



Expanding our  
reach through  
service years







National service is an investment in growth, in communities, in families and in the next generation of leadership for the affordable housing movement.

# Foreword

## Advancing our mission through national service

*By Mark Andrews*

*Senior Vice President, Operations, Habitat for Humanity International*

National service is an investment in growth, in communities, in families and in the next generation of leadership for the affordable housing movement.

Habitat for Humanity has provided service opportunities through many avenues, including national service. Through AmeriCorps alone, Habitat has hosted nearly 10,000 members who have served more than 26,000 families, engaged more than 3.5 million volunteers and provided more than 16 million hours of service.

Habitat affiliates that host AmeriCorps members through a service year consistently report that those members are essential to the Habitat mission and achieving our goals. AmeriCorps members represent much more than additional support for projects; they can significantly increase the effectiveness of programs and services. This tool kit will show various ways AmeriCorps members can increase the capacity of your affiliate, from direct construction to resource development.

An independent study comparing affiliates with similar budgets found that those that hosted AmeriCorps members were able to:

- Serve more families than those that do not host.
- Build or rehabilitate approximately nine more homes per year than a comparable nonhost affiliate.
- Engage nearly 70 percent more volunteers.

Service year opportunities benefit not only the affiliates, communities and families, but also those performing the service. Through a service year, Habitat provides individuals an opportunity to learn and develop confidence in new skills; provides a pathway to employment; and raises awareness of our work, the complex social issues that contribute to poverty, and ways to help eliminate barriers to a healthier, more financially stable life.

Thank you for your interest in service. The information in this tool kit will provide you with a knowledge base to build your capacity to serve more families. Habitat for Humanity International is thrilled to partner with Service Year Alliance to expand service opportunities for individuals and organizations.



# Foreword

## A vision for service years in Habitat for Humanity

By Rosa Moreno

Managing Director, Growth, Service Year Alliance



Habitat for Humanity and its affiliates and state support organizations have long played a significant role in national service. Service Year Alliance has partnered with Habitat for Humanity to share new ways that Habitat affiliates are using national service to provide mission-critical work. Service Year Alliance hopes that this tool kit makes it easier for you to create more service year opportunities for those wanting to serve.

Service Year Alliance is working to make a year of paid, full-time service — a service year — a common expectation and opportunity for all young Americans. Expanding service years has the power to revitalize cities, uplift and educate children at risk, and empower communities struggling with poverty. We invite you to join us in imagining the impact service years at scale could have on our country and in your community. We hope you'll join us in this important effort.



Watch this short video to see how expanding service years has a significant impact with affiliates.  
[nationswell.com/service-year-habitat-for-humanity-charlotte/](https://nationswell.com/service-year-habitat-for-humanity-charlotte/)



# Introduction

The ***Expanding Our Reach Through Service Years*** tool kit is a joint effort between Service Year Alliance and Habitat for Humanity International. It is designed to highlight ways in which Habitat affiliates and state support organizations can embrace service years to address the needs of their communities and leverage resources to expand full-time service opportunities, known as service years, through diverse funding sources.

The information in this tool kit will provide you with resources to make the case for the value of full-time volunteer service year roles at your affiliate. The following resources are included:

- An overview of the full-time service year model.
- A logic model that explains how service year roles benefit your affiliate and volunteers.
- Sample service year volunteer position descriptions (based on current AmeriCorps roles).
- A guide to designing and staffing a service year program.
- Guidance and templates for writing and marketing service year volunteer roles.
- A tip sheet for small and rural affiliates interested in pursuing service year opportunities.



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# What is a service year?

A service year is a paid, full-time opportunity to develop real-world skills through hands-on service. Service years offer a triple bottom line: providing human capital to solve important problems facing local communities; offering life-transforming opportunities to Americans of all backgrounds; and building stronger communities, often across societal divides. Expanding service years has the power to revitalize cities, uplift and educate children at risk, and empower communities struggling with poverty.

AmeriCorps — a federally funded national service program — is just one way to fulfill a service year. There are also ways to create customized service year opportunities built to your specific needs. Many elements outlined throughout this tool kit can help you with this. The “Designing Your AmeriCorps Program” section of the tool kit outlines a program life cycle. Although it’s written for AmeriCorps-specific programming, the general tools can be applied to any service year.

# What is national service?

People can serve their country in a multitude of ways, including military and civilian service. We value and honor each and every way an individual is called to serve. One way is through the Corporation for National and Community Service, or CNCS, which provides grants to organizations committed to strengthening their communities through volunteering. One of those grants is through the AmeriCorps program.

AmeriCorps is a network of local, state and national service programs that connects more than 80,000 Americans each year in intensive service to meet our country’s critical needs in education, public safety, health and the environment.

AmeriCorps members serve with over 50,000 nonprofits, public agencies, and faith-based and community organizations. Since 1994, more than 1 million men and women have provided needed assistance to millions of Americans across the nation through their AmeriCorps service.

Habitat for Humanity International partners with CNCS to provide host sites — Habitat affiliates and state support organizations, Habitat for Humanity International departments, and other partners — with the opportunity to use AmeriCorps National and AmeriCorps VISTA members to engage communities, build capacity and increase productivity.

AmeriCorps members provide a unique human resource to host sites: motivated, passionate, hard-working members who can address community needs in a variety of ways. This partnership helps host sites with capacity and resource building to support Habitat as it helps people build strength, stability and self-reliance through shelter.

Habitat AmeriCorps members can support building infrastructure, expanding community partnerships, fundraising or coordinating myriad trainings. They also can lead build activities, recruit and coordinate volunteers, or perform community outreach.

AmeriCorps National members provide direct service and capacity-building activities to address community needs. Members help resolve challenges in the areas of community outreach, family services, construction and deconstruction.

AmeriCorps VISTAs are Volunteers in Service to America. VISTA members perform indirect service to build capacity and sustainable solutions. Members work on the development of construction systems, family services, projects, resources, Habitat for Humanity ReStores and volunteer services.



# Why expand national service?

National service is a force multiplier. National service programs such as Habitat AmeriCorps allow affiliates to build capacity to serve more families and train future leaders in the cause of affordable housing. They allow individuals to gain skills and serve their country.

## Habitat for Humanity affiliate national service experience

By Mike Campbell,

Executive Director at Habitat for Humanity Forsyth County in North Carolina

*When I began my career as a Habitat for Humanity executive director of a small affiliate that had been in operation for 15 years as an all-volunteer organization, I needed some help. After the first year of doing things the same way they had always been done, I began to seek advice of those tenured volunteers on our construction site and of others at similar size and slightly larger affiliates. The message was clear: If you want to grow your capacity, you must grow your professionalism and your time management.*

*AmeriCorps was the first step into growing the organization. The need was a more professional construction site and a plan to make that happen. I had applied for a construction VISTA to help enhance the only program we had in place. The construction VISTA was able to take time to maneuver through the My.Habitat.org construction field guides and help strong-willed volunteers understand that efficiencies in construction, while costing a little more, would increase the production of homes and thus serve more families. Through that year we saw the beginnings of increased housing production and the involvement of new vendors and new donors (in-kind) but still more people involved in the process.*

*After that success, I expanded the AmeriCorps experience into a development VISTA and then two AmeriCorps National positions. The AmeriCorps National members allowed for more consistent direction on the job site and continued to increase our service to families. The development VISTA helped develop a more robust database for donors and a direction in fundraising that allowed for more increased service to families.*

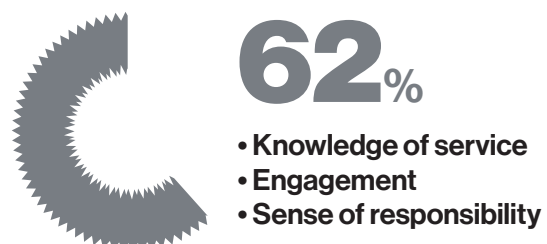
*These positions helped entrenched volunteers begin to see the reason for change and began to help grow the mission in ways never dreamed of. The AmeriCorps program helps small affiliates begin to see a reason for capacity building at an affordable cost. Bumps along the way included finding or developing housing for the students, dealing with some additional paperwork and oversight, and some expenses regarding the needs of the AmeriCorps program.*

*Through 10 years of this program, our small organization went from building three homes per year to building eight to 10 homes, repairing 20-25 homes each year, and becoming an active participant in veterans' repair.*

*If you are planning for growth and don't know how to make it happen, look to AmeriCorps, and your opportunities will unfold before your eyes.*



Among Habitat for Humanity AmeriCorps members, the following percentages reported gains in these categories because of their service:





# How to expand national service

Affiliates regularly share that AmeriCorps has been vital to their growth in addressing the housing needs in their communities:

*"It increased our affiliate's ability to impact the community at a time critical to our organization's growth." — Kathy Michalak, executive director, Habitat for Humanity Riverside (California)*

*"It is a critical program for our success and provides a wonderful learning opportunity for the AmeriCorps members who participate in the program." — Cathy Collins, executive director, Habitat for Humanity of Greater Newburgh (New York)*

*"The value add that the members bring to the affiliate — the energy, enthusiasm and hard work — are invaluable to us." — Laura Belcher, president and CEO, Habitat for Humanity Charlotte (North Carolina)*

*"The AmeriCorps members at Habitat Greater San Francisco were very successful in carrying out the organization's mission and made a huge contribution to the progress of our program, both in a direct and indirect capacity through the National and VISTA programs." — Maureen Sedonaen, CEO, Habitat for Humanity Greater San Francisco (California)*

*"This is an amazing way to grow and supplement capacity for your affiliate." — Shellie Barrus, Habitat for Humanity Summit and Wasatch Counties (Utah)*

Habitat for Humanity International annually places over 400 AmeriCorps members with over 120 Habitat affiliates across the country. We hold an application period once a year in the winter, but we may have positions available outside the application window. To learn more about the Habitat AmeriCorps program, go to the host site resources collection at [my.habitat.org/g332b3](https://my.habitat.org/g332b3). If you would like to talk to someone directly about our program, please email [nationalservice@habitat.org](mailto:nationalservice@habitat.org) to set up a meeting.

There are other AmeriCorps programs led by Habitat state support organizations or affiliates. You can find the complete list of available programs at [my.habitat.org/g35e71](https://my.habitat.org/g35e71). Each program varies in cost and experience.

