

A photograph of three AmeriCorps members walking and smiling. They are wearing dark blue polo shirts with the AmeriCorps logo. The woman in the foreground is wearing glasses and has her arms crossed. The man behind her is also wearing glasses and holding a clipboard. The man on the right has long hair and is smiling broadly.

# COMMUNITY CAPACITY BUILDING

*Service Year  
Program Roadmap*

# TABLE OF CONTENTS

<b>Introduction</b>	<b>3</b>
<b>Community Engagement Framework</b>	<b>5</b>
Sample Corps Member Position Description	<b>6</b>
Detailed Overview of the Community Engagement Framework	<b>8</b>
<b>Appendix: Additional Information and Alternative Options</b>	<b>15</b>
Community Needs and Corps Member Service Activities	<b>16</b>
Partnerships to Advance Programming	<b>22</b>
Funding to Support Project and Training Costs	<b>26</b>
Measuring and Reporting Impact	<b>28</b>
Budget Considerations	<b>30</b>
Closing and Acknowledgements	<b>32</b>



# INTRODUCTION

This roadmap provides guidance to help you visualize the primary components of a community capacity building (CCB) service year program design. Within each component, you will find a highlighted framework that uplifts the top programming recommendations that surfaced during Service Year Alliance's Climate Project.

This Community Capacity Building Service Year Program Roadmap specifically highlights a program model focused on **Community Engagement**, though examples of other programming options are also included in the appendix for consideration.

The following guidance has been divided into four separate visuals:

## VISUAL #1: PROGRAM COMPONENTS

This [visual](#) provides a concise illustration of the key programmatic components of the Community Engagement program framework

## VISUAL #2: OPERATIONAL COMPONENTS

This [visual](#) concisely highlights key components related to program operations that have helped to support the highlighted framework.

### HELPFUL TIPS

*Utilize this [blank template](#) of these visuals to help further develop a program model that will meet the unique needs of your community.*

## VISUAL #3: SAMPLE CORPS MEMBER POSITION DESCRIPTION

This [visual](#) offers a sample corps member position description that further highlights the corps member service year experience

## VISUAL #4: DETAILED OVERVIEW OF THE COMMUNITY ENGAGEMENT FRAMEWORK

This [visual](#) provides a more in-depth overview of the highlighted framework and includes additional details regarding each component of program design

## KEY TERMS

**Capacity Building Service:** Rather than providing a service directly to an individual, group, or community, corps members provide indirect service that broadly assists with meeting a community need. For example, data collection, research, developing new programming, etc.

**Cost-Share:** Service year programs that place corps members with a specific agency or organization typically require those host site partners to contribute toward the cost of supporting that corps member position.

**Direct Service:** Direct service activities generally refer to activities that provide a direct, measurable benefit to an individual, a group, or community. For example, providing energy conservation education to a homeowner.

**Employability Skills:** Common skills, including professional and technical skills, that will likely be developed and enhanced during a service year.

**Host Site:** A host site is any entity that directly supervises a corps member. A host site is typically not the managing entity of the service year grant, instead the host site enters into a cooperative agreement with the service year program in order to gain the opportunity to leverage one or more of their corps members to assist in achieving mutual goals.

Recognizing that all components of the Community Engagement framework highlighted here may not fully align with the unique needs and stakeholders specific to your community, we have also included within each component that will direct you to additional programming options to consider. These resources can be leveraged by organizations looking to stand-up new service year programs, or by existing service year programs that are seeking to gain a more in-depth understanding of strategies for expanding or enhancing their current program model.

## COMMUNITY ENGAGEMENT FRAMEWORK

### Visual #1 - Programmatic Components

NEED THE NEED THAT WILL BE ADDRESSED	ACTIVITIES THE CORPS MEMBER SERVICE ACTIVITIES THAT WILL CONTRIBUTE TOWARDS ADDRESSING THE NEED	IMPACT HOW IMPACT WILL BE INCREASED
<ul style="list-style-type: none"> <li>• Increase the capacity of municipalities, nonprofits, tribal communities, faith-based organizations, and institutions of higher education to engage community members in climate and environmental resilience initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Community engagement</li> <li>• Volunteer recruitment, management, and retention</li> <li>• Student and community education</li> <li>• Public communication</li> </ul>	<ul style="list-style-type: none"> <li>• Number of organizations that increase their effectiveness, efficiency, and/or scale/reach</li> <li>• Number of individuals increasing their knowledge of environmental stewardship and/or environmentally-conscious practices as a result of receiving education or training</li> </ul>

### Visual #2 - Operational Components

STRUCTURE HOW THE PROGRAM CAN BE ADMINISTERED	RESOURCES PARTNERS AND FUNDING THAT WILL BE LEVERAGED	CORPS MEMBER SUPPORTS TRAINING, DEVELOPMENT, AND SUPPORTS THAT WILL EQUIP CORPS MEMBERS FOR SUCCESS BOTH DURING AND AFTER SERVICE	COSTS STANDOUT EXPENSES THAT WILL BE INCORPORATED INTO THE PROGRAM OPERATING COSTS
<ul style="list-style-type: none"> <li>• Choose to operate your own program</li> </ul> <p><b>OR</b></p> <ul style="list-style-type: none"> <li>• Partner with an existing national service program that has an interest in expanding programming to include C&amp;E Resilience related community engagement</li> </ul> <p><b>OR</b></p> <ul style="list-style-type: none"> <li>• A not-for-profit or public agency that has experience engaging a diverse range of partners</li> </ul>	<ul style="list-style-type: none"> <li>• AmeriCorps State or National grant funds</li> <li>• Engage state agencies and philanthropy to secure funding to increase diversity of host sites and support training and development opportunities</li> <li>• Generating match through cost-share agreements with host sites</li> </ul>	<ul style="list-style-type: none"> <li>• Prioritize practices that will create a culture of belonging and inclusion</li> <li>• Intentionally develop and document Employability Skills</li> <li>• Provide financial support to assist corps members in pursuing professional development and networking opportunities specific to areas of interest</li> </ul>	<ul style="list-style-type: none"> <li>• Support, training, and host site management personnel</li> <li>• Competitive corps member living allowance</li> <li>• Significant general operating costs: mileage and travel, corps member training and credentialing, recruitment costs</li> </ul>



### Community Engagement Corps Member Position Description

**Service Position Type:** Full-Time 1700 hours    **Term of Service:** 10 months    **Average Weekly Service Hours:** 40 hours

#### ABOUT THE OPPORTUNITY

Our organization's AmeriCorps program offers a unique opportunity for individuals that are passionate about environmental and community resilience to build professional experience through national service. By building capacity for local public agencies, nonprofits, tribal communities, faith-based organizations, and institutions of higher education to address emerging resilience challenges, corps members create a lasting impact in local communities while building a robust network of peers and gaining technical and leadership skills.



