also receive citizenship training, which will further inform and inspire them to be active and engaged in their communities during their term of service and beyond.

The Director will lead bi-weekly conference calls with AmeriCorps members to identify and address their support, training, and service-related needs. Members' knowledge of each topic will be assessed before and after each session. AmeriCorps members also will be given a chance to request specific training sessions through surveys provided by the Director. Bi-weekly calls with the members will serve as an opportunity to remind them of the mission of the program and to hear from one another how their individual work fits into the program's mission. The training and surveys all contribute to the quality of AmeriCorps members' experience. When the members feel supported in their service, they will be more likely to complete their service year and achieve the MFPC's stated outcomes. Each site supervisor will be responsible for sharing their agency's training calendar with the Director. Throughout the service year, the Director will follow up with each site to ensure that the members' specific training needs are met.

The positions that the proposed MFPC members would hold do not violate non-duplication, non-displacement, and non-supplementation requirements because the members are providing services that the agency would otherwise not be able to provide. Once chosen to host a member, each agency will be responsible for providing the MFPC Director with their agency's position description. This position description will be reviewed by the Director and CEDAM and Task Force staff to ensure that the proposed position is in accordance with federal, state, and program requirements. Additionally both the site supervisor and member orientation will include a review of allowable activities, non-duplication, non-supplementation, and non-displacement requirements. During monthly conference calls with both the host site supervisors and AmeriCorps members, the Director will continue to reinforce these policies

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to ensure that CEDAM and the MFPC remains in compliance with these requirements.

As potential AmeriCorps members are interviewed for service positions, host site agencies will review the prohibited activities with the potential member. Upon start of the AmeriCorps member's year of service, the Director will review the MFPC's member contract, and each member will sign the contract, thus acknowledging receipt of this critical service information. AmeriCorps members and site supervisors will be required to provide a complete accounting of the members' time, which further allows the Director to ensure full compliance with AmeriCorps rules and regulations. Program compliance will be further confirmed through host site visits by the Director.

An inherent challenge in the proposed program is addressing AmeriCorps members' transition following their year of service. AmeriCorps members will be trained to document their work processes and share these processes with their host agency so that functions performed by the AmeriCorps member can continue long after their service year ends. This will help smooth the transition between members from year to year and ensure sustainability of value provided to the agency by the AmeriCorps member.

### 3) Measurable Outputs and Outcomes:

The MFPC will operate in the Opportunity focus area and will use two standard performance measures, Opportunity #1 and #9. Many of the overall goals of the MFPC are aligned with providing services to and increasing economic opportunity for economically disadvantaged individuals in economically disadvantaged areas. AmeriCorps members serving with the Michigan Foreclosure Prevention Corps will be responsible for the following outputs:

1)Output: Each AmeriCorps member will provide service in the areas of client intake, triage, referrals, education, and community outreach to a minimum of 150 homeowners, resulting in a total of 3,000 homeowners in Michigan receiving foreclosure prevention services.

2)Output: All 20 AmeriCorps members will receive citizenship and specific service training.

3)Output: Each member will generate a minimum of five volunteers at their host agency, for a total of

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100 volunteers to serve the needs of housing counseling agencies. If each AmeriCorps member generates five ongoing volunteers per agency, and a volunteer assists 10 clients per month, this would result in an additional 12,000 homeowners assisted through the program. AmeriCorps members can provide critically-needed capacity building to foreclosure counseling agencies, allowing them to serve more clients than they otherwise would have been able to serve.

4) Output: Number of economically disadvantaged individuals receiving financial literacy services  
(Target: 500)

Intermediate: Number of economically disadvantaged individuals with improved financial knowledge  
(Target: 500).

Which means that 100% of individuals reached will have improved financial knowledge.

End Outcome: Increase in the number of informed consumers in the marketplace.

Housing counseling agencies track a variety of measurable impacts of their work, including the number of homeowners who contact the agency, the number of homeowners who are counseled, the number of units of counseling given to each homeowner, and results of counseling (e.g. the number of loan modifications, other agreements brokered between lenders and delinquent borrowers, homes saved, dignified exits, etc.). AmeriCorps members placed at housing counseling agencies will help agencies serve even more distressed homeowners. AmeriCorps members will be required to track and measure their activities, including the number of client intakes, phone calls, doors knocked, educational workshops provided to the community, and number of volunteers generated. In order to measure the success of the financial literacy programs, participants will be given a standard survey upon completion of the program. AmeriCorps members will use a standardized reporting system to provide their agencies and the Director with monthly updates on their service. In CEDAM's current pilot program, one host agency has reported that 45 percent of new client cases have been resolved, with nearly all of the

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homeowners being able to stay in their homes. The agency credits much of this success to their AmeriCorps member, who has increased the agency's efficacy by creating new organizational systems and increasing the efficiency of client intake.

In addition to the activities above, AmeriCorps members will be asked to identify and report other areas of impact through their service. Citizenship training will be tracked by training attendance sign-in/call-in sheets and member surveys. The Director will maintain a database of all member activities, which will capture additional results not directly related to the proposed performance measures.

#### 4) Plan for Self Assessment and Improvement

Using the pilot program as a model, the Director will conduct monthly assessments of both AmeriCorps members and site supervisors to ensure that they are working toward meeting and achieving the program's performance measures. When members submit monthly reports, the Director will assess those reports against the overall program goals and follow up with each member to ensure the quality and efficacy of service. This tracking system will also provide the Director with a means for ensuring that members' time is being spent appropriately.