There may be local options for partnering with AmeriCorps, including applying directly to the local CNCS state office or state service commission. For more information on state programs, go to [nationalservice.gov/stateoffices](https://nationalservice.gov/stateoffices) or [nationalservice.gov/about/contact-us/state-service-commissions](https://nationalservice.gov/about/contact-us/state-service-commissions). Finally, there may be options for supporting a service year opportunity through other public or private means. For more information, go to [serviceyear.org](https://serviceyear.org).

## Use of service year opportunities

Below, you will find sample positions of each of the most used Habitat AmeriCorps positions. Although these are examples of the most regularly used positions, affiliates can use service opportunities in a variety of ways to meet their specific needs.

### ★ AmeriCorps National – Construction crew leader

**Goals:** (position's goals in relation to the project as a whole, along with the impact the project will have in the community)

The member serving in this role will be part of the AmeriCorps team that will give the necessary boost to significantly increase the number of families our affiliate is able to serve through our home preservation, rehab and new construction projects. With the assistance of the AmeriCorps members serving in this role, we anticipate completing one new build, 20 critical home repairs, 10 A Brush with Kindness projects, and one rehab during the service term, working with 32 families. We also anticipate at least two community events, which will use members to spread the word about our neighborhood revitalization programs and encourage community members to get involved as volunteers on our work sites or to apply to be homeowners. A secondary goal of this position is to have at least one volunteer trained to be a skilled volunteer group leader in each of our neighborhood revitalization areas: critical home repair, A Brush with Kindness and rehab. We view the construction crew leaders as integral to our goals of building more homes and better neighborhoods and communities throughout our service area.

**Outputs:** Measurable targets must be included and should be targeted PER MEMBER. Please use the shared outputs below, inserting "0" if not applicable.

- [insert number] volunteers will be recruited or managed by this AmeriCorps member in the building, rehabilitation or repair of homes (repairs include A Brush with Kindness, weatherization and critical home repair).
- [insert number] homes will be built, rehabilitated or repaired in partnership with families and individuals by this AmeriCorps member and volunteers (repairs include A Brush with Kindness, weatherization and critical home repair).

- [insert number] individuals (adults and children) will be provided housing services by this AmeriCorps National member:
  - ☐ [insert number] individuals affected by a disaster.
  - ☐ [insert number] individuals who are veterans or active military personnel, or their family members.

#### **Responsibilities of the position:**

- Assist with hands-on construction tasks, including but not limited to demolition, site prep, framing, installing insulation, hanging drywall, flooring, roofing, finish carpentry and landscaping. Projects may include new and gut rehab homes, A Brush with Kindness, critical home repair and weatherization.
- Lead small groups of volunteers, ensuring that they are well-employed while on the work sites.
- Use volunteer management techniques to facilitate positive experiences for volunteers and homeowners working on the site.
- Collaborate with construction staff members to identify skilled and enthusiastic volunteers and cultivate their involvement in Habitat's work (i.e., encourage them to consider being trained as regular site leaders or returning volunteers).
- Maintain site safety through modeling of safety practices and guidelines, volunteer education and site monitoring. Attend safety trainings with our construction staff.
- Provide on-site orientations and safety talks to groups of volunteers and homeowners.
- Help with materials management on site and at the affiliate warehouse and storage trailers. Pick up and organize materials needed for projects.
- Set up and clean up project sites.
- Maintain site logs for each project completed in order for supervisor to assess progress and next steps.
- Participate in regular planning and debriefing meetings as needed.
- On occasion, a member may participate in larger community projects such as lot cleanups, community gardens, etc.
- Attend and participate in select affiliate events; responsibilities may include setting up, cleaning up, and engaging with attendees and informing them about the AmeriCorps program, our affiliate's mission and neighborhood revitalization programming, and how to become a volunteer or Habitat homeowner.

#### **\* AmeriCorps National – Community outreach coordinator**

**Goals:** (position's goals in relation to the project as a whole, along with the impact the project will have in the community).

Our affiliate is expanding our neighborhood revitalization program, which includes strategic acquisition, community collaboration, block cleanups and neighborhood outreach and education. This member will be critical in helping meet these goals through planning, coordination and implementation of projects in partnership with our target community.

**Outputs:** Measurable targets must be included and should be targeted PER MEMBER. Please use the shared outputs below, inserting "0" if not applicable.

- [insert number] volunteers will be recruited or managed by this AmeriCorps member in the building, rehabilitation or repair of homes (repairs include A Brush with Kindness, weatherization, and critical home repair).
- [insert number] homes will be built, rehabilitated or repaired in partnership with families and individuals by this AmeriCorps member and volunteers (repairs include A Brush with Kindness, weatherization and critical home repair).
- [insert number] individuals (adults and children) will be provided housing services by this AmeriCorps National member:
  - ☐ [insert number] individuals affected by a disaster.
  - ☐ [insert number] individuals who are veterans or active military personnel or their family members.

#### **Responsibilities of the position:**

- Build relationships and partner with residents, local agencies, elected officials and community stakeholders. These partnerships will help to identify areas where host site housing and community development solutions can intersect with the community's identified aspirations.
- Identify community improvement projects and plan and execute projects for successful completion (community cleanups, community gardens, A Brush with Kindness projects, etc.)
- Engage volunteers from the local community to support the planned local projects.
- Regularly attend meetings relevant to building our neighborhood revitalization program. Examples include local governance, community beautification, health and social service meetings, and resident meetings.



- Help to develop and market new neighborhood revitalization programs.
- Coordinate and document the implementation of the host site's housing and community development solutions in partnership with the community.
- Monitor and evaluate the outcomes of the plan through our survey tool, Success Measures.
- Implement our standard neighborhood revitalization procedures and adapt as needed to serve any community, so that this model can be refined and continue to be extended to other neighborhoods within our territory.
- Build understanding of and support for neighborhood revitalization by collaborating with staff members from other departments and leading neighborhood revitalization update meetings.

### ★ AmeriCorps National – Volunteer services coordinator

**Goals:** *(position's goals in relation to the project as a whole, along with the impact the project will have in the community)*

We partner with families to open doors together — whether building a house, repairing a roof or leveraging our capabilities to provide a hand up to a neighborhood block. Our affiliate is performing at our highest level to date with over 5,800 volunteers, 56 homes built or rehabilitated, and most importantly, 56 homeowners served. Volunteers provide the hearts, hands and voices to complete our ambitious build schedule.

The volunteer services coordinator will perform three main functions. First, the member will ensure that there are enough volunteers and supervision from the crew leaders for each build day. Second, the member will help to grow the volunteer department. The member will collect detailed information on who is and who is not volunteering. This helps the affiliate apply for additional grants and helps us build upon what we do well and reach out to those who are not volunteering. Third, the member will be one of the front-line faces to advance our partnerships with young people and youth groups.

**Outputs:** Measurable targets must be included and should be targeted PER MEMBER. Please use the shared outputs below, inserting "0" if not applicable.

- [insert number] volunteers will be recruited or managed by this AmeriCorps member in the building, rehabilitation or repair of homes (repairs include A Brush with Kindness, weatherization and critical home repair).
- [insert number] homes will be built, rehabilitated or repaired in partnership with families and individuals by this AmeriCorps member and volunteers (repairs include A Brush with Kindness, weatherization and critical home repair).
- [insert number] individuals (adults and children) will be provided housing services by this AmeriCorps National member:
  - [insert number] individuals affected by a disaster.
  - [insert number] individuals who are veterans or active military personnel, or their family members.

### Responsibilities of the position:

- Assist with volunteer management, including orientations, maintenance of database; volunteer tracking; and follow-up for opportunities in construction, Habitat offices, ReStores\*, deconstruction, family services, special events and other needs.
- Work with the construction staff to fulfill daily tasks needed to ensure successful volunteer build days: signing volunteers in, providing an orientation and safety briefing, helping to put away tools with volunteers at the end of each day, ordering necessary volunteer supplies, etc.
- Develop written volunteer position or assignment descriptions, as needed.
- Develop and implement effective recruitment messaging.
- Visit the build site to observe and gain an understanding of tasks in which volunteers are asked to participate. Occasionally participate in building alongside volunteers.
- Schedule and communicate affiliate needs with all assigned individual volunteers and volunteer groups (crew leaders, campus chapters, Collegiate Challenge teams, etc.).
- Assist in coordination of campus chapter groups and nonconstruction youth group projects.
- Improve "volunteer resource database" with contact information for volunteers who can assist with certain needs.
- Maintain communications with volunteers through a monthly volunteer e-newsletter and by updating volunteer portions of the affiliate's website with current information.
- Plan and execute the annual volunteer appreciation banquet.
- Develop new volunteer recognition tools or revise the old ones.
- Devise and implement a volunteer experience survey. Analyze the results.

- Continue existing partnerships and develop new ones with community businesses and organizations to provide in-kind donations for Collegiate Challenge, volunteer picnic and other volunteer services.\*
- Attend community outreach programs to promote volunteer opportunities, including events for the military and veteran communities and the senior community. Secure and manage the affiliate's presence at volunteer fairs.

\* Activities involving the ReStore and fundraising are limited to no more than 10 percent of a member's total time. Please consult with your HFHI program specialist if you have questions about allowable activities.

### ★ AmeriCorps National – Family services coordinator

**Goals:** (position's goals in relation to the project as a whole, along with the impact the project will have in the community)

The family services coordinator will build and maintain the pipeline of homeowners by leading the efforts to recruit qualified families for both homeownership and home repair opportunities, educate the families about program requirements and the homeownership process, and monitor and track the completion of sweat-equity hours. This member will be the point of contact for all homeowner families and mentors as each family goes through the process, including helping the family plan their new house dedication service. This position is designed to move us substantially forward in accomplishing the affiliate's goals of providing more affordable, decent homes for our community.





**Outputs:** Measurable targets must be included and should be targeted PER MEMBER. Please use the shared outputs below, inserting “0” if not applicable.