#### MINIMUM QUALIFICATIONS

- Be at least 17 years of age or older
- Have or working towards a high school diploma or its equivalent
- Be a citizen, national, or lawful permanent resident alien of the United States
- Possess basic computer skills, including the ability to navigate online systems and email
- Ability to serve in both a professional virtual/office setting and in outdoor environments
- Possess strong communication (both verbal and written) and teamwork skills
- Desire and ability to engage with people from different backgrounds and demographics
- Satisfy the National Service Criminal History Check eligibility criteria pursuant to 45 CFR 2540.202
- Positions that require driving will require a valid driver's license and the ability to pass a driving record check
- Although past experience in areas such as community outreach, education, and public communication is valued, the program's training and development curriculum will fully prepare you to successfully fulfill the responsibilities of the position

#### ESSENTIAL FUNCTIONS

##### Community Engagement

- Work with host site to conduct a gap assessment of where there is additional need and opportunity for connecting the community to climate action initiatives
- Build community connections and relationships to foster a network of local champions and outreach partners
- Collect public input and feedback
- Collect and analyze data
- Map communities that have been disproportionately burdened by environmental hazards
- Give group presentations in settings such as work places, congregations, and community organizations
- Table at public events
- Engage the community in climate change mitigation and adaptation activities

*(Continued on next page)*

## Community Engagement Corps Member Position Description

### Volunteer Recruitment, Management, and Retention

- Develop volunteer engagement and retention plans
- Develop and coordinate short-term volunteer projects and opportunities
- Secure long-term volunteers to help ensure project sustainability
- Facilitate volunteer training and recognition initiatives

### Student and Community Education

- Conduct outreach to local schools and after school facilities
- Assist with maintaining positive partnerships with local education partners
- Coordinate and facilitate student and community education initiatives
- Provide educational materials on topics such as waste reduction, energy conservation, disaster preparedness, and natural resource preservation

### Public Communication

- Provide social media and communications support that seeks to:
- Increase awareness of opportunities to get involved in local climate action initiatives
- Promote cultural vibrancy that embodies sustainability
- Foster health, safety, and wellness
- Promote sustainable and active transportation

### Additional Responsibilities:

- Follow all required safety procedures
- Report data in online systems in a timely and accurate manner; follow protocols in reporting on duties and/or tasks completed, including impact to the greater community
- Participate in training sessions and meetings, as required
- Participate in September 11th Day of Remembrance and/or Martin Luther King Jr. Day of Service events that may occur on the weekend or during holidays and include activities outside of the scope of typical day-to-day functions

### Benefits

- The living allowance for this position is \$25,500 distributed on a bi-weekly basis
- Access to no-cost medical coverage provided by the program
- Eligibility to receive childcare assistance provided through AmeriCorps
- Professional development, training, and networking opportunities, which include a \$500 personal allowance to engage in self-selected professional development opportunities
- Forbearance on existing qualifying student loans and payment of interest accrued during service term
- This position is eligible for an Education Award up to \$6,495. Please visit <https://americorps.gov/members-volunteers/segal-ameri-corps-education-award> for additional information on the education award.

This program is available to all, without regard to race, color, national origin, gender, age, religion, sexual orientation, disability, gender identity or expression, political affiliation, marital or parental status, genetic information, and military service. Reasonable accommodations may be made to enable individuals with disabilities to perform essential functions.

## VISUAL #4 - DETAILED OVERVIEW OF THE COMMUNITY ENGAGEMENT FRAMEWORK

### 1. NEED

#### IDENTIFYING THE NEED(S) THAT YOUR SERVICE YEAR PROGRAM WILL ADDRESS

Clearly defining the need or needs that your service year program will seek to address enables you to identify relevant justifying data that will assist in attracting the programmatic and financial support you will need to successfully operate the service program. Furthermore, defining the need(s) as step one of the program design process will help ensure that the corps member service activities, program partners, training and support, and measurement strategies are all developed with the focused intent of addressing the defined need(s).

#### Community Engagement Framework Needs:

The need to increase the capacity of municipalities, nonprofits, tribal communities, faith-based organizations, and institutions of higher education to engage community members in climate and environmental resilience initiatives.

Many stakeholders engaged throughout Service Year Alliance's Climate Project cited that there is a strong interest from both public and private partners to provide tangible opportunities to engage their community in C&E Resilience activities. Furthermore, [Service Year Alliance's national poll](#), conducted in partnership with Data for Progress, indicated that a strong majority of young people are interested in taking action against climate change, but were unaware of the opportunities to do so. The Community Engagement framework is uniquely suited to infuse capacity to allow organizations to create, manage, and promote public climate action initiatives as well as provide young people with additional opportunities to get involved.

#### More Information and Additional Strategies:

We encourage you to reference the [Community Needs](#) section of the appendix to gain further insight on how CCB service year programming can be leveraged to infuse additional capacity into stakeholder networks. This section also uplifts additional needs that CCB service year programming has been leveraged to address. Examples include cultivating the development of green sector jobs and businesses; developing energy use reduction plans for public buildings; developing funding and programming priorities to support environmental justice communities, assisting with research and data collection to help inform decisions; and coordination efforts to assist with pursuing funding opportunities.



## 2. ACTIVITIES

### DEVELOPING CORPS MEMBER SERVICE ACTIVITIES THAT WILL ADDRESS THE IDENTIFIED NEED(S)

Your corps members' service activities should either enhance current programming or infuse additional capacity to stand-up new programming that will help address the need(s) you've identified. Corps member activities can include a wide array of both direct and capacity building services. Keep in mind that if you are advancing an AmeriCorps funded service year program, there are certain [restricted activities](#) that you should be aware of and that should not be incorporated into your program design.

#### Weatherization Assistance Framework Activities:

##### ***Community Engagement***

Examples include: Mapping communities that have been disproportionately burdened by environmental hazards; collecting public input, feedback, and data; coordinating public meetings; engaging the community in climate change mitigation and adaptation activities, etc.

##### ***Volunteer Recruitment, Management, and Retention***

Examples include: Developing volunteer engagement and retention plans, coordinating short-term volunteer projects, securing long-term volunteers to help ensure project sustainability, facilitating volunteer training and recognition initiatives, etc.

##### ***Student and Community Education***

Examples include: Coordinating and facilitating student and community education initiatives; providing educational materials on topics such as waste reduction, energy conservation, disaster preparedness, and natural resource preservation; etc.

##### ***Public Communication***

Examples include: Providing social media and communications support; increasing awareness of opportunities to get involved; promoting cultural vibrancy that embodies sustainability; fostering health, safety, wellness; promoting sustainable and active transportation; etc.