Throughout the service year members and site supervisors will be encouraged to maintain open lines of communication with the Director. The Director will establish monthly conference calls with host site supervisors and bi-weekly conference calls with AmeriCorps members. Members and site supervisors will provide program feedback via surveys at least once per quarter. These surveys will allow the Director to assess and address strengths and weaknesses and ensure that members are meeting program goals and having a rewarding service experience. The Director will review this data and provide feedback to members and site supervisors. The Director also will conduct site visits throughout the service year, and these visits will serve as a valuable opportunity for information gathering and sharing. Finally, the Director will provide weekly updates to CEDAM and Task Force staff about AmeriCorps members'

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activities, track performance measures, report any problems, and develop plans for improvement.

### 5) Community Involvement

Many community partners and stakeholders were involved in the planning process for the pilot program. Task Force members were consulted through Committee meetings, as well as meetings of the full Task Force, on development of both the pilot program and the proposed Michigan Foreclosure Prevention Corps. The Task Force's seven-member Steering Committee assisted CEDAM and Task Force staff to identify areas of service for AmeriCorps members, as well as determining the appropriate selection process for host sites. The Task Force Steering Committee and Task Force members will continue to be engaged through the duration of the MFPC program through Committee work and full membership meetings.

The Michigan Coalition Against Homelessness (MCAH) has served as an invaluable partner to CEDAM and the Task Force, as they have extensive experience managing AmeriCorps programs. During the pilot program, MCAH has provided both fiduciary and programmatic support. If CEDAM receives funding for the MFPC, MCAH will assist in managing the financial aspects of the program. The Michigan Community Service Commission (MCSC) has also been a key partner to CEDAM, the Task Force, and MCAH in developing the current pilot program. Not only has the MCSC provided seed funding for the pilot program, but they have continued to provide ongoing program support and leadership in developing an effective model. CEDAM and the Task Force will continue to work closely with the MCSC to assess, evaluate, and improve on the pilot program and the future MFPC.

### 6) Relationships with other National and Community Service Programs

CEDAM and the Task Force have worked with the Michigan Local Initiatives Support Corporation (LISC) and Detroit LISC, both of whom have AmeriCorps members working on foreclosure prevention in Michigan, to determine the placement of AmeriCorps members under the pilot program and identify

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opportunities for joint trainings and service. This coordination was critical to ensuring that CEDAM and the Task Force placed AmeriCorps members in areas of the state that may not have otherwise been served. Program information, service data and geographic member placement from both Michigan LISC and MCAH also were used to help CEDAM and Task Force staff make decisions in the establishment of the pilot program.

AmeriCorps members will be encouraged to interact with members from these programs through joint training sessions, client referrals, and developing community partnerships. In the pilot program, members have been able to partner with other AmeriCorps members serving in community food banks, at neighborhood health clinics and those working with homelessness, to better serve their foreclosure clients.

An unfortunate side effect of being a member of a statewide AmeriCorps program is that the members may feel some isolation and a stronger connection to their service site than to the national service movement. Being a part of a statewide network of AmeriCorps programs such as those operated through Michigan LISC, MCAH, and Detroit LISC will provide the AmeriCorps members with the opportunity to learn from and build partnerships with other members in their area. These connections are important for volunteer generation, idea sharing and the sense of camaraderie that can only be fostered by others involved in national service.

### 7) Potential for Replication

CEDAM and the Task Force believe that the Michigan Foreclosure Prevention Corps has tremendous potential for replication, particularly in the area of recruiting and training volunteers to provide support to housing counseling agencies. CEDAM and the Task Force staff will work with its member agencies to adopt volunteer recruitment strategies of their own. One strategy to accomplish this is utilizing the Task Force's peer-to-peer training program to partner agencies that have developed successful volunteer programs with those agencies that would like to develop volunteer programs of their own. The peer-to-

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peer training program can also be used to train agencies on other areas where AmeriCorps members have added value, including establishing group intake processes, developing client referral and tracking systems, and implementing community outreach strategies.

### Organizational Capability

#### ORGANIZATIONAL CAPABILITY

##### A. Sound Organizational Structure

##### 1) Ability to Provide Sound Programmatic and Fiscal Oversight

In 1998, the leadership of Michigan's nonprofit community development agencies came together to form CEDAM as their trade association and statewide partner. Modeled on successful efforts in other states, CEDAM was established to provide statewide leadership, advocacy and capacity-building services to small and large nonprofit organizations providing affordable housing, job training, commercial development and a host of related services to low-income neighborhoods across Michigan. Over the years, CEDAM grew into an organization that leads coalitions and collaborations tackling some of our state's most pressing issues, including foreclosure, rural poverty and the lack of savings opportunities for our state's chronically poor. The launch of the AmeriCorps pilot program in 2009 in partnership with the Michigan Coalition Against Homelessness (MCAH) was a natural extension for CEDAM in addressing a critical statewide community development issue via collaboration and innovation.

In 2007 CEDAM launched the Michigan Foreclosure Task Force, a coalition of over 250 individuals and agencies committed to developing a statewide response to the growing crisis of foreclosure. In directing the Task Force, CEDAM is responsible for developing a strategic work plan, raising funds to manage a multi-year statewide advocacy agenda, and partnering with many agencies to form a cohesive, effective voice. Accomplishments since the launch include state policy changes delaying foreclosure proceedings; development of a program with the state Attorney General to deter foreclosure rescue scams; and the training of dozens of housing counselors statewide to meet homeowner demand.

Over the past 12 years CEDAM's budget has grown from \$150,000 to \$1 million. This is largely due to

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public and private funds that have been raised to support a growing array of programs to assist community development organizations statewide. Over the past 10 years, CEDAM has managed a \$250,000 annual contract from the Michigan State Housing Development Authority to operate real estate development training programs, build local capacity to address poverty issues, and educate legislators and other leaders in community development priorities. More recently, CEDAM has managed grants totaling \$450,000 from the Ford Foundation, Bank of America, NeighborWorks America®, and other financial supporters to address the causes and impacts of foreclosure through the Michigan Foreclosure Task Force. In CEDAM's twelve year history, the organization has never returned grant funds.