- [insert number] volunteers will be recruited or managed by this AmeriCorps member in the building, rehabilitation or repair of homes (repairs include A Brush with Kindness, weatherization and critical home repair).
- [insert number] homes will be built, rehabilitated or repaired in partnership with low-income families and individuals by this AmeriCorps member and volunteers (repairs include A Brush with Kindness, weatherization and critical home repair).
- [insert number] individuals (adults and children) will be provided housing services by this AmeriCorps National member:
  - ☐ [insert number] individuals affected by a disaster.
  - ☐ [insert number] individuals who are veterans or active military personnel, or their family members.

#### Responsibilities of the position

- Recruit applicants for traditional homeownership opportunities or for expanded housing products such as A Brush with Kindness or critical home repair.
- Coordinate existing programs to attract qualified families as needed. This may include placing posters and flyers at businesses, faith communities and local employers, and communicating and meeting with various social service agencies. Assist family services staff members in responding to calls and emails inquiring about homeownership in a timely manner, and promptly mail information packets to prospective applicants.
- Conduct applicant orientations and assist families in the completion of the housing application.
- Work with the family selection committee to select homeowner families for a variety of housing products, including traditional Habitat homes, critical home repair, A Brush with Kindness and weatherization projects. Tasks may include preparing financial eligibility calculations and summaries for the committee on each applicant. Assist the family services staff in making all follow-up and clarification calls on homeowner applications.
- Attend all family selection meetings. Prepare monthly summaries on homeowner families' progress for the committee.
- Track sweat-equity hours and send families monthly updates and letters.

- Work with the family services committee and staff to provide educational opportunities to homeowner families. Plan and carry out homeowner education courses. Recruit appropriate teachers and speakers as needed.
- Become familiar with homeowners' files to be able to answer day-to-day questions.
- Help the family services and construction staff collect needed family information to prepare for closings.
- Work with homeowner families to plan their house dedication.
- On occasion, build alongside homeowner families as they complete their sweat-equity requirements.

#### ★ AmeriCorps National – Deconstruction coordinator

**Goals:** (position's goals in relation to the project as a whole, along with the impact the project will have in the community)

The AmeriCorps member serving in deconstruction will assist in the safe removal of resellable items from remodel projects throughout the community. An AmeriCorps member will enable us to continue to expand our deconstruction program. The goal of the deconstruction team is to salvage over 3,500 tons of material and divert it from being deposited into the local landfills.

**Outputs:** Measurable targets must be included and should be targeted PER MEMBER. Please use the shared outputs below, inserting “0” if not applicable.

- [insert number] volunteers will be recruited or managed by this AmeriCorps member in the building, rehabilitation or repair of homes (repairs include A Brush with Kindness, weatherization and critical home repair).
- [insert number] homes will be built, rehabilitated or repaired in partnership with low-income families and individuals by this AmeriCorps member and volunteers (repairs include A Brush with Kindness, weatherization and critical home repair).
- [insert number] individuals (adults and children) will be provided housing services by this AmeriCorps National member:
  - ☐ [insert number] individuals affected by a disaster.
  - ☐ [insert number] individuals who are veterans or active military personnel, or their family members.

### Responsibilities of the position:

- Work closely with the acquisitions department to schedule deconstruction projects.
- Learn and understand federal, state and local environmental, health and safety rules and regulations as they relate to hazardous products such as asbestos, mold and lead paint. This includes implementing procedures that ensure compliance on each deconstruction project site.
- Conduct prejob checklists to ensure an efficient and effective job from start to finish, including volunteer orientation and documentation.
- Provide leadership to volunteers, ensuring all materials are removed safely.
- Physically deconstruct sites based on the agreement, load products in the truck, and safely transport products to the ReStore to maintain their reuse value (please note that AmeriCorps members cannot serve in the ReStore, so materials will be dropped at the loading dock, where ReStore staff members and volunteers will take over.)
- Build on regular Habitat construction sites as needed and as time allows.

### ★ AmeriCorps VISTA – Construction systems development

**Goals:** (position's goals in relation to the project as a whole, along with the impact the project will have in the community)

Concerted efforts are needed at our affiliate to enhance our construction processes to make our service delivery system more user-friendly. An AmeriCorps VISTA construction systems member would support our organizational plan by assisting us in developing, documenting and implementing a comprehensive process for our construction systems, for both homeownership and homeowner-occupied repair programs. Examples include processes for scheduling a build, tracking paperwork, and transitioning the host site into green building techniques and owner-occupied repairs.

The VISTA will address key components needed to increase our construction capacity efficiently and safely. With the appropriate processes in place, we would expect the effectiveness and efficiency of our construction programs to be enhanced, which would lead to increased productivity in meeting the needs of those we serve.





**Outputs:** Measurable targets must be included and should be targeted PER MEMBER. Please use the shared outputs below, inserting “0” if not applicable.

- [insert \$ value] in cash and in-kind resources will be raised using systems and opportunities identified by the VISTA member (including resources raised for homebuilding efforts and for sale in ReStores):
  - [insert \$ value] in cash resources.
  - [insert \$ value] in in-kind resources.
- [insert number] individuals will collaborate with the VISTA member on projects related to this position (stakeholders, volunteers, community members, staff members, etc.).
- [insert number] systems, processes and/or tools will be created or enhanced by the VISTA member to increase capacity at the affiliate.
- [insert number] additional projects that do not fall into one of the categories above will be created or enhanced by the VISTA member to increase capacity at the affiliate.

**Objectives:**

- **Exploration:** Explore the construction processes and systems currently in place at the site and identify best practices from other programs. Identify any additional needs of the project. Document research and communicate findings to the project sponsor, then gain further direction to move forward with developing enhanced construction operations.
- **Development:** Develop and document an enhanced construction operations plan that will address the needs of the host site. The plan should address construction prep, planning and scheduling, home repairs, green building, work site safety, and other areas of need discovered during the exploration phase.
- **Implementation and review:** Implement the new construction operations program. Assist the site in testing and evaluating the various parts of the program and revise them as needed to ensure success.
- **Sustainability:** Ensure that the construction operations program is sustainable and will continue at the host site after the completion of the VISTA term by developing manuals and training staff members and volunteers.

## ★ AmeriCorps VISTA – Volunteer services development

**Goals:** (position's goals in relation to the project as a whole, along with the impact the project will have in the community)

In the heart of Habitat Valley, Jamestown is the poorest city in Georgia. Throughout our service area, the need for decent and affordable housing is acute. To help meet this need, Habitat Valley Habitat will house 14 families in the next 24 months. To do this, we need more volunteers. We need a formalized volunteer program that will benefit the overall volunteer experience, including recruitment, tracking, scheduling and recognition. This VISTA will research our current practices, develop and implement an improved program, and ensure that the program is supported beyond the VISTA's term.

**Outputs:** Measurable targets must be included and should be targeted PER MEMBER. Please use the shared outputs below, inserting “0” if not applicable.

- [insert \$ value] in cash and in-kind resources will be raised using systems and opportunities identified by the VISTA member (including resources raised for homebuilding efforts and for sale in ReStores):
  - [insert \$ value] in cash resources.
  - [insert \$ value] in in-kind resources.
- [insert number] individuals will collaborate with the VISTA member on projects related to this position (stakeholders, volunteers, community members, staff members, etc.).
- [insert number] systems, processes and/or tools will be created or enhanced by the VISTA member to increase capacity at the affiliate.
- [insert number] additional projects that do not fall into one of the categories above will be created or enhanced by the VISTA member to increase capacity at the affiliate.

**Objectives:**

- **Exploration:** Explore the volunteer program and resources that are currently in place at the site and identify best practices from other programs. Document research, communicate findings to the project sponsor, and gain further direction to move forward with developing a formal volunteer program.
- **Development:** Based on the information gathered, develop and document a formal volunteer program that will address the needs of the host site. The plan should address recruitment, tracking, scheduling, training, evaluation, recognition and opportunities for volunteer feedback.

- **Implementation and review:** Implement the new volunteer program. Assist the site in testing and evaluating the various parts of the program and revise them as needed to ensure success.
- **Sustainability:** Ensure that the volunteer program is sustainable and will continue at the host site after the completion of the VISTA term by developing manuals and training staff members and volunteers.

### ★ AmeriCorps VISTA – Family services development

**Goals:** *(position's goals in relation to the project as a whole, along with the impact the project will have in the community)*

Develop, document and implement a plan for homeowner recruitment, tracking, scheduling and support in order to increase the overall experience for participants.

Our affiliate expects to dramatically increase the number of families that we serve in the coming years, both through regular homeownership products and the expansion of neighborhood revitalization products such as A Brush with Kindness, weatherization and critical home repair. As the VISTA member responsible for the creation, implementation, documentation and sustainability of an expanded array of products, this position will be integral to the growth and viability of the affiliate moving forward.

Despite having similar program requirements, each of our four housing programs currently has a different application and selection process. The member will research best practices and collaborate with staff members and the family services committee to lay the foundations for consolidating these into a single streamlined process that accepts applications more frequently while also ensuring that homeowners are set up for success and are given adequate support while completing their requirements. This position will create and implement this process and gain the community support necessary to launch successful projects. In addition to launching the framework of the neighborhood revitalization intake model, this position will be responsible for setting up the system by which success is measured. The member will need to gather data about the community before the expanded implementation and create a tracking system for impact moving forward.

**Outputs:** Measurable targets must be included and should be targeted PER MEMBER. Please use the shared outputs below, inserting "0" if not applicable.

- [insert \$ value] in cash and in-kind resources will be raised using systems and opportunities identified by the VISTA member (including resources raised for homebuilding efforts and for sale in ReStores):
  - ☐ [insert \$ value] in cash resources.
  - ☐ [insert \$ value] in in-kind resources.
- [insert number] individuals will collaborate with the VISTA member on projects related to this position (stakeholders, volunteers, community members, staff members, etc.).
- [insert number] systems, processes and/or tools will be created or enhanced by the VISTA member to increase capacity at the affiliate.
- [insert number] additional projects that do not fall into one of the categories above will be created or enhanced by the VISTA member to increase capacity at the affiliate.

#### Objectives:

- **Exploration:** Explore the family services program and resources that are currently in place at the site and identify best practices from other programs. Identify any additional needs of the project. Document research, communicate findings to the project sponsor, and gain further direction to move forward with developing an enhanced family services program.
- **Development:** Based on the information gathered, develop and document an enhanced family services program that will address the needs of the host site. The plan should address homeowner family recruitment, tracking, scheduling and support. The program will include interaction and increased leveraging of resources, community engagement and support, etc.
- **Implementation and review:** Implement the enhanced family services program. Assist the site in testing and evaluating the various parts of the program and revise them as needed to ensure success.
- **Sustainability:** Ensure that the family services program is sustainable and will continue at the host site after the completion of the VISTA term by developing manuals and training staff members and volunteers.