#### More Information and Additional Strategies:

Additional examples of the wide variety of direct and capacity building service activities appropriate for CCB corps members can be found in the [Corps Member Service Activities](#) section of the appendix.

## 3. IMPACT

### DETERMINING A STRATEGY FOR MEASURING AND REPORTING YOUR PROGRAM'S IMPACT

It is important for your service year program to have strong systems in place that will not only allow you to accurately measure and report on the impact the program is making towards addressing the identified need(s), but also to communicate the impact that your program is having in regards to corps member development. These systems will allow you to accurately communicate the program's return on investment to key stakeholders and ensure the long-term sustainability of the program.

Typically, service year programs measure impact through a structure of capturing outputs (e.g. # of services provided, individuals engaged, or products produced) and associated outcomes (e.g. resulting improvement, demonstrated change) related to primary corps members service activities.

#### Community Engagement Framework Impact:

##### *Number of organizations that increase their effectiveness, efficiency, and/or scale/reach*

Community Capacity Building models operating as AmeriCorps programs tend to select the following [national performance measures](#) to report the impact the program is having in increasing the capacity of their partners to advance initiatives related to climate and environmental resilience.

- G3-3.4 (output) - Number of organizations that received capacity building services
- G3-3.10A (outcome) - Number of organizations that increased their effectiveness, efficiency, and/or program scale/reach

##### *Number of individuals increasing their knowledge of environmental stewardship and/or environmentally-conscious practices as a result of receiving education or training*

Because the highlighted Community Engagement framework is specifically geared toward engaging members of the public in initiatives and educational experiences intended to increase their ability to take action against climate change, the following performance measures are also recommended to help capture the impact the program is having on individuals.

- EN3 (output) - Number of individuals receiving education or training in environmental stewardship and/or environmentally-conscious practices
- EN3.1 (outcome) - Number of individuals with increased knowledge of environmental stewardship and/or environmentally-conscious practices

#### More Information and Additional Strategies:

The [Measuring and Reporting Impact](#) section of the appendix highlights additional best practices regarding how to leverage EN1 and EN1.1 to measure performance. Within this section you will also find additional impact measurement recommendations associated with energy consumption, education, job placement, capacity building, environmental justice, and community engagement.

## 4. STRUCTURE

### IDENTIFYING THE ADMINISTRATIVE STRUCTURE FOR YOUR SERVICE YEAR PROGRAM

When seeking to advance a service year program it is important to identify the type of organization or agency that may be best equipped to successfully administer the project. The appropriate administrative strategy for your program will be highly informed by the community need(s) and corps member service activities that have been identified.

#### Community Engagement Framework Administrative Structure:

##### *Choosing to administer your own AmeriCorps program*

A [service year](#) program provides paid opportunities for individuals to develop real-world skills through hands-on service and can be administered independently or by accessing federal national service resources. To be successful in administering a service year program, your organization should have robust accounting, payroll, grant management, human resources, recruitment, and training systems in place. Additionally, your organization will also need to develop the partnerships needed to support corps member project placements.

If seeking to administer the project with the support of national service resources, like AmeriCorps, you will also need to ensure that your organization is eligible to apply for funding (eligible organizations include: Indian Tribes, institutions of higher education, local governments, nonprofit organizations, states, and US Territories). Additionally, your organization will also need to develop a strong understanding of federal and state rules, regulations, and provisions governing national service programming.

OR

##### *Consider partnering with an existing service year program*

The path of least resistance for establishing new service year programming can often be to first explore partnering with an existing service year program that may be interested in expanding their activities to include energy efficiency programming.

- Many service year programs are supported by their state service commissions. [This tool](#) from America's Service Commissions can help you identify your local service commission and explore the various service year programs they support. Service year programs that currently administer an intermediary model where corps members are placed at a variety of partner organizations, but may or may not currently administer programming that falls within environmental stewardship, can be a great fit for hosting climate-focused CCB programming.
- Some national service year programs are open to allocating corps member positions or establishing new operating sites as well. Some examples of programs who support this include: [Impact](#), [CivicWell](#), and [Conservation Legacy](#).

OR

##### *A nonprofit that prioritizes workforce development*

If you are representing a state service commission or an organization that is interested in supporting the advancement of a CCB service year program, but may not be in a position to directly administer the program yourself, consider identifying a partner with experience in engaging a diverse range of partners to serve as the administrative agency/program. Examples include: Regional council of governments; local government agencies such as a mayor's office; local, regional, and statewide nonprofits; associations or organizations that convene partnership networks; state agencies, and institutions of higher education.

#### More Information and Additional Strategies:

To find specific examples and learn more about the advantages and disadvantages of administering CCB programs within different types of not-for-profit and public agencies, please refer to the [Partnerships to Advance Programming](#) section of the appendix.

## 5. RESOURCES

### IDENTIFYING PARTNERS AND FUNDING STREAMS THAT WILL SUPPORT PROGRAM IMPLEMENTATION

Funding sources, such as AmeriCorps grants, that are commonly leveraged to support service year programming typically only cover around 50% to 75% of total program operating costs. For this reason, you will need to also develop strategies and form partnerships that will enable your program to secure the additional funding necessary to successfully administer your service year program.

#### Community Engagement Framework Resources:

##### *AmeriCorps State and National*

AmeriCorps State and National grants provide resources to support corps members in primarily engaging in direct service activities, but can also be used to support corps members participating in capacity building activities if those activities help lead to direct service being provided. AmeriCorps State and National grants are a good fit to support the highlighted Community Engagement framework as corps members will primarily engage in direct services, which ultimately infuse additional capacity into communities.

##### **Community Engagement Framework:- Partners**

CCB program models have successfully partnered with both state agencies and philanthropic partners, such as community foundations, that have been willing to provide funding that can offset or waive cost-share requirements for host site partners. This allows for CCB programs to bring on additional and more diverse host site partners. Additionally, CCB programs have cited that philanthropic partners have been particularly interested in funding the workforce development components of programming and have provided funds to support corps member training and development expenses. On the other hand, state agency partners are often capable and willing to provide professional in-kind training services.

##### **Community Engagement Framework: Generating Match Through Cost-Share Contracts**

CCB models operating as AmeriCorps programs typically secure about 50-65% of their total program operating budget through their AmeriCorps grant. The remaining 50-35% is primarily secured through cost-share agreements with host sites, which can range from as low as \$9,000/member to as high as \$31,000/member.

#### More Information and Additional Strategies:

If you are new to service year programming and would like to learn more about how to tap into national service resources that can help support your program, please be sure to check out the Getting Started with Service Year Programming section of the [Climate and Environmental Resilience Guide](#).

To learn more about partnership options, please review the [Host Sites](#) section of the appendix.

Be sure to also check out the [Funding to Support Project and Training Costs](#) section of the appendix to learn more about generating fee-for-service and cost-share resources and to review additional opportunities that exist for your program to tap into new and existing federal, local, and private financial support.