CEDAM will partner with MCAH to manage the financial aspects of the MFPC, much like the arrangement currently in place for the pilot project. MCAH has significant experience managing federal grants, and AmeriCorps grants in particular. Since its inception in 1990, MCAH has served as the leading advocacy organization for people experiencing homelessness and the agencies that work with this population in the state of Michigan. Within the last ten years, MCAH has assumed responsibility for managing the statewide Homeless Management Information System and provides ongoing technical assistance and training to service providers who use the database. In terms of advocacy and outreach, MCAH coordinates and funds Project Homeless Connect events across the entire state and also leads a statewide campaign every year around Homeless Awareness Week. In addition MCAH assists with organizing events such as the Michigan Summit to End Homelessness and the Michigan Affordable Housing Conference as well as countless smaller training opportunities throughout the year.

MCAH currently administers four AmeriCorps programs funded through the Michigan Community Service Commission. Each of the programs has 20 members who are placed at service delivery sites across the state, for a total of 80 AmeriCorps members. The first grant, connected with the Campaign to End Homelessness, started in February of 2009. MCAH added a second AmeriCorps program in June 2009 when it received funding through the American Recovery and Re-Investment Act AmeriCorps



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Program. The last two programs started in October 2009. The program through the Campaign to End Homelessness is a three-year competitive grant, while the pilot program in connection with CEDAM and the Michigan Foreclosure Task Force is funded for one year.

Even with all of these programs starting up within a relatively short period of time, MCAH and its partners have had little difficulty in administering the financial and programmatic aspects of the four programs. MCAH has been responsible for distributing AmeriCorps members' living allowance and completing all of the required financial reports for the programs. It has had no difficulty in meeting these requirements in a timely manner, and anticipates easily being able to handle the financial reporting and disbursement of AmeriCorps members' living allowance. Key CEDAM and MCAH staff will meet on a regular basis to ensure that adequate financial monitoring and reporting occurs.

The proposed MFPC is critical to the work of CEDAM and the Task Force by providing the necessary capacity to housing counseling agencies to help them meet the growing demand for their services.

Already, nonprofit agencies are working overtime to meet the demand that persists as more and more mortgages become delinquent due to loss of employment and the competing emergency needs of Michigan families. AmeriCorps members participating in the pilot program have succeeded in harnessing volunteers to assist these local agencies; have performed critical outreach and community education programs to help agencies serve their constituents better; and performed critical program functions to help existing staff at agencies increase their ability to service more people faster.

As the statewide trade association for community development corporations, CEDAM has extensive experience in managing statewide programs. CEDAM held a competitive application process to select sites for the current pilot program, and sites were selected based on the quality of their application; rate of foreclosure in the community; capacity to host and manage an AmeriCorps member; and ability to pay \$3,000 in matching funds. CEDAM will continue to use this selection process for the proposed MFPC. Many of the sites in the current pilot program are CEDAM members who pay annual membership dues and participate regularly on CEDAM's various policy and issue committees. The site

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selection process for the AmeriCorps program will incorporate AmeriCorps regulations as articulated in 45 CFR - 2522.475 and CFR -- 2522.450. Program staff will consider host site applications that include innovation, sustainability, quality of leadership, past performance, program models and activities, and the agency's ability to support distressed communities in the final selection. Once host sites are chosen and their AmeriCorps member begins serving they will be held accountable to the standards they exhibited in their application, which will ensure diverse and high functioning host sites.

CEDAM has hired a Program Director to provide oversight and support for host sites and AmeriCorps members located throughout Michigan. In addition to a two-day orientation for AmeriCorps members and site supervisors at the inception of the pilot program, the Director conducts bi-weekly conference calls with AmeriCorps members; monthly conference calls with site supervisors; and will make site visits to all 20 sites throughout the service year to ensure fiscal and programmatic compliance. During calls and visits, the Director will reinforce the vision and mission of the MFPC with members and supervisors, and encourage the sharing of site successes so that members and supervisors can learn from their peers. Members and site supervisors will also be required to submit monthly electronic reports to the Director detailing AmeriCorps-related activities, and the Director will ensure that activities performed are in alignment with the program's vision and mission.

### 2) Board of Directors, Administrators, and Staff:

CEDAM is guided by an 18-member Board of Directors which oversees program direction and directly manages the activities of the Executive Director. Board members are elected from CEDAM's membership and represent communities across Michigan (many of whom are staff at agencies served by the pilot program). Board Members will receive bi-monthly reports on the status of the Michigan Foreclosure Prevention Corps and will have an opportunity to provide insight how the program might be improved or grown.

CEDAM's Executive Director oversees the work plan and activities of the two Co-Directors of the

## Narratives

Michigan Foreclosure Task Force who will directly manage the activities of the Foreclosure Corps Program Director. Key staff of CEDAM will meet regularly with key staff of MCAH to ensure that the financial management of the program is meeting AmeriCorps operational and reporting standards. Key staff for each agency includes:

### CEDAM

Angie Gaabo, Executive Director, has fifteen years of experience in community development activities in Michigan and Detroit, including 3 years as Executive Director. Brian McGrain, Chief Operating Officer, has 5 years of experience managing the organization's finances, accounting, and human resources. Lisa Nuskowski, Co-Director of the Michigan Foreclosure Task Force, has co-led the Task Force since February 2009, and has five years of experience in state and local government. Nichole Greene, Program Director for the pilot program and AmeriCorps alumna, brings more than six years of AmeriCorps experience to the Michigan Foreclosure Corps, serving as Training and Program Manager for City Year Detroit and Service Director at City Year Los Angeles.