### ★ AmeriCorps VISTA – Resource development

**Goals:** (position's goals in relation to the project as a whole, along with the impact the project will have in the community)

Our affiliate is looking to grow. These past few years have been about putting our roots in both the community and in the traditional bread-and-butter work of Habitat by developing our new home construction capability. As a rural location with little public investment in affordable housing for working-class families, our affiliate will use the AmeriCorps VISTA resource development position to nurture our long-term goal of moving toward building one house per every 10,000 residents in the county — four houses — per year from our current pace of one to two homes per year. The member will develop, document and implement a plan for donor engagement, tracking and recognition in order to increase the overall donor experience and donor buy-in to Habitat's mission, ultimately allowing us to serve more families.

**Outputs:** Measurable targets must be included and should be targeted PER MEMBER. Please use the shared outputs below, inserting "0" if not applicable.

- [insert \$ value] in cash and in-kind resources will be raised using systems and opportunities identified by the VISTA member (including resources raised for homebuilding efforts, and for sale in ReStores):
  - ☐ [insert \$ value] in cash resources.
  - ☐ [insert \$ value] in in-kind resources.
- [insert number] individuals will collaborate with the VISTA member on projects related to this position (stakeholders, volunteers, community members, staff members, etc.).
- [insert number] systems, processes and/or tools will be created or enhanced by the VISTA member to increase capacity at the affiliate.
- [insert number] additional projects that do not fall into one of the categories above will be created or enhanced by the VISTA member to increase capacity at the affiliate.

#### Objectives:

- **Exploration:** Research the programs, policies, procedures and resources that are currently in place related to resource development, and identify best practices from other programs. Document research, communicate findings to site leadership, and gain further direction to move forward with developing a resource development strategy.

- **Development:** Based on the information gathered, develop a resource development strategy that will address the needs of the host site. This strategy may include improved donor engagement plans, selection of donor management software and donor recognition plans, but will be guided by the research completed in the exploration phase.
- **Implementation and review:** Implement the new resource development strategy. Assist the site in testing and evaluating the various parts of the strategy and revise them as needed to ensure success.
- **Sustainability:** Ensure that the resource development strategy is sustainable and will continue at the host site after the completion of the VISTA term by documenting the plan and training staff members and volunteers.

### ★ AmeriCorps VISTA – ReStore development

**Goals:** (position's goals in relation to the project as a whole, along with the impact the project will have in the community)

The VISTA member will help solidify the ReStore's ongoing success by focusing on the following:

- Develop, implement and document a volunteer recruitment, training and retention program for the ReStore. Improved methods of volunteer use and recognition will enhance our engagement with the community and its investment in the mission of our affiliate.
- Develop, implement and document sustainable marketing and outreach strategies that contribute to an increase in unrestricted revenue from increased numbers of store purchases and donations. An increase in unrestricted revenue will in turn enable the affiliate to serve more families and communities.
- Research and implement best practices for standard ReStore operating policies and procedures.

**Outputs:** Measurable targets must be included and should be targeted PER MEMBER. Please use the shared outputs below, inserting "0" if not applicable.

- [insert \$ value] in cash and in-kind resources will be raised using systems and opportunities identified by the VISTA member (including resources raised for homebuilding efforts and for sale in ReStores).
  - ☐ [insert \$ value] in cash resources.
  - ☐ [insert \$ value] in in-kind resources.



- [insert number] individuals will collaborate with the VISTA member on projects related to this position (stakeholders, volunteers, community members, staff members, etc.).
- [insert number] systems, processes and/or tools will be created or enhanced by the VISTA member to increase capacity at the affiliate.
- [insert number] additional projects that do not fall into one of the categories above will be created or enhanced by the VISTA member to increase capacity at the affiliate.

#### Objectives:

- **Exploration:** Explore the ReStore volunteer, marketing and donation programs and resources currently in place at the site and identify best practices from other programs. Identify any additional needs of the project. Document research, communicate findings to the project sponsor, and gain further direction to move forward with developing an enhanced ReStore program.
- **Development:** Based on the information gathered, develop and document an enhanced ReStore volunteer program, along with marketing and donor plans that will address the needs of the host site.
- **Implementation and review:** Implement the enhanced ReStore volunteer program, along with the marketing and donor plans. Assist the site in testing and evaluating the various parts of the program and revise them as needed to ensure success.
- **Sustainability:** Ensure that the ReStore development program is sustainable and will continue at the host site after the completion of the VISTA term by developing manuals and training staff members and volunteers on the new program.

### ★ AmeriCorps VISTA – Project development

**Goals:** (position's goals in relation to the project as a whole, along with the impact the project will have in the community)

*NOTE: The project development role is a sort of catch-all for roles that do not fit into other standard categories. The goals, objectives and activities listed below are very broad, but we've found that they are typical of most project development roles and can be adjusted to apply to your specific project.*

**Example of overarching goal (please ensure your position's goals are specific to your host site):**

Work with the host site's staff and volunteers to develop and implement new programs, create or improve policies and

procedures, and develop strategies to build leadership and leverage resources that increase the number of families served through the Habitat mission. (You will need to define the program, procedures, etc., in this section.)

**Example of an affiliate-specific goal with a neighborhood revitalization focus (please ensure your position's goals are specific to your host site):**

In alignment with the Habitat for Humanity strategic plan, especially the "Building Community Impact" section, our affiliate is working to serve more families through neighborhood revitalization. This holistic response to the aspirations of residents of a neighborhood will allow us to serve more families by increasing our capacity to take on additional and diverse construction products (critical home repair, painting, weatherization and rehab projects). In addition, we will partner with other community-based organizations and partners to ensure the response to residents' aspirations is broader than housing. This member position will allow our affiliate to implement a successful neighborhood revitalization program by using collaboration and partnerships to meet the need of critical housing issues within the community. This program will be replicated and expanded in future communities to have a greater impact on our county as a whole.

**Example of an affiliate-specific goal focusing on affiliate operations and disaster response (please ensure your position's goals are specific to your host site):**

It is critical that our affiliate goes back to basics to enable us to move forward rapidly. To do this, we need to ensure we follow relevant actions recommended in the "Affiliate Building Blocks" — [my.habitat.org/3db33](https://my.habitat.org/3db33) — and that there is a strong infrastructure and supporting management system in place. This will be followed by the implementation of recommendations in Habitat for Humanity's "Introduction to Building on Strengths Field Guide" — [my.habitat.org/3e839](https://my.habitat.org/3e839) — which will allow us to become much more effective and increase the number of homes we are able to build and repair. In addition, through the support of the VISTA member, we will be able not only to execute the affiliate's hurricane recovery program effectively and efficiently, but also to measure the success of the program and leverage this to promote the affiliate while supporting fundraising efforts.

**Outputs:** Measurable targets must be included and should be targeted **per member**. Please use the shared outputs below, inserting "0" if not applicable.

- [insert \$ value] in cash and in-kind resources will be raised using systems and opportunities identified by the VISTA member (including resources raised for homebuilding efforts and for sale in ReStores):

- [insert \$ value] in cash resources.

- [insert \$ value] in in-kind resources.

- [insert number] individuals will collaborate with the VISTA member on projects related to this position (stakeholders, volunteers, community members, staff members, etc.).
- [insert number] systems, processes and/or tools will be created or enhanced by the VISTA member to increase capacity at the affiliate.
- [insert number] additional projects that do not fall into one of the categories above will be created or enhanced by the VISTA member to increase capacity at the affiliate.

#### Objectives:

- **Exploration:** Explore the programs, policies, procedures, leadership and resources in place at the site and identify best practices from other programs. Identify any additional needs

of the project. Document research, communicate findings to the project sponsor, and gain further direction to move forward with developing an enhanced program.

- **Development:** Based on the information gathered, the VISTA will develop systems or programs that will address the needs of the host site and will be sustainable. This may include improved data gathering methods or storage; more efficient policies and procedures; improved community interaction; and increased leveraging of resources, community engagement and support.
- **Implementation and review:** Implement the new or improved system or program. This may include setting up systems, documenting the new policies and procedures, training others (including leadership) to use the systems, putting in place a schedule, securing resources, or implementing an event plan. Assist the site in testing and evaluating the various parts of the program and revise them as needed to ensure success.
- **Sustainability:** Ensure that the systems and/or programs developed are sustainable and will continue at the host site after the completion of the VISTA term by developing manuals and training staff members and volunteers on the new program.



# Designing your program

## 1. Logic model *(see next page)*

### Best practice

Every organization should consider its needs for skilled and unskilled volunteers as part of its overall strategic planning. Once a plan has been created, the organization should consider how a member can best help achieve the goals and metrics set. Other volunteer opportunities also should be considered.

Do you need a special program to stimulate growth — campus chapters, Collegiate Challenge, Habitat Young Professionals, RV Care-A-Vanners, etc. — or a volunteer with specific skills who can solve a challenge or create a special opportunity?

A logic model is a systematic and visual way to present and share your understanding of the relationships among the resources you have to operate your program, the activities you plan, and the changes or results you hope to achieve.

The Habitat for Humanity International data logic model attempts to show the processes of benefit for both service year corps members (the bottom third) and the affiliates (the top two-thirds). A dotted line shows up across the model to reflect points where the work of service year corps members and affiliates intersects.

From left to right, the model reflects changes over time from inputs and activities to capacity building outcomes. The whole logic model represents the major themes that have come up, both from the quantitative and qualitative data collected, during the 2013-16 evaluation.

### Starting in the upper left corner and moving down and to the right:

The model recognizes that all affiliates have pre-existing beliefs about their own abilities and about how much bringing in a national service program member (AmeriCorps National or VISTA) will benefit them. These beliefs often include the amount of expense to affiliates, the capacity of affiliates to provide supervision, and how existing national service program policies are helpful or prohibitive to affiliates' engagement in the project.