## 6. CORPS MEMBER SUPPORTS

### ESTABLISHING A TRAINING, DEVELOPMENT, AND SUPPORT PLAN THAT WILL EQUIP CORPS MEMBERS FOR SUCCESS BOTH DURING AND AFTER SERVICE

To operate a successful service year program, you will not only need to infuse training and development activities into your program that will adequately prepare your corps members to facilitate their service activities, but you will also need to create a supportive environment that will help increase the overall value proposition of serving with your program.

#### Community Engagement Framework Supports:

##### *Create a Culture of Belonging and Inclusion*

Centering program design around [establishing a culture of belonging and inclusion](#) is an essential element of establishing a successful and impactful service year program and has been strongly uplifted by organizations that have been engaged in multiple bodies of work advanced by Service Year Alliance, including the Climate Project.

##### *Emphasize the Development and Documentation of Employability Skills*

A common theme that emerged during conversations hosted with partners is that many employers have a strong need and interest in attracting talent that can simply demonstrate that they possess basic [employability skills](#). The general sentiment is that if an individual has had the opportunity to refine and demonstrate their employability skills – through opportunities such as a service year – it provides the employer with a level of confidence that the applicant will be able to successfully complete their internal training programs.

##### *Provide Financial Support for Individualized Training, Development and Networking*

To supplement internal training and development, many CCB programs are observing the effectiveness of incorporating corps member-driven professional development and networking into their program budget. Typically, service year programs advancing this strategy will budget between \$150-\$500 per corps member to allow them to use those funds to participate in a professional development opportunity of their choosing during their term of service. Corps members often use these funds to participate in in-person or online trainings or certification courses, become members in professional organizations, or attend conferences and networking events related to green industries that they are interested in.

##### *Prepare Corps Members for Life After Service*

The need to provide corps members with a clear vision of the career paths that are available to them after participating in an CCB service year arose as a priority component needed to ensure post-service success. Providing career readiness assistance as well as establishing preferential hiring agreements with project partners are also strategies that can produce a high level of results.

#### More Information and Additional Strategies:

There are many elements that contribute toward designing a service year program that will create a strong culture of belonging and inclusion. Practices and resources that can help you incorporate these essential components into your service year program can be found in the “Centering Program Design and Culture around Belonging and Inclusion” section of the [Climate and Environmental Resilience Guide](#). Additionally, you can also leverage the “Increasing the Value Proposition by Prioritizing Post-Service Pathways” section of the Guide to:

- access resources that will assist your program in incorporating and tracking skill development;
- view a comprehensive list of professional credentials that are commonly infused into climate adjacent service year programming; and
- get information on the strategies that can be incorporated into your program to support career mapping and post-service success.

## 7. COSTS

### DETERMINING STANDOUT EXPENSES THAT SHOULD BE INCORPORATED INTO THE PROGRAM OPERATING COSTS

There are distinct costs that are typically associated with different types of service year programming. Ensuring that your organization is properly budgeting for standout expenses associated with the type of program model that you seek to advance will help ensure that your program is adequately supported from day one.

#### Community Engagement Framework Costs:

##### ***Personnel***

It is common for CCB programs to have a staff-to-corps member ratio of about 1 to 6 that includes support personnel who are specifically tasked with corps member training and support as well as host site management.

##### ***Corps Member Living Allowance***

To be competitive within local job markets, most CCB programs are striving to establish a corps member living allowance that equates to at least \$15/hr.

##### ***Significant General Operating Costs***

Significant costs to anticipate when running a CCB service year program include: mileage and travel expenses to support host sites across large geographic regions, corps member training, credentialing, and online education management tools, and corps member recruitment.

#### More Information and Additional Strategies:

When advancing any service year model, there are many costs that must be considered and incorporated into your operating budget. The [AmeriCorps State and National Detailed Budget Instructions](#) (see pages 22-37) can be a helpful resource to assist you in thinking through typical expense categories as well as common costs that must be factored into most service year program models. You can also reference the [Budget Considerations](#) section of the appendix to find additional details regarding each budget category listed above. The appendix below also provides further insight regarding the typical CCB program staffing structure as well as outlines additional insight for budgeting for alternative CCB programming models.



# APPENDIX

## *Additional Information and Alternative Options*

# COMMUNITY NEEDS AND CORPS MEMBER SERVICE ACTIVITIES RELATED

The following inventory explores a comprehensive list of community needs that service year programs advancing a community capacity building program model commonly seek to address. Service year programs should not be designed around addressing each and every community need listed, but rather, these needs should be considered when determining how the program model can be designed to meet the unique opportunities and challenges in the communities being served.

NEED	FURTHER DESCRIPTION AND ASSOCIATED CORPS MEMBER SERVICE ACTIVITIES
Addressing Climate	<ul style="list-style-type: none"><li>• Reducing greenhouse gas emissions</li><li>• Maintaining clean and healthy air</li><li>• Developing resilience to the impacts of climate change</li><li>• Engaging the community in climate change mitigation and adaptation activities</li></ul>
Economic Development	<ul style="list-style-type: none"><li>• Promoting innovation and a competitive workforce related to the green economy</li><li>• Cultivating local and sustainable development, jobs, and businesses</li><li>• Advancing sustainable tourism</li></ul>
Leadership	<ul style="list-style-type: none"><li>• Working collaboratively towards building a sustainable region</li></ul>
Clean Energy and Energy Conservation	<ul style="list-style-type: none"><li>• Using energy for buildings and facilities efficiently</li><li>• Reducing energy consumption</li><li>• Developing or supporting clean energy</li><li>• Engaging the community in clean energy practices</li></ul>