### MCAH

Jason Weller, Executive Director, has experience managing four AmeriCorps programs, and has served as a nonprofit housing counselor prior to this position. Christine Corbett, Systems Trainer/Bookkeeper, has experience managing all financial aspects of MCAH's four AmeriCorps programs.

### 3) Plan for Self-Assessment or Improvement:

Every three years, CEDAM's Board of Directors engages in a strategic planning process to ensure that its programs, policies and structure are best aligned to meet the needs of its members. This exercise last occurred in May of 2009. Each December, the performance of the Executive Director is evaluated to determine whether goals established at the beginning of the year were met, and if not, what system changes should be implemented to remove barriers or improve efficiencies. Every two months, the Board of Directors meets to review operational issues, finances and program plans and provide feedback

## Narratives

to the Executive Director on possible improvements, and on alternate months the Executive Committee of the Board meets to take up issues and concerns raised by the Board. Each week, all staff meets to discuss progress on internal goals and share ideas for process and program improvement.

### 4) Technical Support

The Program Director will attend an orientation to AmeriCorps provided by the Michigan Community Service Commission. CEDAM will also provide an orientation and training for the organization, including the Task Force. Using this information, the Director will create a robust site supervisor orientation which will include an overview of AmeriCorps, along with the history, mission, and vision of the MFPC.

CEDAM's budget is large enough to cover the required matching funds to support the proposed MFPC program while it seeks to raise additional matching funds, including from host sites, which will be required to pay a \$3,000 match. CEDAM and Task Force staff will emphasize the \$3,000 matching funds required by each agency, and on the first conference call with site supervisors, the Director will review all financial obligations for the program, including the site match, agency-related member travel, office supplies, and organizational expenses for their AmeriCorps members. Each of these topics will also be reviewed at the site supervisor orientation.

The Director will be trained in all standardized reporting systems and is available to provide any technical assistance to site supervisors and members. There will also be an initial survey for site supervisors and members that will address training topics on reporting data, member timekeeping and an in-depth tutorial of the reporting systems. Following the pilot program orientation the site supervisors ranked goal setting and AmeriCorps history, mission, and vision trainings very highly, and these trainings will be repeated in coming years. Other trainings from the orientation that will be repeated include member retention and use of the statewide standardized reporting systems.

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### B. Sound Record of Accomplishment as an Organization

#### 1) Volunteer Generation and Support:

Volunteers from across the state participate on CEDAM's Board of Directors and many committees-- Finance, Fundraising, Rural, Policy, etc. CEDAM's diverse volunteer base is overseen by the Executive Director. Board members, staff, and other key partners identify potential volunteers based on experience in affordable housing and community development to assist CEDAM in program development and stakeholder education. Volunteers are tapped for their expertise and experience working in their local communities, and they are called on to make introductions of CEDAM to local partners and funders and to use their reputation and notoriety to build the reputation of CEDAM across the state. They are often called on to be ambassadors of CEDAM at conferences, meetings in various regions of the state, at our state Capital and in Washington, D.C. As a statewide agency, a critical capacity issue for CEDAM is having a voice at many tables at once, while representing a unified perspective of everyone working in community development. This is only possible with the assistance of volunteers in many communities agreeing to fill this role on its behalf.

CEDAM has managed a number of successful statewide volunteer development initiatives, including Vision 2020 (2005-2008) in which nonprofit development agencies partnered with Habitat for Humanity affiliates and volunteers to create community-wide housing plans; the Legislative Build (2008) in which nearly half of the Michigan Legislature volunteered to work on a community project in their district on a particular day; and the Michigan Rural Network (2007-present), currently supported by an AmeriCorps member (through Michigan LISC), which coordinates the participation of volunteers across the state to improve the economic development, health and educational opportunities in rural communities.

#### 2) Organizational and Community Leadership

CEDAM serves the state of Michigan and has demonstrated statewide leadership through the activities

## Narratives

of its Board of Directors and staff. Staff and Board Members serve on the Board of Directors of or are in leadership positions with myriad nonprofit and community organizations throughout the state, which are too numerous to list here. CEDAM is considered a statewide leader in addressing critical issues facing the community development industry such as home foreclosures, rural policy, asset and wealth building, and continued support for the Michigan Housing and Community Development Fund and is a leader in the following collaborative efforts: Michigan Foreclosure Task Force, Michigan Rural Network, Asset Building Policy Project, and Living in Michigan Coalition.

### C. Success in Securing Community Support

#### 1) Collaboration

Most of CEDAM's work is advanced through development of and participation in collaborations. 1) In 2007, CEDAM was instrumental in forming the Living in Michigan Coalition, a diverse collaborative of dozens of partners focused on capitalizing a fund for statewide housing and community development projects which resulted in the first ever appropriation of state funds in Michigan's Housing and Community Development Fund. CEDAM continues to serve as Co-Chair of that Coalition. 2) In 2007, CEDAM launched the Michigan Foreclosure Task Force, a coalition of over 250 individuals and organizations in Michigan that are addressing the causes and impacts of foreclosure across the state. Members from communities stretching from the Upper Peninsula to Detroit to Grand Rapids participate in Task Force activities, trainings, and decision-making committees to ensure that our advocacy and programs reflect the diverse needs of the state and have wide support behind them. CEDAM staffs and leads the Task Force. 3) In 2005, CEDAM joined with partners in financial stability sectors to launch the Michigan Asset-Building Coalition, a collaboration of elected officials, nonprofit agency staff and funders focused on creating vehicles to encourage savings and wealth-building by Michigan's working families. The Coalition has produced statewide research on asset policy and worked to expand asset practices in Michigan, including the expansion of the Michigan Individual Development Account

## Narratives

(MIDAP) program. CEDAM has been central to the start-up or expansion of several other coalitions as well, including the Michigan Rural Network, the Michigan Legislative Build Coalition and Vision 2020. As a membership organization led by nonprofit community groups, CEDAM's involvement in collaborations is informed entirely by the perspective and priorities of community-based organization (many of which are faith-based housing and community development agencies). It is explicitly the role of these members to provide local feedback into issues addressed by CEDAM collaborations, and in many cases to participate directly in local and regional roundtables that inform the work of state collaborations.