The primary hypothesis is that the affiliate's initial capacity, the size and budget of the organization, and the affiliate's own sense of stability largely affect whether it will benefit from bringing in members to help its work. So an affiliate's beliefs before entering the national service program are likely to interact with its capacity.

### *Best practice:*

*Incorporate national service into your strategic planning, preparing how to best use your volunteer programs.*

The main square to the left reflects the many comments we heard from affiliates on more effective ways to recruit, hire and train service members. The double arrow to personal capacity shows that, as part of this process, potential service members come in with an initial personal capacity, reflected by initial skills, motivation and other characteristics.

As the work begins, affiliates provide supportive mentorship and service year corps members pick up specific roles, gain experience, and acquire new knowledge and growth in areas like homebuilding and volunteer management. When the roles, experience, supportive mentorship and newly developed knowledge come together in the best way, there is greater efficiency in the program work.

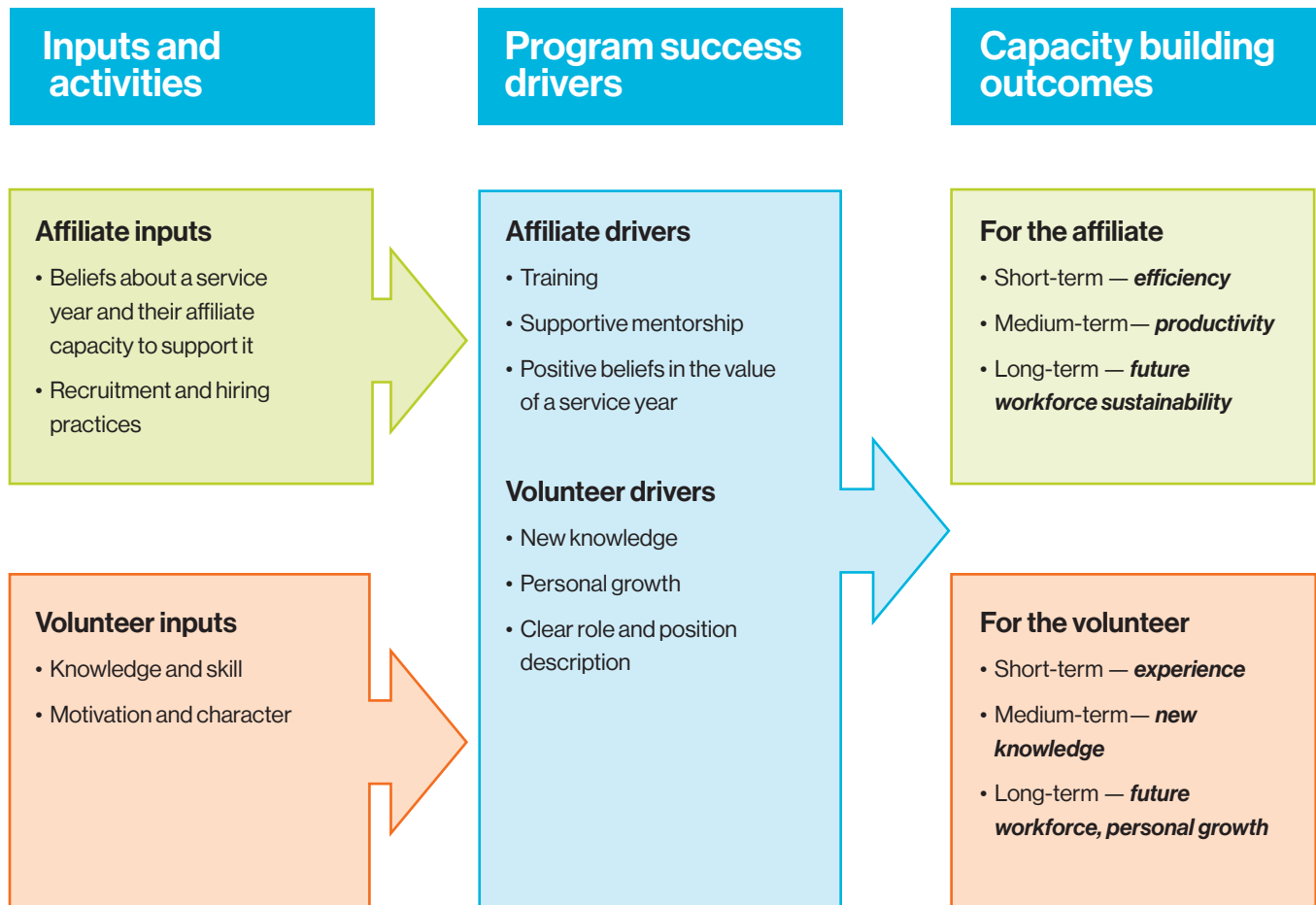
In this effort to build greater organizational and individual capacity toward the ultimate long-term goal of affiliates' growth and sustainability, the affiliates are theoretically increasing their productivity. Their finances should improve, their ability to manage a larger number of volunteers should develop, and they should be able to provide more leadership and have more builds.

On the service year corps member side, personal growth occurs, including a greater sense of efficacy, empathy for community members benefiting from the program, an appreciation of diversity, and a greater interest in a career related to housing.

Many service year corps members take on positions at the Habitat affiliate after their service year. There, and in other places, they contribute to the future workforce, adding to individual, organizational and community growth and sustainability.



# National Service Data Logic Model



## Benefits to service year volunteers and affiliates

### Volunteers gain:

- New knowledge in homebuilding and volunteer management.
- Personal growth in efficacy, appreciating diversity and housing interests.

### Affiliates increase productivity in:

- Improved finances
- Volunteers
- Leadership
- Building

## 2. Staffing and organizational capacity

Managing a successful AmeriCorps program relies first on having strong buy-in from all levels of your organization. Everyone from your senior leadership to regular volunteers should be aware of what the program is and in what roles members can (and cannot) be used. The program works best when you have a staff person who can manage the logistics of the program, such as recruitment, time and progress reporting, and member development.

Managing the program typically can take up to 25 percent of a staff member's time. It is helpful if this person is organized in order to stay on top of grant-mandated activities and deadlines. Being a strong communicator is also important in order to work with staff and service year corps members throughout the service term. Finally, you will also need staff members who can directly supervise the members' day-to-day activities. Depending on the size of your AmeriCorps program, this might be the person who is managing the program, or it might be several staff members.

## 3. Leveraging resources to create positions — funding proposal templates/ case statements

Habitat affiliates are encouraged to find local funding to offset the cost of the HFHI match, as long as federal funds are not used. Specifics vary drastically from affiliate to affiliate, but some key message points have worked locally:

- Habitat for Humanity AmeriCorps is a force multiplier.
- During the past fiscal year, one-third of the families Habitat served in the U.S. were helped by a Habitat AmeriCorps member.
- Habitat AmeriCorps is a training ground for future leaders in the cause of affordable housing.
- Sixty-two percent of recent Habitat AmeriCorps alumni say they have a stronger sense of service engagement and civic responsibility.
- This program delivers people back to the workforce with valuable skills that companies want: leadership, construction, project management.
- Sixty-five percent of recent alumni say they gained leadership skills because of their service year.
- Thirty percent of AmeriCorps members get a job with Habitat for Humanity upon the completion of their service year.
- Habitat affiliates that host AmeriCorps members engage 70 percent more volunteers than those that do not.

- Habitat affiliates that host AmeriCorps members serve nine more families a year than those that do not.
- In 22 years, Habitat for Humanity has hosted nearly 10,000 individuals in a year of service. Those individuals have served more than 26,000 families, engaged more than 3.5 million volunteers and served more than 16 million hours of service.

### Tips for finding local support

- Do your research and tailor your message appropriately.
- Look for foundations that are interested in nonprofit capacity building. Habitat AmeriCorps builds capacity.
- Look for companies that are talking about workforce development.
- Use local data. If you have hosted before, what was the outcome? How did the program build your capacity? For example: Through 10 years of this program, our small organization went from building three homes per year to building eight to 10 homes, repairing 20-25 homes and becoming an active participant in repairing with veterans.

## 4. Crafting a quality position description

### Goals of the position

The goals of each position should explain how the position will help advance your organization's larger goals. The position's goals should be tied to the community need described in your application and should align with your organization's strategic plan, Habitat for Humanity International's strategic goals, and Habitat's primary goal of increasing the number of families served.

### Responsibilities, objectives and activities

When crafting the responsibilities and objectives for a position, consider what the regular duties and responsibilities of the job would be. Clearly state those activities to potential candidates. Things to think about when listing the position responsibilities include:

- What will this position be doing on a day-to-day basis?
- Do these responsibilities directly aid in meeting the stated goals and outcomes of this position?
- If it is an AmeriCorps position, are these responsibilities allowable activities for the member role? (For more information, review the prohibited activities at [nationalservice.gov/sites/default/files/documents/acprohibited\\_activities.pdf](https://www.nationalservice.gov/sites/default/files/documents/acprohibited_activities.pdf).)

Avoid using general lines such as "Other duties as directed by supervisor."

## Meetings/trainings/events

What meetings will the person in this position be expected to attend? What trainings are required and offered for professional and personal growth? What events will the person in this position be expected to attend? Ideas for consideration include:

- Do you hold weekly staff meetings that the person in this position would be expected to attend in order to be engaged as part of the overall team?
- Would the person in this position need to attend committee meetings? Are these meetings in the evening or during other nonservice hours?

- How frequently will the person in this position meet with their direct supervisor?
- What skill-specific training are you offering? Construction training? Computer software training? Volunteer recruitment seminars?
- Will the person in this position be expected and encouraged to attend house dedications? At least one board meeting?
- Do you have any special events that the person in this position must be available for? For example, if you host a blitz build, note the dates so that members can plan vacations around times they are needed.

## Sample position description

Please note that sections throughout this document are fairly standard, but can be adjusted to fit the needs of your site. If awarded, your national service program specialist will go over this document with you and any changes you'd like to make to ensure all activities and requirements are allowable and all necessary sections are complete. Please indicate in your host site application if you anticipate needing to make significant changes.