NEED	FURTHER DESCRIPTION AND ASSOCIATED CORPS MEMBER SERVICE ACTIVITIES
Creating Sustainable Municipal Operations	<ul style="list-style-type: none"> <li>• Supporting the adoption of a safe, clean, and efficient fleet of vehicles</li> <li>• Collecting and managing data to advance sustainability</li> </ul>
Land Use Sustainability	<ul style="list-style-type: none"> <li>• Encouraging strategic development that upholds sustainability</li> <li>• Conserving, restoring, or enhancing natural features and ecosystems</li> <li>• Supporting a network of accessible, well-used, and enjoyable parks</li> <li>• Sustaining a robust urban forestry</li> <li>• Achieving greater livability through supporting sustainable land use and housing policies</li> <li>• Cultivating a conservation ethic in the community</li> <li>• Advancing the development of community gardens</li> <li>• Sustaining beautiful landscapes that provide ecosystem services</li> <li>• Promoting or supporting the creation of more green spaces</li> </ul>
Mobility	<ul style="list-style-type: none"> <li>• Supporting safe and effective active transportation</li> <li>• Maintaining a diverse, safe, and efficient transportation network</li> <li>• Supporting efficient transportation that uses resources wisely</li> <li>• Integrating sustainability into transportation policies, programs and regulations</li> <li>• Promoting public and sustainable transportation choices</li> </ul>
Sustainable Communities	<ul style="list-style-type: none"> <li>• Promoting cultural vibrancy in the community that embodies conservation and sustainability practices</li> <li>• Fostering a culture of health, safety, and wellness</li> <li>• Increasing access to sustainably grown, in-season, and local foods</li> <li>• Sustaining community principles that are welcoming, inclusive, and equitable</li> <li>• Promoting a sustainable identity for the community</li> <li>• Assuring local policies and codes support sustainability</li> <li>• Cultivating community values based on the principle of sustainability</li> </ul>
Waste and Recycling	<ul style="list-style-type: none"> <li>• Supporting sustainable material management</li> <li>• Working to divert waste from landfills</li> <li>• Researching policies that support sustainable material management</li> <li>• Supporting recycled materials across all sectors</li> <li>• Engaging the community in waste reduction and recycling</li> </ul>

NEED	FURTHER DESCRIPTION AND ASSOCIATED CORPS MEMBER SERVICE ACTIVITIES
<b>Water Conservation &amp; Management</b>	<ul style="list-style-type: none"> <li>• Supporting strategies to distribute water efficiently</li> <li>• Working to protect and improve water quality</li> <li>• Managing water system assets sustainably</li> <li>• Optimizing the use of natural and build systems to manage stormwater</li> <li>• Researching policies to protect water resources</li> <li>• Practicing stewardship of water resources</li> <li>• Engaging the community in water stewardship</li> </ul>
<b>Environmental Justice</b>	<ul style="list-style-type: none"> <li>• Identifying/mapping impacted communities</li> <li>• Collecting information/feedback from environmental justice communities</li> <li>• Developing funding and programming priorities to support activities implemented by environmental justice communities</li> </ul>
<b>Community Engagement and Education</b>	<ul style="list-style-type: none"> <li>• Coordinating short-term volunteer projects</li> <li>• Securing long-term volunteers who can help ensure C&amp;E resilience initiatives and programs are sustainable</li> <li>• Coordinating and facilitating student and community education initiatives</li> <li>• Meeting facilitation</li> <li>• Providing social media and communications support</li> </ul>
<b>Disaster Mitigation and Response</b>	<ul style="list-style-type: none"> <li>• Developing disaster preparedness education material</li> <li>• Coordinating partners</li> <li>• Developing volunteer engagement and response plans</li> <li>• Assisting with research and data collection to help inform decisions</li> </ul>
<b>Identifying Funding to Support Identified Needs</b>	<ul style="list-style-type: none"> <li>• Researching public and private funding opportunities</li> <li>• Participating in research, data collection, and coordination efforts to assist with pursuing funding opportunities</li> <li>• Drafting grant applications to private entities</li> </ul>

# DETERMINING CORPS MEMBER SERVICE ACTIVITIES WITH HOST SITES

When partnering with host sites, CCB programs typically take one of the three following approaches to identifying the specific service activities that corps members will advance while serving at the site:

## **PREDETERMINED POSITION DESCRIPTIONS**

Provide predetermined position descriptions and ask the site applicant to choose which position(s) their corps members will function under. The site is usually asked to certify that their corps members will not participate in activities outside of the scope of their position description unless those activities are first cleared by the service year program. This method is a good way to ensure that corps members serving with host sites stay in compliance with rules, regulations, and grant requirements.

## **MENU OF SERVICE ACTIVITIES**

Host site applicants are provided with a menu of options (similar to the table listed above) that includes the needs that corps members may seek to address and the service activities that are commonly associated with addressing those needs. The host site is then asked to identify the need(s) that their corps members will be serving to address. This method provides a bit more flexibility, but also helps ensure that corps members and sites are not participating in unallowable activities. [Here](#) is a sample host site position description template that can help you visualize this option.

## **CO-DEVELOPMENT OF POSITION DESCRIPTIONS**

Host site applicants are asked to describe the climate and environmental resilience needs of their community and then the service year program will assist in developing a corps member position description that can serve those needs within the limits of their national service grant agreement. This process allows for significant flexibility and for communities to play a more direct role in framing how the program can best meet existing needs. Additionally, this process allows for the service year program to support prospective host sites' C&E resilience initiatives and can lead to a more diverse pool of organizations serving as host sites. You can view an example of the processes CivicWell uses to start these types of conversation [here](#).

# TYPES OF SERVICE ACTIVITIES

CCB programming can be designed to engage corps members in a wide array of service activities designed to address a variety of community needs associated with C&E resilience. These activities can generally be classified within two categories:

## **CAPACITY BUILDING**

Rather than providing a service directly to an individual, group, or community, the corps member provides indirect service which broadly assists with meeting a community need. For example, data collection, research, developing new programming, etc.

## **DIRECT SERVICE**

Activities that provide a direct, measurable benefit to an individual, a group, or a community. For example, coordinating community garden services and distributing food yields to the community.

Three overarching goals surfaced for CCB programming to most effectively be used to serve the needs of your community:

## **WORKFORCE/LEADERSHIP DEVELOPMENT**

Many CCB programs' primary value proposition is to inform the career trajectory of young people and to assist their host site partners (i.e municipalities, tribes, nonprofits, etc.) to gain access to and develop the young talent they will need to advance their C&E resilience goals.

## **COMMUNITY ENGAGEMENT AND EDUCATION**

Community leaders are often seeking strategies for how they can increase the ability for members of the community to participate in C&E resilience activities. Service year programming is an effective solution for infusing the capacity needed to offer tangible opportunities to engage and educate community members in local C&E resilience initiatives.

## **ENSURING PROGRAMMING SUSTAINABILITY**

Regardless of the needs that corps members are addressing, CCB programming typically has a significant emphasis on ensuring that corps members' efforts are sustainable beyond their service term. This often entails corps members recruiting long-term community volunteers to serve as ongoing champions and coordinators of the work. Corps members are also tasked with clearly documenting and disseminating the initiative they advanced during their term of service.