### 2) Local Financial and In-kind Contributions

CEDAM was started in 1998 with the contributions of individual member agencies and small seed grants from foundations and financial institutions. In ten years, CEDAM's budget has increased tenfold to include a diverse set of government and foundation contributions (national, state and local), corporate support, individual member contributions and in-kind support, and fee-for-service income. In the last two years, CEDAM's budget has increased three-fold in a difficult funding environment as a result of a strong focus on restricted program dollars to fund high-output and low-overhead programs. CEDAM maintains strong relationships with funding sources as a result of its Board of Directors who are leaders in their local communities and who lend their credibility and years of experience to CEDAM's reputation for impact and sound management.

### 3) Wide Range of Community Stakeholders

CEDAM's primary members are nonprofit community development agencies that build affordable housing, provide job training and educational support to low-income families, develop commercial opportunities in low-income neighborhoods and engage in other activities that create vibrant Michigan communities. Partners to this activity--including nonprofit intermediaries, elected officials, the business

## Narratives

and banking communities, legal services and other statewide entities promoting the development of strong Michigan communities--are also CEDAM members and work with together to create strong policies and programs that innovate and leverage existing resources. It is CEDAM's perspective that the work of community development crosses many of the traditional "silos" that have been the hallmark of nonprofit service delivery; it is a priority of CEDAM to work to break down these silos and present a more cohesive set of solutions to community problems, looking for areas of commonality and mutual support.

Volunteer participation in CEDAM programs accounts for much of our success and growth over the last 11 years. Volunteers were involved in the initial start-up of CEDAM, in putting together corporate paperwork and raising initial grant funds. Volunteers continued to serve on Board committees, which are tasked with developing program responses to community issues and forming an advocacy platform to address regulatory and legislative issues. CEDAM has worked to build broader and more diverse (geographic and racially) participation on its committees and collaborations, and institutionalized geographic diversity through a system of regions that are represented on the Board of Directors and hold caucuses semi-annually. Regionally unique concerns are expressed locally and fed back up to the Board of Directors to influence the direction of programs.

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

#### COST EFFECTIVENESS AND BUDGET ADEQUACY

##### A. Cost Effectiveness

##### 1) Corporation Cost per Member Service Year (MSY):

Based on the proposed budget, the cost per Member Service Year is \$13,616, which includes funding for the Program Director, member living allowances, and funding for orientation and ongoing trainings for 20 AmeriCorps members. AmeriCorps members devoted to foreclosure prevention will answer unmet needs by enabling nonprofit housing counselors to concentrate their work more directly on serving homeowners and less on supportive tasks related to community outreach, intake, and education.



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Funding for the Michigan Foreclosure Prevention Corps will increase the number of individuals devoted to preventing foreclosures and will bolster the volunteer infrastructure in local communities.

### 2) Diverse Non-Federal Support

CEDAM will utilize an array of non-federal resources to support and sustain the MFPC. CEDAM will require that selected host agencies contribute matching funds of \$3,000 per member to support the MFPC. Not only will these matching funds provide financial support to the program, but they will generate shared investment in the development of their AmeriCorps member. In addition, CEDAM will engage members of the philanthropic community, such as state and local foundations, as well as other partners such as lending institutions, to support the MFPC.

In addition to this support, CEDAM commits to providing both financial and in-kind resources to the MFPC, including providing office space for the Director in both Lansing and Detroit, supervision of the Director and MFPC, and technology and equipment needs of the Director.

### B. Budget Adequacy

The proposed budget will support living allowances for 20 AmeriCorps members; all training and development; member travel and lodging to the mandatory program orientation; travel to and from the annual AmeriCorps Member Celebration; travel to and from the annual Michigan AmeriCorps Service Project; and any support needed to help members perform all duties related to the scope of their service, including the recruitment, training, and management of 100 volunteers. Matching funds will be leveraged from host site fees and CEDAM, as well as sought from other sponsors.

CEDAM's request for funding for 20 AmeriCorps members will help transition the current pilot program into a sustainable and replicable MFPC, and create one of the nation's first service programs to focus exclusively on foreclosure prevention and intervention. This program will build much-needed capacity at foreclosure counseling agencies in communities around the state with high rates of foreclosure and

## Narratives

high demand for assistance from homeowners, including the Upper Peninsula and Northern Michigan, and hot-spots in urban and suburban communities in Southeast and West Michigan. Funding for the MFPC will enable foreclosure counseling agencies in these communities to reach and serve more homeowners facing foreclosure, and ultimately, reduce the number of foreclosures in Michigan.

### Evaluation Summary or Plan

N/A

### Amendment Justification

N/A

### Clarification Summary

Clarification Summary FY11

Budget Clarification Items:

The following changes were made directly in the application budget in eGrants:

\*Budget has been revised to equal the funding and MSY amounts listed in clarification \$272,323, 20 MSYs and 20 member positions.

\* Other Program Operating Costs A. Corporation Fixed Percentage calculation has been revised to reflect updated totals

\* Source of Funds: Sources, amounts and intended purpose of match funds have been identified.