Affiliate/Host Site Name: [redacted]	Host Site Manager (HSM) Name: [redacted]
Program: AmeriCorps National	Will members engage in any of these programs?
Member Role: Construction Crew Leadership	<input type="checkbox"/> Disaster Recovery <input type="checkbox"/> Neighborhood Revitalization <input type="checkbox"/> Veterans/Military Families <input type="checkbox"/> None
Service Week (days/times): Tuesday – Saturday, 8:30 AM – 5:00 PM with occasional evenings/Sundays	Direct Supervisor Name: [redacted]
Will this member be actively building on the construction site at least one day per week? <input type="checkbox"/> No <input checked="" type="checkbox"/> Yes	

<p><b>Goals</b> (position's goals in relation to the project as a whole, as well as the impact the project will have in the community)</p> <p><b>Example</b> (please ensure your position's goals are specific to your host site):</p> <p>The member serving in this role will be part of the AmeriCorps team that will give the necessary boost to significantly increase the number of families our affiliate is able to serve through our Critical Home Repair (CHR), A Brush With Kindness (ABWK), Rehab, and new construction projects. With the assistance of the AmeriCorps members serving in this role, we anticipate completing 1 new build, 20 CHRs, 10 ABWK projects, and 1 rehab during the service term, with a total of 32 families served. We also anticipate at least 2 community events to occur which will utilize members to spread the word about our NR programs and encourage community members to get involved as volunteers on our work sites or to apply to be family partners. A secondary goal of this position is to have at least 1 volunteer trained to be a skilled volunteer group leader in each of our NR areas: CHR, ABWK, and Rehab. We view the construction crew leaders as integral to our goals of building more homes and better neighborhoods and communities throughout our service area.</p> <p>[redacted]</p> <p><b>Outputs:</b> Measurable targets must be included and should be targeted <b>PER MEMBER</b>. Please use the shared outputs below, inserting "0" if not applicable.</p> <ul style="list-style-type: none"> <li>• <b>insert number</b> volunteers will be recruited and/or managed by this AmeriCorps member in the building, rehabilitation, or repair of homes (repairs include ABWK, Weatherization, Critical Home Repair)</li> <li>• <b>insert number</b> homes will be built, rehabilitated or repaired in partnership with low-income families and individuals by this AmeriCorps member and volunteers (repairs include ABWK, Weatherization, Critical Home Repair)</li> <li>• <b>insert number</b> individuals (adults and children) will be provided housing services by this AmeriCorps National member             <ul style="list-style-type: none"> <li>◦ <b>insert #</b> individuals affected by a disaster</li> <li>◦ <b>insert #</b> individuals who are veterans, active military, or their family members</li> </ul> </li> </ul> <p><b>Responsibilities of the position</b></p> <ul style="list-style-type: none"> <li>• Assist with hands on construction tasks including, but not limited to, demolition, site prep, framing, insulation, drywall, flooring, roofing, finish carpentry and landscaping. Projects may include new and gut rehab homes, as well as A Brush With Kindness (ABWK), Critical Home Repair (CHR) and weatherization projects.</li> <li>• Lead small groups of volunteers, ensuring that they are well-employed while on the work sites.</li> <li>• Use volunteer management techniques to facilitate positive experiences for volunteers and partner families working on site.</li> <li>• Collaborate with construction staff to identify skilled/enthusiastic volunteers and cultivate their involvement in Habitat's work (i.e. encourage them to consider being trained as regular site leaders and/or returning volunteers).</li> <li>• Maintain site safety through modeling of safety practices and guidelines, volunteer education, and site monitoring. Attend safety trainings with our construction staff.</li> <li>• Provide on-site orientations and safety talks to groups of volunteers and family partners.</li> <li>• Help with materials management on site and at the affiliate warehouse and storage trailers. Pick up and organize materials needed for projects.</li> <li>• Set up and cleanup project sites.</li> <li>• Maintain site logs for each project completed in order for supervisor to assess progress and next steps.</li> <li>• Participate in regular planning and debriefing meetings as needed.</li> </ul>
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<ul style="list-style-type: none"> <li>• On occasion, member may participate in larger community projects such as lot clean ups, community gardens, etc.</li> <li>• Attend and participate in select affiliate events; responsibilities may include set up, cleanup, and engaging with attendees and informing them about the AmeriCorps program, our affiliate's mission and NR programming, and how to become a volunteer and/or family partner.</li> <li>• [redacted]</li> </ul> <p><b>Required Meetings, Trainings and Events</b> Minimum expectations are outlined below, with the understanding that further trainings may be required as determined by HFHI, CNCS or the Host Site.</p> <ul style="list-style-type: none"> <li>• On Site Orientation to local host site</li> <li>• First Aid/CPR</li> <li>• HabitatLearns "Foundations of Habitat" series</li> <li>• Monthly meeting with HSM (minimum)</li> <li>• Bi-weekly meeting with direct supervisor (minimum)</li> <li>• Life After AmeriCorps training (LAFTA)</li> <li>• Staff meetings, Construction Committee meetings, Board meetings and home dedications, as appropriate</li> <li>• Annual staff/AmeriCorps team build day</li> <li>• Individual and/or group professional development trainings may be available based on AmeriCorps interest, HSM/supervisor recommendation and budget</li> <li>• Host Site Events, including <b>Holiday Fundraiser (December)</b>; <b>Art Auction (March)</b>; <b>Healthy Habitat Walk-a-Thon (May)</b>. Participation in these events will be in line with AmeriCorps program regulations/restrictions. (adjust for your needs)</li> <li>• [redacted]</li> </ul>
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<p><b>Education/Experience/Knowledge/Skills</b> (adjust for your needs)</p> <p><b>Required:</b></p> <ul style="list-style-type: none"> <li>• Valid Driver's License and ability to meet host site's insurance requirements (Remove if not applicable)</li> </ul> <p><b>Preferred/Helpful:</b></p> <ul style="list-style-type: none"> <li>• Previous experience as a construction AmeriCorps member or with a residential homebuilder</li> <li>• Experience with power tools</li> <li>• Ability to drive large pick-up trucks preferred (or willingness to learn)</li> <li>• Knowledge of, and willingness to promote, the mission and activities of Habitat for Humanity and AmeriCorps</li> <li>• Strong verbal communication skills</li> <li>• Ability to work with a diverse group of people</li> <li>• Experience working as a member of a team</li> <li>• Experience working with volunteers or teaching/group facilitation experience</li> <li>• Basic experience with Microsoft Word/Excel</li> <li>• Knowledge of community development practices</li> <li>• A second language is highly desirable, with preferred languages being <b>Spanish or Arabic</b></li> <li>• [redacted]</li> </ul> <p><b>Physical requirements for this position</b></p> <ul style="list-style-type: none"> <li>• Ability to be on one's feet for extended periods of time, often on rough and uneven terrain</li> <li>• Ability to lift at least 50 lbs. on a regular basis</li> <li>• Ability to work on ladders and heights of up to two-stories</li> <li>• Ability to work in varying weather conditions – sites are often not heated during winter and not air-conditioned during summer</li> <li>• [redacted]</li> </ul> <p><b>Service Site Environment:</b> Please describe type of office space, computer and communication equipment, internet and email access, construction tools, etc. that will be provided for the AmeriCorps member(s). Please note AmeriCorps members are prohibited from serving in a home office:</p> <p>Service site is an active construction site with uneven terrain. Members will serve both indoors and outdoors during all types of weather. Construction tools will be provided. Members will have access to a shared computer station in the affiliate office to check service-related email and complete timesheets and reporting. [redacted]</p> <p><b>Personal vehicle required?</b> <input type="checkbox"/> No <input type="checkbox"/> Yes If yes, please provide explanation detailing necessary usage of vehicle. If member will be using a company vehicle, please also include in the details:</p> <p><b>Examples (please modify to make this specific to your host site):</b></p> <p>Member will be required to drive company trucks in order to transport tools and materials to and from the work sites.</p> <p>Public transportation options are limited in our community so access to a personal vehicle is <b>required/recommended</b> to get to and from service, as well as any required meetings. Approved service-related mileage (beyond commuting to and from service) will be reimbursed per the affiliate's policy.</p> <p>[redacted]</p>
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### Education/experience/knowledge/skills

Some common skills and experiences members might need are listed below. Review the list and determine what skills and experiences are not included but might be appropriate for your positions. We strongly recommend that you keep the number of required items to a minimum. Most candidates will have entry-level skills without a lot of professional experience; including too many requirements discourages and disqualifies otherwise strong candidates. From a human resources perspective, if you state that something is required, you cannot go back and make an exception for a candidate you otherwise like. Include the minimum requirements needed for the position, using the qualifier “preferred” to give yourself flexibility when recruiting.

#### Listed requirements/preferences could include:

- Valid driver's license and ability to meet affiliate's insurance requirements (more accurate than “driver's license”).
- Ability to drive large pickup trucks. Experience hauling utility trailers is ideal.
- Previous experience as a construction AmeriCorps member or with a residential homebuilder preferred.
- Experience with power tools preferred.
- Microsoft Office Suite/Word/Excel/PowerPoint/etc. (more specific than “computer skills”).
- A second language is highly desirable, with preferred languages being Spanish or Arabic.
- Strong written and verbal communication skills.
- Public speaking experience preferred.
- Marketing experience is highly desirable.
- Ability to work with a diverse group of people.
- Detail-oriented and highly organized.
- Experience working with volunteers or teaching/group facilitation experience helpful.
- Some travel is required for this position, so members must be able to use their own vehicle or public transit to get to required meetings and events.

Avoid items like patient, positive attitude, passionate, empathetic, compassionate and outgoing. These are subjective and can likely be discerned during an interview.

### Physical requirements

Being clear about the physical realities of the day-to-day position will help you recruit qualified candidates. For example, a candidate who is not comfortable working on extension ladders would likely not apply for your position if you note that it is required. Common examples include:

- Ability to be on one's feet for extended periods, on rough and uneven terrain.
- Ability to lift at least 50 pounds on a regular basis.
- Ability to work on ladders and heights of up to two stories.
- Ability to work in varying weather conditions — sites are often not heated during winter and not air-conditioned during summer.
- Ability to sit at a desk and computer for extended periods.
- About 20 percent of this position requires outreach in the community, including visiting families in their homes. (This is a better option than requiring a member to have sufficient mobility. You can ask during the interview how they would meet this requirement.)

Avoid items such as “good general health” (if you are clear about the physical requirements, the candidate must be able to meet them) or “clearly understandable voice” (this is somewhat subjective, and you can discern this information during an interview).