## RESTRICTED ACTIVITIES

If you are advancing an AmeriCorps program, your corps members cannot participate in prohibited or unallowable activities that have been established by the legislation governing AmeriCorps. Specifically applicable to the CCB programming, corps members cannot:

- Replace, supplant, or prevent the future hiring of professional staff. In summary, AmeriCorps members should be used to expand or enhance current services or to advance new services.
- Supervise other corps members (e.g. a non-AmeriCorps supervisor should be assigned to all corps members/teams)
- Lead professional-level administrative, operational, or finance support for organizations or agencies.
- Directly lead efforts for applying for federal funding; however, corps members can provide support services such as research, data collection, coordination, etc.
- Participate in fundraising initiatives that do not directly support their service activities or that generate unrestricted profits for their host site. For example, it may not be appropriate for corps members to help facilitate the sale of produce from a community garden unless those profits directly support their service. Corps members also typically cannot participate in fundraising activities in association with events facilitated by their host site; however, they can attend these events to educate attendees on the service that they are providing to the community.
- Engaging in partisan political activities or lobbying. If your program will have corps members engaged in public policy issues, a clear line will need to be established for both your corps members and host sites to define the difference between providing neutral research, education, or coordination services versus supporting partisan recommendations.

## HELPFUL TIPS



Your *state service commission* can help you determine whether or not a service activity is allowable.

## SAMPLE CORPS MEMBER POSITION DESCRIPTION

Service Year Alliance has developed [this sample corps member position description](#) to further assist you in developing the service activities that your corps members will participate in.

### Community Engagement Corps Member Position Description

Service Position Type: Full-Time 1700 hours Term of Service: 10 months Average Weekly Service Hours: 40 hours

#### ABOUT THE OPPORTUNITY

Our organization's AmeriCorps program offers a unique opportunity for individuals that are passionate about environmental and community resilience to build professional experience through national service. By building capacity for local public agencies, nonprofits, tribal communities, faith-based organizations, and institutions of higher education to address emerging resilience challenges, corps members create a lasting impact in local communities while building a robust network of peers and gaining technical and leadership skills.

#### MINIMUM QUALIFICATIONS

- Be at least 17 years of age or older
- Have or working towards a high-school diploma or its equivalent
- Be a citizen, national, or lawful permanent resident alien of the United States
- Possess basic computer skills, including the ability to navigate online systems and email
- Ability to serve in both a professional virtual/office setting and in outdoor environments
- Possess strong communication (both verbal and written) and teamwork skills
- Desire and ability to engage with people from different backgrounds and demographics
- Satisfy the National Service Criminal History Check eligibility criteria pursuant to 45 CFR 2540.202
- Positions that require driving will require a valid driver's license and the ability to pass a driving record check
- Although past experience in areas such as community outreach, education, and public communication is valued, the program's training and development curriculum will fully prepare you to successfully fulfill the responsibilities of the position

#### ESSENTIAL FUNCTIONS

- **Community Engagement**
  - Work with host site to conduct a gap assessment of where there is additional need and opportunity for connecting the community to climate action initiatives
  - Build community connections and relationships to foster a network of local champions and outreach partners
  - Collect public input and feedback
  - Collect and analyze data
  - Map communities that have been disproportionately burdened by environmental hazards
  - Give group presentations in settings such as work places, congregations, and community organizations
  - Table at public events
  - Engage the community in climate change mitigation and adaptation activities

(Continued on next page)



# PARTNERSHIPS TO ADVANCE PROGRAMMING

## PROGRAM/LEAD ORGANIZATION

Service year programs that advance CCB services are administered by a variety of organizations and agencies that can bring different strengths to the table. These entities commonly include:

- Regional Council of Governments like the [Metropolitan Mayors Caucus/Greenest Region Compact](#) that can allocate corps members to local governments that participate in the council.
- Local Government Agencies such as a mayor's office that can place corps members to assist various city departments to boost their C&E resilience activities. Although it is not solely focused on C&E resilience programming, the [City of Charleston's VISTA](#) program is an example of this type of model.
- Local, regional, and statewide nonprofits, such as [Bay Area Community Resources](#) that can on-board other partners in their service area who can serve as corps member host sites. Additionally, there seems to be opportunities for more foundations that have an existing network of nonprofit partners to serve as service year programs that can advance the model.
- Associations or organizations that convene partnership networks, similar to the [The Corps Network](#) that can place corps members with organizations that are part of their network.
- State Agencies, such as [Minnesota Pollution Control Agency](#), that can place corps members with their affiliate offices or other outside partners such as tribal communities or nonprofits.
- Institutions of Higher Education, like the example seen at the university of [University of Oregon](#). In particular, there seems to be a strong opportunity for more CCB programming to be housed within university cooperative extension offices, which commonly have affiliated offices in each county of their state that could serve as corps member host sites. Additionally, being based in an "academic center" housed within a university system can provide service year programs with a higher level of flexibility in comparison to being housed within an academic department.

## SERVICE YEAR PROGRAMMING HOSTED AT HIGHER EDUCATION INSTITUTIONS

Service year corps members and programs hosted within institutions of higher education often receive robust administrative support as well as access to helpful software, resources, research, professionals, and partnership networks. Some service year programs operating C&E resilience programming out of universities are also able to award their corps members with in-state tuition rates or with credit hours towards an associated graduate degree program in recognition of the knowledge and skills that are obtained during their service year.

Although service year programs housed within higher education institutions can also realize some corps member recruitment benefits, the benefits are oftentimes only realized by programs that are engaging corps members in minimum term models, such as 300-hours positions, as it is typically challenging for students to participate in service terms that require a higher time commitment.

As a downside, a higher level of bureaucracy is typically associated with higher education institutions and can lead to slowdowns in hiring, obtaining supplies and equipment, delays in reimbursement payments, etc. Fundraising restrictions can also present challenges for service year programs that are associated with a large institution of higher education.



When determining what type of organization could serve as the program or administrative lead for CCB programming, consider the following overarching organizational qualities:

- Experience with establishing, managing, and maintaining strong partnership networks.

### HELPFUL TIPS



*Organizations that administer a service year program must ensure that their host sites remain in compliance with state and federal rules and regulations. Organizations advancing a CCB model should consider how this could potentially alter the existing nature of their relationship with their partners that may become corps member host sites.*

- Willingness to support a diverse array of service interventions and outcomes across a diverse range of geographic locations.
- The ability to develop strong corps member and site supervisor training and support strategies that will produce cohesion between corps members and their host sites (see the “Centering Program Design Around Belonging and Inclusion” section of the Climate Guide for suggestions.)
- Adequate administrative, human resources, and financial capacity that is capable of administering contract agreements, member payroll, corps member benefits, etc. across a network of host sites.
- A willingness to establish a strong corps member recruitment support system that will enable both the program and individual host sites to reach their corps member enrollment goals.

Many areas of expertise must be actualized in order for an organization to successfully administer a CCB program model. If you are considering standing up a new program, you may want to first consider exploring options to partner with an organization that has already established expertise in managing the various components of service year programming. Oftentimes these organizations have the ability to subgrant service year corps member slots or even establish affiliated operating sites in your state. Some CCB service year programs that have the ability to form these types of partnerships include [Ampact](#), [CivicWell](#), and [Conservation Legacy](#).