Programmatic Clarification Items:

\* The Corporation asked for a statement of assurance that AmeriCorps members serving in the FCAB program will not be solely focused on helping beneficiaries receive or access public benefits. Based on the fact that the Corporation did not recommend an expansion, the activities of our members will no longer be linked to FCAB. Members of the MFPC have not nor will they be shifting their primary focus to

## Narratives

helping beneficiaries receive or access public benefits.

Performance Measure Clarification Items:

\* All requested changes were made in the appropriate section of the performance measures.

### Continuation Changes

In 1998, the leadership of Michigan's nonprofit community development agencies came together to form Community Economic Development Association of Michigan as their trade association and statewide partner. Modeled on successful efforts in other states, CEDAM was established to provide statewide leadership, advocacy and capacity-building services to small and large nonprofit organizations providing affordable housing, job training, commercial development and a host of related services to low-income neighborhood across Michigan. Over the years, CEDAM grew into an organization that in addition to providing flagship training and advocacy programs, leads coalitions and collaborations tackling some of our state's most pressing issues, including foreclosure, rural poverty and the lack of savings opportunities for our state's chronically poor.

CEDAM currently operates the Michigan Foreclosure Prevention Corps program using competitive funding from the Corporation for National and Community Service. What started as a part of the pilot program in two years ago has grown into a strong program model that has placed 21 AmeriCorps at certified nonprofit foreclosure counseling agencies around the state. This program is led in conjunction with the Michigan Foreclosure Task Force which CEDAM created to address industry and community need for a strong statewide network of foreclosure prevention agencies.

The Community Economic Development Association of Michigan (CEDAM) created the Michigan Asset Building Policy Project (ABPP) in 2005 to impact positive change in policy and programs for low and moderate wage earners. The ABPP coordinates and directs the work of Michigan Asset Building Coalition (ABC), the only statewide coalition focused on advancing asset building policies and practices for Michigan's working families. With as many as 50 member and participant organizations from the

## Narratives

public, private and non-profit sectors, including financial institutions, community action agencies, human service providers, housing counseling agencies, legal service providers, community development corporations, state and local government agencies and officials, it is through the ABPP that priorities of ABC members are met to address the needs of their clients and communities. The ABPP focuses its efforts on three areas: improving financial education for all Michigan families; giving working families in Michigan the financial tools they need to build assets; and, creating an environment in Michigan conducive to saving.

There are many barriers to thriving in an economic climate similar to Michigan's and; while there is assistance available through financial education, public work supports, financial capability training and asset building programs, gaining access to these programs and support is greatly hampered due to a maze of departmental oversight and decreased funding to support outreach efforts. The Earned Income Tax Credit (EITC) provides for a tangible example. The EITC is a refundable credit on the federal income tax designed to offset payroll taxes paid through wage deductions to low and moderate income earners. It is often considered to be the most successful anti-poverty program in the country. In Michigan, as many as 750,000 tax filers will be eligible to receive a total of more than \$1 billion in refunds for the 2011 tax year however as history has proven, upwards of 20 percent of eligible filers will fail to claim this credit, leaving as much as \$150 million in federal dollars on the table. The reason for this lack of participation is largely due to a lack of knowledge about the credit or the tax laws in general however even those who do apply for, and receive the credit, they too, struggle to keep all of the money due to them.

Less than two percent of eligible EITC tax filers in Michigan find their way to community-based tax centers that provide free tax assistance, financial coaching and access to other work supports or benefits. Moreover, when compared to all tax filers in Michigan, 40 percent of which do their own taxes and 58 percent use paid tax preparers, only 30 percent of EITC tax filers do their own taxes and 68 percent go to paid preparers. This means that lower-income tax payers in Michigan are using more of their limited resources to access critical financial resources that go towards meeting their basic needs.

## Narratives

Organized financial support for community tax centers has declined over the past five years. Beginning in 2006, the State of Michigan supported community-based tax assistance through both a General Fund General Purpose appropriation in the DHS budget for competitive grants to community organizations providing free tax assistance, as well as an allocation to coordinate statewide outreach efforts around the EITC. When funding was cut completely in 2009, some community-based tax centers worked to triage un-served clients to free, or reduced-cost tax filing alternatives, like the online tax program I-CAN!® E-File, a web-based platform that allows Michigan residents to do, and file, both their federal and state taxes for free. While I-CAN!® did see a huge jump in use by Michigan taxpayers, this was largely through its promotion by the Community Economic Development Association of Michigan (CEDAM) and its Asset Building Policy Project (ABPP), the Michigan Statewide EITC Coalition, the Michigan Credit Union League and United Way's 2-1-1. Other efforts such as triage from IRS sanctioned Volunteer Income Tax Assistance (VITA) sites, community-based tax programs and centers that provide one-on-one tax assistance by IRS trained volunteers, were limited. This was due in part to a lack of capacity at VITA sites to both do one-on-one tax preparation and provide additional services, as well as limited funding and support to do work outside of the VITA protocols. The capacity of community-based tax centers to meet the needs of their clients utilizing just the core service of one-on-one tax preparation is maxed-out. This means that adding tools and services that would empower their clients toward greater self-sufficiency and financial stability is hampered. This results in prolonging the cycle of reliance on services by some, at the expense of others, which is to say that some of today's clients, if provided with the proper support, guidance and tools, could become self-reliant by learning to do their own taxes, saving and building assets, etc., and open the door for other potential clients who are currently being un-, or under-served, but community-based tax centers.