### Service site environment

This is an opportunity to describe what your office or site is like. Being clear about the conditions will allow candidates who could not see themselves serving in that environment to opt out of applying to your site instead of showing up on the first day and realizing there will be problems. With limited budgets and space, many affiliates are in older buildings that might not be ideal. Things to think about include:

- Is your office space temperature-controlled? Older buildings, especially large warehouses, are often difficult to keep warm in the winter and cool in the summer.
- Would someone suffering from allergies find it difficult to work in your office if it is dusty or connected to a warehouse with a lot of sawdust?
- Would they have private or open/shared office space? Candidates who know they can only concentrate if they have a door to close might decide they are not a good fit for your site.

### Personal vehicle required

- If a personal vehicle is required or the member will be required to drive affiliate vehicles, did you note in the education/experience/skills section that a valid driver's license is required?
- If members are expected to drive their own vehicles for service-related meetings or other duties, please add, "Approved service-related mileage will be reimbursed per the affiliate's policy."

## 5. Promotion/recruitment

The most effective ways to spread the word about your open positions are:

- Community outreach.
- Press releases.
- Social media.
- Online postings (your website and other online employment sites).



### Community outreach

Make sure to use the connections your affiliate already has to get the word out about your positions. A few places to start:

- Your email listserv. An inspired volunteer or campus chapter member might be ready to take their engagement to another level. Make sure your supporters know the position is available.
- Speak with professors at tech schools you might partner with to recommend students who could help bring some expertise to the build site.
- Ask community leaders or church pastors for recommendations of people who have deep community ties and are interested in helping with Habitat's mission.

### Press release

We encourage you to distribute your press release soon after being contingently awarded. This will help drive early interest in your recruitment efforts.

HFHI is happy to provide any affiliate with a media list, which is a directory of media outlets and contact information for media in your local markets. It is important to reach out to journalists who cover the type of story that you are pitching. All media work on a deadline, so contacting the proper person as early as possible will help your chances of having your event covered.

To request a media list for your area, please email [newsroom@habitat.org](mailto:newsroom@habitat.org).

### Guidelines for using the Habitat for Humanity template press release and social media posts

- The sections highlighted in yellow should be filled out and customized using your affiliate's information.
- Once the press release is complete, send the release to the local media market where your affiliate is headquartered or has significant operations.
- If your local market includes other Habitat affiliates who will be sending out similar template news releases or elected official cover letters, we recommend that you work collaboratively and combine your efforts so that your local media receive only one release or communication.

## Press release template

FOR IMMEDIATE RELEASE

Contact:

[Affiliate media contact name]

[Affiliate name]

[Affiliate media contact number]

[Affiliate media contact email]

[Affiliate name] accepting applications for full-time service opportunities through AmeriCorps

[CITY, State] (DATE) — [Affiliate name] has been awarded [number of members] AmeriCorps member position(s) and is looking for motivated and qualified candidates to serve locally during the [service year], which begins in [month]. Habitat AmeriCorps members serve in full-time, stipend positions, helping to meet the housing needs of communities and low-income families across the U.S.

Applicants accepted as Habitat AmeriCorps members serving with [Affiliate name] will [brief description of what members will accomplish or focus on during the service year from your final position description(s)]. They will join more than 400 other Habitat AmeriCorps members who will be placed in nearly 130 communities nationwide.

[Insert quote from local spokesperson].

AmeriCorps is a network of national service programs that engage more than 80,000 Americans each year in intensive service throughout the U.S. national service programs, such as AmeriCorps, are funded by the Corporation for National and Community Service.

Since Habitat began partnering with the Corporation for National and Community Service in 1994, more than 10,000 AmeriCorps members have served with Habitat for Humanity across the country. Together, they have raised tens of millions of dollars, engaged nearly 3.5 million volunteers and built alongside more than 30,000 homeowners, helping to build strength, stability and self-reliance through shelter.

For more information or to learn how to apply, please visit [insert affiliate website], [habitat.org/ameri-corps](https://habitat.org/ameri-corps) or [nationalservice.gov](https://nationalservice.gov).

# # #



## Recruitment posting template

*The information and example template position postings below are provided to assist with posting information to career websites (LinkedIn, Indeed.com, Idealist.org, etc.), or in newsletters, websites, fliers, etc. We encourage customization to fit your target audience and to reflect the work and needs of your host site. Use information from your final position descriptions to fill in any details.*

### EXAMPLE

Habitat for Humanity AmeriCorps — help strengthen communities through a year of service.

Through full-time service year opportunities in communities across the United States, Habitat AmeriCorps program members help homeowners achieve strength, stability and self-reliance through shelter. Habitat AmeriCorps members can serve in leadership roles on active build sites or in local Habitat offices, assisting homeowners, volunteers and staff members.

Overview: For this [insert time of position...i.e., six-month] full-time AmeriCorps position, the member will receive a modest living allowance, education award and valuable professional experience serving [insert affiliate] in [community name].

Reports to: [insert direct report]

Position type: [insert position]

Position description: Member will assist the [insert affiliate] team with [insert focus area ... e.g., outreach to outlying communities, preparing for volunteers, and coordinating volunteer activities during special events]

Responsibilities: [insert member responsibilities]

Requirements: [insert position requirements]

Benefits: [insert position benefits] for example:

- Living allowance of <insert amount> for a completed term.
- Education award of <insert amount> upon completion of term if member is eligible.
- Health insurance may be available at no cost to the member.
- Worker's compensation.
- Student loan forbearance may be available.

To apply:

Search [insert affiliate name] at [habitat.org/ameri-corps](https://www.habitat.org/ameri-corps). Applications will be accepted until [insert date] or until this AmeriCorps position is filled by a qualified candidate, whichever occurs first.

[Insert affiliate] is an equal opportunity employer.

### Social media recruitment

During recruitment, and throughout the program year, you will have many opportunities to engage with others both on and offline.

Feel free to download and use the shareable social media graphics HFHI is using in recruitment efforts:

**my.habitat.org/branding.**

### Alumni recruitment plan

Encourage alumni to help you recruit for open positions. We created a tool kit just for alumni recruitment (download from **my.habitat.org/3ed5d**) and are asking alumni to tag all their social media posts with **#ididyoucan**.

### Habitat AmeriCorps on Facebook

Habitat AmeriCorps Group — Attach pictures or video to your social media posts when possible. Feel free to browse and download photos using DAN, HFHI's Digital Asset Network found on **My.Habitat**.

Here are some effective websites, handles and hashtags for use when posting to social media.

#### Habitat AmeriCorps

Website: **habitat.org/ameriCorps**

Facebook: Habitat AmeriCorps@HFHAmeriCorps

Twitter: @HFHAmeriCorps

Hashtag: #ServiceYear

#### Habitat for Humanity

Website: **Habitat.org**

Facebook: Habitat for Humanity@Habitat

Twitter: @Habitat\_org

Hashtag: #HabitatforHumanity

#### AmeriCorps

Website: **AmeriCorps.gov**

Facebook: AmeriCorps@americorps

Twitter: @AmeriCorps

Hashtag: #AmeriCorps, #AmeriCorpsWorks

### Service Year tool kit

Website: **about.serviceyear.org/recruitment\_toolkit**

### Service Year

Website: **serviceyear.org**



### Facebook (sample posts)

*Interested in joining our team? We are currently seeking individuals for our Habitat AmeriCorps program. [insert direct link to openings with your affiliate or use [habitat.org/AmeriCorps](https://habitat.org/AmeriCorps)]*

*Want to spend a year serving your community while gaining professional skills and earning education benefits? Join Habitat AmeriCorps! Check out our available positions today: [habitat.org/AmeriCorps](https://habitat.org/AmeriCorps).*

*Whether it's building a house, working with volunteers and members of the community, or helping turn a plan into action, Habitat AmeriCorps offers an opportunity to sharpen your skills while helping others at the same time. #serviceyear*

*Because you believe everyone deserves a decent place to live, apply for a #serviceyear with Habitat AmeriCorps today! Habitat.org/AmeriCorps [download HFHI graphic]*

*New town, new people, new mission — spend a year exploring. Dive into new neighborhoods, trying different food and meeting different people. A #serviceyear with Habitat AmeriCorps gives you the opportunity to get paid to work with #HabitatforHumanity. [habitat.org/AmeriCorps](https://habitat.org/AmeriCorps) [download HFHI graphic]*



### Twitter (sample posts)

*Interested in joining our team? We are currently seeking individuals for our @HFHAmeriCorps program. [insert direct link to openings with your affiliate]*

*Recruitment for @HFHAmeriCorps starts today! View open positions at [Habitat.org/AmeriCorps](https://Habitat.org/AmeriCorps). [download HFHI graphic]*

*Sharpen your skills and gain new ones through service. Join @HFHAmeriCorps! #serviceyear [Habitat.org/AmeriCorps](https://Habitat.org/AmeriCorps)*

*Build homes and lay the foundation for your future. Apply for a #serviceyear with @HFHAmeriCorps today! [Habitat.org/AmeriCorps](https://Habitat.org/AmeriCorps) [download HFHI graphic]*

*Spend a year in a new town, making new friends, helping build a world where everyone has a decent place to live. Join @HFHAmeriCorps! [Habitat.org/AmeriCorps](https://Habitat.org/AmeriCorps) [download HFHI graphic]*

### Tools and resources

Recently, Habitat for Humanity International released an updated brand user guide, a resource for sharing the Habitat for Humanity story, visually and from a narrative perspective. If you haven't yet downloaded it, you can access it on **My.Habitat**.

We've highlighted some key points below, but recommend you familiarize yourself with the user guide and its recommendations.

### We share member stories and program successes because:

- People relate to Habitat families, volunteers, AmeriCorps members and alumni. It's our job to share their stories and connect them back to our mission.
- We can raise awareness about how members help Habitat homeowners achieve strength, stability and self-reliance through shelter.
- They share the transformative experience of serving with Habitat and how it creates future leaders and affordable housing advocates.
- We can recruit high-quality, diverse participants for a service year.
- They provide an example of a federally funded, public-private program that saves taxpayers money. Dollars awarded by CNCS are matched at least 1:1 by local private dollars.

For specific AmeriCorps talking points, please reference the AmeriCorps Program Promotion collection at **my.habitat.org/g3543f**.