## HOST SITES

In addition to ensuring that a potential host site's values align with the mission and values of your service year program, it is important that there is buy-in from both host site leadership, as well as the staff that will be directly supervising corps members, in order for your CCB program to run optimally. Below is a list of the types of organizations that typically serve as host sites for corps members participating in CCB programming.

- **Nonprofits** - All types, but particularly nonprofits that may not have the capacity to administer a full service year program on their own, are a good fit. There is also growing interest for CCB models to partner with Community Action Agencies which are oftentimes charged with advancing climate-related priorities.
- **Tribal Nations or Nonprofits** - MN GreenCorps offers good examples of this type of partnership.
- **Local Municipalities** - City and county government departments such as parks and recreation, environmental and sustainability offices, waste management, planning, public works, transportation, etc. Members of the C&E Resilience Learning Cohort also cited that it can be beneficial to explore the option of placing corps members with nonprofits that can work closely with municipal offices, rather than directly placing corps members within a local government department. This strategy helps eliminate contracting challenges that can arise when attempting to place corps members directly with government agencies.
- **State Government** - Examples include waste management districts, transportation offices, departments managing natural resources, state energy offices, etc.
- **Federal Agencies** - Such as US Forest Service Districts or Bureau of Land Management offices.
- **Schools and School Districts** - There are examples of corps members that participate in full service year terms with school districts and advance projects such as establishing energy reduction plans, greening school infrastructure, and providing C&E resilience education services to students, but many CCB programs tend to partner with schools on a shorter-term basis and infuse corps members to provide limited C&E resilience programming to students.
- **Faith-Based Organizations** - There are opportunities for faith-based organizations to host service year corps members as long as those corps members will not engage in religious proselytization or instruction.

## CORPS MEMBER TRAINING AND DEVELOPMENT

**Community Colleges and Technical Schools** - CCB programs have found success in partnering with community colleges or technical schools to pursue joint training and professional development funding opportunities. These partnerships can result in corps members and college students coming together to gain specific credentials or certifications.

**Government Agencies, Universities, and Public Libraries** - CCB service year programs have had success with a variety of public agencies or university departments being willing to provide professional development trainings and services to corps members as an in-kind contribution. These training partnerships can cover a wide array of topics ranging from natural resource preservation to project management.

# FUNDING TO SUPPORT PROJECT AND TRAINING COSTS

## NEW AND EMERGING FEDERAL FUNDS

With recent historic investments in the American Rescue Plan Act (ARPA), the Bipartisan Infrastructure Law (BIL), and the Inflation Reduction Act (IRA) there are a significant number of emerging opportunities to expand service year programming to meet key climate and environmental resilience priorities. To assist in identifying new and expanded federal funding accounts that present opportunities for service year programs, Service Year Alliance collaborated with the [Partnership for the Civilian Climate Corps](#) to produce an account inventory that highlights these opportunities as well as showcases specific examples of programs that are currently advancing eligible activities. Furthermore, the C&E Resilience Learning Cohort convened by Service Year Alliance was also leveraged to provide additional insights regarding the strategies that may be most effective for service year programs to access these resources as well as to identify the accounts that are well-positioned to support the energy efficiency, community capacity building, and rural resilience programming. Explore [Emerging Federal Accounts that Can Support Climate & Environmental Resilience Service Year Programming](#) to access these insights.

## ADDITIONAL FUNDING OPPORTUNITIES

Based on the information collected during the Climate Project, CCB models operating as AmeriCorps programs typically secure 50-65% of their total program operating budget through their AmeriCorps grant. The remaining 35-50% is commonly secured through financial support provided by host sites and grants provided by public and private partners.

**Grants:** Financial grants are typically secured by energy efficiency programs to provide initial seed money to assist with planning and startup costs, provide training, development or professional credentialing to corps members, or to support community education and outreach activities.

**Cost-Share:** Service year programs that place corps members to serve with a specific agency or organization typically require those host site partners to contribute toward the cost of supporting that corps member position. Cost-share amounts can range greatly and have been documented as low as \$800 per corps members and as high as \$29,000 per corps member.

**Fee-for-Service:** Many service year programs establish fee-for-service contracts to help their partners achieve their goals. For example, a program may establish a contract with a utility company that will pay a fixed amount for each low-income home that receives weatherization services from the program.



## STATE AGENCIES

CCB program models have successfully partnered with state agencies that are willing to provide funding that can offset or waive cost-share requirements for host site partners. This allows for CCB programs to bring on additional and more diverse host site partners.

[Regional Commissions](#) are often involved in advancing a variety of priorities related to both environmental and economic resilience. Some CCB programs have been successful in securing grants from their regional commissions that provide the financial support needed to deliver high quality training and professional development opportunities to their corps members.

## POSTSECONDARY EDUCATION INSTITUTIONS

Many colleges and universities are involved with advancing climate and environmental resilience initiatives and, in many cases, have established specific educational departments or centers to support these objectives, such as the [Energy Transition Lab at the University of Minnesota](#). Service year programs have been successful in securing grants from these institutions used to support both direct services and capacity building services as well as support corps member training and development. In some cases, universities have also provided funding to offset cost-share requirements for host sites.

## PHILANTHROPY

Members of the C&E Resilience Learning Cohort shared that many philanthropic partners have expressed particular interest in funding the workforce development components of their programming. Identifying philanthropic partners that are interested in supporting all components of the program model, rather than a single element, often produces the strongest partnership because the program is not required to make significant adjustments to its service delivery methods and the partnership eliminates the need to strategically braid funding.

# MEASURING AND REPORTING IMPACT

CCB models operating as AmeriCorps programs most commonly select national performance measures that track the program's ability to infuse capacity support into their host site network. That being said, some CCB programs do track environmental impact that results from providing direct service.

The capacity building performance measures most commonly utilized include:

- CCB models operating as AmeriCorps programs most commonly select [national performance measures](#) that track the program's ability to infuse capacity support into their host site network. That being said, some CCB programs do track environmental impact that results from providing direct service.
- The capacity building performance measures most commonly utilized include:

## HELPFUL TIPS

*Here is a sample tool used to measure outputs and outcomes associated with capacity building measures.*

The national environmental stewardship performance measures that are most commonly utilized include:

- EN3 (output) - Number of individuals receiving education or training in environmental stewardship and/or environmentally-conscious practices

There are two outcome options associated with this performance measure:

- EN3.1 (outcome) - Number of individuals with increased knowledge of environmental stewardship and/or environmentally-conscious practices

**OR**

- EN3.2 (outcome) - Number of individuals reporting a change in behavior or the intent to change behavior to better protect the environment

**AND/OR**

- EN4 (output) - Number of acres of public parks or other public and tribal lands that are treated
- EN4.1 (outcome) - Number of acres of public parks or other public and tribal lands that are improved

## HELPFUL TIPS

*Here is a sample tool used to measure outputs and outcomes associated with environmental education. You should also keep in mind that your measurement tools may need to be adjusted based on the recipients of the service (e.g. young audiences may need to be asked to draw a picture about what they have learned).*

Some service year programs have also used the option to develop “applicant determined” performance measures in association with their AmeriCorps grant to track impact, such as carbon sequestration. Below is one example of an applicant determined performance measure structure.