In late 2010, CEDAM was asked to take over leadership of the Michigan Statewide EITC Coalition (MEIC). The interest in this new responsibility for CEDAM was not to just simply keep the past work of the MEIC going, but rather to better support capacity building efforts of MEIC members, as well as more

## Narratives

strongly align their work with asset building principles and practices. Likewise, members of MEIC identified securing funding and resources to increase the capacity of community-based tax centers and their ability to expand asset building services as the reason they chose CEDAM to lead the MEIC. Based on the overwhelming community need, MEIC member input and the current success of the MFPC, CEDAM is requesting an expansion to add five additional full-time AmeriCorps members to the Michigan Foreclosure Prevention Corps. The service of these members will be Michigan Financial Capability and Asset Building (FCAB) and will be fully integrated into the existing Michigan Foreclosure Prevention Corps.

The five AmeriCorps members with the FCAB focus will be placed at community-based tax centers certified by the IRS through their VITA training to implement programs and strategies that have proven to be the most cost-effective solution to helping working families and individuals achieve lasting and sustainable financial security. Just as with the current MFPC members, each host site selected throughout the state will determine how to best utilize their FCAB AmeriCorps member based on the specific needs of the communities in which they serve, their service will be centered on these activities: client triage and referrals, marketing and outreach, education, volunteer generation and direct service and asset coaching. Each of these service categories were formed based on the current model of the MFPC and will remain in place to service delivery remains consistent in the program.

All members of the MFPC will utilize the current program structure including the Program Director, recruitment, retention, training and orientation. Though the current focus of the MFPC is foreclosure CEDAM's partners in the Michigan Rural Network and the MEIC will work with the Program Director to ensure that FCAB focus is maintained in host site selection, development of position descriptions and recruitment and retention of members. All MFPC members will participate in the same bi-weekly conference calls, webinars and take advantage of regional networking opportunities to ensure the connection to the broad statewide program.

The addition of five members with an FCAB focus would be critical to the work of the ABC, MEIC and

## Narratives

MRN by providing the necessary capacity to community-based tax centers and asset building agencies in order that they meet the growing demand for help among Michigan's low- to moderate-income workers.

Already, nonprofit agencies are working overtime to meet the demand that persists during tax season and feel constraint in efforts to increase services to include asset coaching. MFPC members have succeeded in harnessing volunteers to assist these local agencies; performed critical outreach and community education programs; and performed critical program functions to help existing staff at agencies working on foreclosure prevention, CEDAM believes the five FCAB focused members can do the same thing for community-based tax centers.

### Cost Effectiveness

Based on the proposed budget, the cost per Member Service Year is \$13,489. The addition of five AmeriCorps members devoted to FCAB will directly answer unmet needs. Funding for additional five members will increase the number of individuals devoted to helping working families in Michigan achieve lasting and sustainable financial security and will bolster the volunteer infrastructure in local communities.

### Diverse Non-Federal Support

CEDAM utilizes an array of non-federal resources to support and sustain the MFPC. CEDAM will require that selected host agencies contribute matching funds of \$5000 per member to support the MFPC.

In addition to providing the necessary financial and in-kind resources the program budget includes adequate funding for member travel and lodging to the mandatory program orientation, travels to and from the annual AmeriCorps Member Celebration and Michigan AmeriCorps Week Service Project events. Additionally the amount included in the budget covers the members ability to recruit train and manage the 125 ongoing and episodic volunteers and perform all necessary service duties as related to the scope of their service.

The budget has been updated to reflect the addition of the five proposed members and to include

## Narratives

changes that were necessary for grant continuation including; increasing the member stipend amount, increasing the number of members in appropriate line items and adding the costs of FBI background checks. Below is a full accounting of all changes to the budget:

### Personnel Expenses

1. Program Director Salary has been increased by five percent to include cost of living and merit increase

### Personnel Fringe Benefits

1. Retirement was not calculated correctly in initial budget and has been updated to include adjusted salary and correct formula

2. Though FICA appears in initial budget, it was not included in approved budget and must be included.

Total has been updated to include adjusted salary

### Staff Travel

1. State Wide Travel Recruitment and Site Visitation: The original formula included three visits to each host site, which at 25 members would be 75 visits which is not feasible. The original calculation allowed for 166 miles for each visit which remained the same and the number of site visits has been reduced to two per site.

2. Travel to CNCS sponsored meeting: was previously placed in the Grantee column and was updated to the CNCS column.

### Member Travel

1. Misc State Wide Travel from Host Sites: the overall amount has been reduced to reflect actual spending and has been capped at \$250 per member.

2. Travel to Orientation and Mid Year and End of Year has been updated to include the costs of meals associated with these trainings.

3. Face to Face Trainings/ Hotel/Meals (1 MY, 1 Other) has been replaced by Member Celebration, Signature Service Project & Conference on Affordable Housing : and has been moved to this section of the budget for continuity reasons and the cost of parking has been removed because future venues will



## Narratives

not have parking costs.

### Supplies

- 1.Meeting Materials: has been updated to exclude the cost of lunch for these meetings and only include meeting supplies.
- 2.Food for Orientation, Mid Year and End of Year Trainings: has been added to include the food costs of meals that the program covers for members.
3. Background Check: This item has been added to include the April 2011 regulation of FBI background checks

### Staff Training

1. Has been added to accommodate Program Director enrichment.

### Member Training

1. Overnight Lodging for Orientation: has been added to this category for continuity purposes and includes the proposed increase in members

### Living Allowance

1. Full Time: This total has been updated to reflect the proposed five additional members and the increase in living allowance

### Member Support Costs

1. FICA for FT members: calculation and number of members has been updated to reflect proposed member increase and to correct error in initial budget.
2. Workmans Compensation for Members: formula has been updated to reflect proposed member increase and to correct error in initial budget.

Federally Approved Indirect Cost Rate: has been updated to reflect all budget changes.

### Current Program

1. Enrollment

During the first full year of program operation, 2010-2011 enrollments are at 100%.