## 6. Readiness

### Training your affiliate staff members and volunteers about the program

Direct supervisors and affiliate staff members and volunteers who will be engaged in the project should have an overall understanding of the type of program your affiliate is hosting. The following topics are recommended for staff members and volunteers who will have regular interaction with your service year program or members:

- Background on the programs the position is associated with.
- Service year member roles (both broad and specific roles for each of your members).
- Program support structure, including supervision, other program staff members, etc.

- Prohibited activities (if appropriate), paying closer attention to the areas that may present the most risk.
- Disciplinary processes and roles.
- Review of harassment and discrimination laws.
- Review of injury reporting process and workers' compensation.
- Reporting processes for those involved.
- Professional development, including the evaluation process.

More information and sample presentations used with the Habitat AmeriCorps program can be found in the host site development collection at **my.habitat.org/g33366**.

### Training

#### I. Overview

On-site orientation and training, or OSOT, may be the members' first impression of Habitat for Humanity, your affiliate and your community. It is important for service year corps members to be given vital information and skills before they begin their service year. The suggestions below will help your members feel more comfortable in their new surroundings, which will benefit not just the members' service and personal life, but also your affiliate.

You will need to prepare an orientation for your new members when they first report to your host site. The information that follows should help you organize your own affiliate and specific OSOT schedule.

At the end of the OSOT, members should have a basic knowledge or understanding of:

- The background, purpose and structure of Habitat for Humanity and your affiliate.
- The background of the local community and identification of key community leaders.
- The nature of the low-income population, and the area served by the service project and your affiliate.
- Potential resources that can be applied to achieve the project goals.
- Local entertainment, emergency, recreational and daily living information.



## II. Site manager's responsibilities in OSOT

- Develop the on-site orientation plan before your service year corps members arrive.

The orientation schedule should be timely enough to provide the member with the immediate information and skills needed to begin the job, yet flexible enough to satisfy personal and adjustment needs. Site managers should be able to:

- Provide your new member an orientation on the basics, including your organization, the community and the project.
- Enlist help in planning and implementing your OSOT. Talk to or assemble people — other staff members, neighborhood leaders and AmeriCorps members — for a “preliminary design” session to brainstorm your probable orientation and training needs and resources.
- Involve the members in an ongoing evaluation of activities and adjust plans, as necessary, to meet the individual members' needs.

Information is power. The more information the member has, the more likely he or she is able to perform the activities necessary to reach project goals and address community problems. At the same time, you do not want to overwhelm the member with facts and details — provide only what he or she will need to build upon.

## III. Introduction to the affiliate and your community

An introduction is imperative to ensuring that new recruits feel at ease with their work. Below are a few items that should be covered as part of that introduction.

- Expectations and agreements for the working relationship between members and their supervisors.
- An understanding of the culture and mission of your affiliate.
- Knowledge of the bigger picture related to the project and the community.
- An introduction to the community.
- An understanding of the organization's policies.

## IV. Making your members feel at home

Ensure that your members' basic needs are met before doing anything else.

## Local recruits

It is important that all projects prepare and conduct an on-site orientation and training, even if the new members are from the community they will be serving. Members often will need to look at the community from an entirely new perspective and might need help redefining their role in the community. These individuals might not be familiar with the politics of the community with which they now may have to engage. Locally recruited members also often need unique skill training to effectively carry out their project.

## National recruits

National recruits and members who move to your community for their year of service might need help with their transition in ways that local recruits do not. You can guide them through this transition by following these guidelines:

- Introduce them to key community groups and individuals who can support them in their transition to their new home and life.
- Give them ideas and invitations for social activities that can help them feel more at home.
- Give the new members a thorough orientation to the culture of the community they will be working in.

## V. Evaluation of OSOT

Set aside time for the members and for yourself to deal with personal concerns, such as expectations for further training, reporting procedures, and the degree of responsibility desired or required. Potential actions include:

- Reviewing the project plan with the members to ensure that the specific tasks and activities with goals and objectives are included.
- Making plans for your members to attend training that builds upon their personal and professional development.
- Developing a plan to build skills and knowledge needed to implement the members' assignment.

Depending on the project, training in these areas may also be needed: computer skills, safety, public speaking, group facilitation, conflict resolution, needs assessment and asset mapping, proposal writing, and negotiation skills.

## VI. Resources and websites to help with orientation

These websites and resources can be useful in preparing yourself for OSOT, and are also great resources to give to your member. Please visit these sites:

- **Habitat.org** — Information about Habitat for Humanity.
- **My.habitat.org** — Habitat's intranet website. This site is filled with information about Habitat, templates, discussion boards and more.
- **Serviceyear.org** — Service Year Alliance website.
- **AmeriCorps.gov** — Information about AmeriCorps and AmeriCorps VISTA.
- **CNCS.gov** — The Corporation for National and Community Service (CNCS) website.
- **learning.nationalserviceresources.org** — A great website for researching national service topics and training.

You'll be amazed how much information is available to help you.

## VII. Ongoing training

For resources on continued development of your members, please visit the Member Development Collection at **my.habitat.org/g33368**. This collection contains information and resources for professional development, including member development guidance, Habitat Learns, member evaluations and assessments, national days of service information, and training resources.

## 7. Participation and implementation

### Monitoring

The purpose of monitoring is to continue to build and maintain a positive partnership, assess the progress toward meeting project goals, assess the host site's accountability with applicable program requirements, and identify and address support needs. A monitoring plan can include communication among the member, the affiliate and the program staff; self-assessments; desk reviews; site visits; and coordination with others involved in the project in regard to member relations and support issues. Sample documents, checklists and other resources can be found in the Host Site Monitoring and Accountability collection at **my.habitat.org/g346ac**.

## Tools to measure results

The program's success is determined, in part, by tracking and reporting toward measurable targets established at the outset of each service year. By hosting members, affiliates and state support organizations signify their acceptance of mandatory data collection and reporting toward these targets. The continuation and integrity of the program depends on the ability to measure these successes. Additional information on reporting and impact evaluation of Habitat AmeriCorps, along with guidance on timesheets and reporting, can be found in the Data, Reporting and Evaluation collection at **my.habitat.org/g33364**.

## 8. Evaluation and exit

Evaluation is the use of social science research methods to assess a program's design, implementation and effectiveness. It is a tool that helps programs continually improve their work and demonstrate what they are accomplishing in communities. Evaluation gives programs an opportunity to test their interventions, adjust services to best meet community needs and collect data to support their work. Evaluation is more than a funder's requirement; it is a powerful tool for improving a program and increasing its ability to serve people more efficiently and effectively. The Corporation for National and Community Service has created a number of resources to assist your program as it moves through each stage of the evaluation process.

## 9. Improvement

The final step in the evaluation process is to use the results of your evaluation to make meaningful program improvements. It is important to communicate and disseminate evaluation results to stakeholders, to write an evaluation report and become familiar with other key reporting tools, and to determine meaningful programmatic changes based on evaluation findings and learn how to implement them. Courses and tools on evaluation are provided by the Corporation for National and Community Service at **nationalservice.gov/resources/evaluation/using-evaluation-results-action-and-improvement**.

## 10. Small and rural affiliates

Small and rural affiliates have varying needs to consider. Here are some best practices shared from the field:

- Consider the unique needs of your affiliate:
  - ❑ What would make the most impact in the work you are trying to achieve?
  - ❑ Do you have sufficient organizational capacity, especially since resources are often limited in smaller affiliates?
  - ❑ Do you need additional funding or volunteers?
  - ❑ Would you like to create or expand the work of specific committees or increase membership?
  - ❑ Do you need construction leadership?
  - ❑ All of these and more are allowable activities for an AmeriCorps member.
- Perhaps you could share a member with a neighboring affiliate or organization to lower initial costs. This is a more viable option for some affiliates, but it also requires additional planning and clear roles and responsibilities, including supervision, budgeting, etc.
- Every affiliate relies on a board of directors with oversight responsibility. In your organization, this board might be actively involved in the day-to-day activities or only meet quarterly, for example, for organizational updates. A board presentation is an opportunity to share information and receive input on a service year program such as AmeriCorps as it is created, launched and implemented. It is imperative that your board understands the capacity that a service year corps member can bring to your organization. Keep your board updated on the development and implementation of the AmeriCorps program, any challenges you encounter, and any support you might need that will come from the board members.
  - ❑ Discuss the timing, structure and content of a board presentation with your executive director.
  - ❑ Create simple, clear handouts that illustrate the important points you want to make.
  - ❑ Make sure you have accurate information from key stakeholders, including other staff members.
  - ❑ Update the board on budget changes or other important financial matters.
- Local recruits often make outstanding candidates for rural or small affiliates because of the community that already exists. A local recruit will usually already have housing, which makes a year of service a more affordable opportunity.
- AmeriCorps VISTA is especially helpful for small or rural affiliates, because the program's purpose centers on building capacity.
- Smaller or rural affiliates have the opportunity to make their marketing more personal and build stronger relationships with donors.
- Consider statewide opportunities through state support organizations and state commission offices, which could be more affordable or easier to apply for as a smaller affiliate.







## Habitat for Humanity International

Driven by the vision that everyone needs a decent place to live, Habitat for Humanity began in 1976 as a grassroots effort on a community farm in southern Georgia. The Christian housing organization has since grown to become a leading global nonprofit working in more than 1,300 communities throughout the U.S. and in more than 70 countries. Families and individuals in need of a hand up partner with Habitat for Humanity to build or improve a place they can call home. Habitat homeowners help build their own homes alongside volunteers and pay an affordable mortgage. Through financial support, volunteering or adding a voice to support affordable housing, everyone can help families achieve the strength, stability and self-reliance they need to build better lives for themselves. Through shelter, we empower. To learn more, visit [habitat.org](https://www.habitat.org).



## Service Year Alliance

Service Year Alliance is working to make a year of paid, full-time service — a service year — a common expectation and opportunity for all young Americans. A service year before, during or after college gives young people the chance to transform their lives, make an impact in their community, and become the active citizens and leaders our nation needs. Expanding service years has the power to revitalize cities, uplift and educate children at risk, and empower communities struggling with poverty. Learn more at [ServiceYear.org](https://www.ServiceYear.org).





# every hand

**makes a difference**



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