- Output - Trees managed (inventoried, planted, managed)
- Outcome - Pounds of carbon sequestered (5.87 lbs carbon per tree planted)

### SOME ADDITIONAL OPTIONS FOR MEASURING PROGRAM IMPACT

Although funders and state commissions tend to encourage CCB programs to measure climate-related outcomes such as carbon sequestration and reduction in greenhouse gas emissions, sometimes the most impactful components of the CCB model are the activities that fall outside of this category. As such, it is important to consider the following when establishing what metrics to measure and track:

- It is important to understand and communicate the impact that results from the corps member training, development, and support that occurs as part of the program model. Service years can equip corps members to enter into careers in which they will be able to make a positive impact on the climate and environment for many decades to come. Consider utilizing the structure of the following National Performance Measures to establish systems for tracking corps members’ post-service outcomes and pathways:
  - O1A (output) - Number of individuals served
  - O10 (outcome) - Number of individuals who secure employment
- CCB programming can serve as a first step towards addressing environmental justice issues and is an important part of the program’s story that should be told. Consider tracking the number of environmental justice communities served by the program.
- Many municipalities are seeking opportunities to engage members of the community in tangible C&E resilience activities and the CCB model is a great way to add capacity to allow municipalities to do so. Providing these types of service and educational experiences leads to some of the most sustainable and long-term results. Consider tracking the number of community engagement activities facilitated, number volunteers managed, and hours served by those volunteers.

#### HELPFUL TIPS



*Although it can be challenging to accurately measure outcomes such as carbon sequestration you can leverage online tools such as [i-Tree](#) to assist you in the process.*

#### HELPFUL TIPS



*It can be challenging to collect post-service data, such as employment, from alumni; therefore, if you choose to incorporate this measurement, you will want to develop robust procedures for maintaining contact and collecting data from your program alumni. Service Year Alliance encourages service year alums to register on [ServiceYear.org](#) to stay connected with their program, state service commission, and the larger network of service year alums.*

# BUDGET CONSIDERATIONS

When advancing any service year model, there are many costs that must be considered and incorporated into your operating budget. The [AmeriCorps State and National Detailed Budget Instructions](#) (see pages 22-37) can be a helpful resource to assist you in thinking through typical expense categories as well as common costs that must be factored into most service year program models. To further assist you in developing a budget that will adequately support a successful CCB service year program, we have also included key insights and information collected from members of the Climate Project's community capacity building working group below.

## PERSONNEL

The average CCB program has a staff-to-corps member ratio of about 1 to 6. Common staff roles that are seen within the program model include:

- **Director** - Overall program operations, staff management, strategic vision, partnership development, fundraising and contracting, grant reporting.
- **Corps Member Managers** - Provide a variety of support, training, technical assistance to corps members.
- **Host Site Managers** - Manage relationships with host site partners, and provide them with training and support services. These positions are also typically responsible for conducting host site compliance monitoring.
- **Recruitment** - Seasonal or year-round recruitment marketing and applicant interviewing and selection. Sometimes also responsible for collecting corps member enrollment paperwork and entering corps member information into various enrollment/employment/benefits software systems.
- **Administrative** - Can include data collection, compliance, grant reporting, corps member enrollment, etc. Administrative positions commonly also provide support to initiatives that can really improve the quality of the corps member experience, such as coordinating alumni engagement and mentorship initiatives that can lead to increased corps member retention.
- **Training and Development Support Leads** - Coordinate corps member orientation and ongoing training and development, including planning and preparing for life after service. Often also responsible for ensuring that the corps members are having an overall enriching experience that will lead to strong corps member retention. Coordinating wraparound support services for corps members can also sometimes fall under this position type, but can also take the form of a standalone position.

## SIGNIFICANT GENERAL OPERATING COSTS

- Travel and mileage reimbursements can be a significant cost as a result of many CCB models having corps member host sites spread across a large geographic area. Program staff commonly travel to host sites to facilitate support and compliance visits, while corps members typically travel to multiple in-person trainings or service events throughout their term of service.
- Some CCB programs operate online learning management tools to provide their corps members with essential information and trainings. These systems can be expensive, but can ultimately produce cost savings by reducing the need for corps members to travel to in-person trainings. Online learning tools also allow trainings to be utilized over the course of several years.
- Workmans compensation and liability insurance can be more expensive for CCB programs that engage their corps members in direct service activities that require tool use. Programs have successfully helped to keep these costs at a reasonable level by adopting safety protocols and trainings that have helped reduce injuries and accidents.
- Providing industry-recognized trainings and credentials can be a very important component of an effective community capacity building program, but they can be expensive. Please reference the “Increasing the Value Proposition by Prioritizing Post-Service Pathways” section of the Climate Guide for further details.
- Because corps member recruitment has been exceptionally challenging in recent years, all service year programs should incorporate adequate funding into their program budget to support recruitment costs such as posting on multiple online job boards, running social media ads, producing print materials, purchasing physical advertising space, offering recruitment referral incentives, etc.

### HELPFUL TIPS

*ServiceYear.org can also be a powerful recruitment tool for programs. [Learn more here.](#)*

## CORPS MEMBER LIVING ALLOWANCE

Service year programs often struggle to meet their enrollment goals and recruit a diverse and vibrant corps if they are only providing the minimum AmeriCorps living allowance to their corps members. To be competitive, most service year programs are striving to establish a corps member living allowance that equates to roughly \$15/hr. If your program will be advancing a AmeriCorps VISTA program, where there is a predetermined stipend rate, you will likely want to consider budgeting for additional benefits that can help offset the cost of living such as providing housing or a housing allowance.

With a CCB model, there can also be a large discrepancy between the cost of living experienced by corps members serving across a large geographic region. For this reason, you may want to consider linking corps member living allowance rates to cost of living indexes where each corps member will be serving.



# CLOSING AND ACKNOWLEDGEMENTS

We hope you have found this service year program model roadmap to be a helpful tool to assist you in designing a new CCB service year program or in enhancing and expanding your current programming.

Service Year Alliance would not have been able to develop this resource without the help and dedication of the service year programs that participated in our Community Capacity Building Workgroup. Thank you to [Ampact's Climate Impact Corps](#), [CivicSpark](#), [Resource Assistance for Rural Environments](#), and [Rural Action's Appalachian Ohio Restore Corps](#).