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### 2. Retention

To date all members of the first full year of program operation, 2010-2011 are have retained their current positions.

#### A. Performance Measures

The following performance measure has been added to provide a direct service target for the five FCAB AmeriCorps members the program seeks to add.

Each FCAB focused member will provide service in the areas of one on one or group direct service in tax preparation assistance, financial coaching, work support referrals, education, marketing and outreach intake to a minimum of 250 clients resulting in a total of 1,250 Michigan families and individuals receiving asset coaching, and tax preparation assistance services.

The 20 AmeriCorps members whose service is focused on Foreclosure Prevention will use the following measure as their direct service target.

Each AmeriCorps member who will be placed in certified nonprofit foreclosure counseling agencies will provide service in the areas of client intake, triage, referrals, education, and community outreach to a minimum of 150 homeowners, resulting in a total of 3,000 homeowners in Michigan receiving foreclosure prevention services.

All 25 members will also be responsible for participating in and meeting the remaining two performance measures, which have been updated to reflect the five additional members.

MFPC members will receive citizenship and specific service training.

Each member will generate a minimum of five volunteers at their host agency, for a total of 125 volunteers to serve the needs of housing counseling agencies. This number has been adjusted from the original 100 volunteers to include the five additional members.

### Performance Measures

#### SAA Characteristics

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

#### Priority Areas

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

Grand Total of all MSYs entered for all Priority Areas 20

#### Service Categories

- |                    |   |   |
|--------------------|---|---|
| Consumer Education | Primary <input type="checkbox"/>            | Secondary <input checked="" type="checkbox"/> |
| Other Housing      | Primary <input checked="" type="checkbox"/> | Secondary <input type="checkbox"/>            |

### Foreclosure Prevention Activities

**Service Category:** Other Housing

**Measure Category:** Needs and Service Activities

#### Strategy to Achieve Results

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

AmeriCorps members devoted to foreclosure prevention will directly answer these unmet needs. They will assist existing nonprofit housing counselors in being able to concentrate their work more directly on servicing homeowners and less on administrative tasks related to marketing, outreach, intake, and education. Additionally, AmeriCorps members will increase public awareness of the availability of free, trained housing counseling assistance. AmeriCorps members provide much needed capacity within their host agencies, given that many of them would not be able to provide the detailed level of service that they do, were it not for their AmeriCorps member. The foreclosure process can take up to 3 or 4 years, sometimes without a positive outcome, our members service in this arena provides much needed assistance to any who will listen.

#### Results

**Result: Output**

2500 homeowners will be reached through the AmeriCorps members' marketing and outreach, intake

**Result: Output**

and triage positions.

Indicator: 2500 homeowners receiving information about available financial resources and

Target: AmeriCorps members will serve 2500 homeowners through their marketing and outreach,

intake and triage positions.

Target Value: 2500

Instruments: Members will track homeowners served through the appropriate method for each activity.

Marketing and outreach efforts will be tracked through either a registration sheet for the event which details the event, date and homeowner information and for marketing homeowners tally sheets will be used. Intake and triage activities will be tracked using the intake information supplied during each session.

PM Statement: 2500 homeowners will be reached through the AmeriCorps members' marketing and outreach, intake and triage positions.

Prev. Yrs. Data

**Result: Output**

counseling

**Result: Intermediate Outcome**

50% of 2500 homeowners show a 50% increase their knowledge of and access to financial resources

including free foreclosure prevention counseling in the community.

Indicator: 1250 homeowners demonstrating a 50% increase in knowledge and access to

Target: Homeowners will show a 50% increase in their knowledge of and access to financial resources

including free foreclosure prevention counseling in their communities.

Target Value: 1250

Instruments: Homeowners served by our members through workshops will be given a pre and post survey to assess changes in knowledge surrounding financial products in the community.

PM Statement: 1250 homeowners will increase their knowledge of and access to financial resources in the community due to education and services provided by 20 members.

Prev. Yrs. Data

**Result: Intermediate Outcome**  
financial resources.

## National Performance Measures

**Priority Area:** Economic Opportunity

**Performance Measure Title:** Consumer Education

**Service Category:** Consumer Education

### Strategy to Achieve Results

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

AmeriCorps members will host financial literacy events throughout their service year. The events will focus on credit management, financial institutions including banks and credit unions, utilization of savings plans and budgeting. Members will provide information directly related to ensuring that they are able to make more sound financial decisions. The events will be led by members of our program in conjunction with community volunteers. Members will recruit for these events from their host communities, host agencies clients and other marketing strategies. Overall the members service in this arena will work toward increasing participants knowledge surrounding the topics covered.

### Result: Output

Result.

100 individuals will receive financial literacy services in the form of financial literacy events. The events will focus on credit management, financial institutions including banks and credit unions, utilization of savings plans and budgeting and will be hosted by AmeriCorps members of the MFPC program.

Indicator: O1: Individuals receiving financial literacy services.

Target : 100 individuals who receive financial literacy services in the form of financial literacy events.

Target Value: 100

Instruments: pre-test/post-test

PM Statement: 100 individuals will receive financial literacy services through the form of financial literacy events hosted by AmeriCorps members of the MFPC program.

### Result: Intermediate Outcome

Result.

80% of 100 individuals will demonstrate a 50% increase in financial knowledge.

Indicator: O9: Individuals with improved financial knowledge.

Target : 80% of 100 individuals will demonstrate a 50% increase in financial knowledge.

Target Value: 80

Instruments: Pre-test/Post-test

PM Statement: 80 individuals will report improved a 50% financial knowledge through a pre and post test administered at financial literacy events, hosted by AmeriCorps.

## Required Documents

**Document Name**

**Status**

Evaluation

Not Applicable

Labor Union Concurrence

Not Applicable