



**TerraCorps
2018-2019 Service Site Application Packet**

TerraCorps (formerly MassLIFT-AmeriCorps) invites land conservation and land revitalization organizations (including urban conservation and gardening efforts) to apply to host members in our next service year (August 27, 2018-July 26, 2019). TerraCorps supports up to 36 AmeriCorps members, each completing 1,700 hours of service over an 11-month term. TerraCorps members serve in one of five positions: regional collaboration coordinator (revised title this year), land stewardship coordinator, community engagement coordinator, youth education coordinator, or urban agriculture coordinator.

Service Site Application Forms are at terracorps.org/become-a-service-site/ Selection is rolling, and the deadline to apply is March 26th. We will begin member recruitment in early April. TerraCorps is contingent on federal funding, to be confirmed in June/July.

Please review the information in this packet. For more info, contact:

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1) AmeriCorps, the Massachusetts Service Alliance, and TerraCorps Funding

AmeriCorps is a national service program initiated by President Clinton in 1993. Yearly, AmeriCorps (americorps.gov) engages 88,000 members in service opportunities with nonprofit organizations, schools, and local agencies to help communities meet critical education, public safety, human, or environmental needs.

During a service year, nearly 2,000 AmeriCorps members serve programs in Massachusetts. Funding is provided through the Corporation for National and Community Service (CNCS). The Massachusetts Service Alliance (MSA), a private, nonprofit that serves as the state commission on community service and volunteerism, administers CNCS funding to 23 AmeriCorps programs in MA and monitors and evaluates the implementation of these programs. For more about MSA, visit mass-service.org.

CNCS will announce its grant awards for AmeriCorps programs in May/June. Mount Grace will request approximately \$537,544 from CNCS to support the ninth year of TerraCorps. This award in our third three-year funding cycle will support member living allowances and some administrative expenses. TerraCorps service sites cooperate in matching CNCS funds through cash and in-kind contributions. Our 2018 program's admin fee per full-time AmeriCorps member (MSY) will be on a sliding scale from \$8,250 - \$9,250 for local or regional organizations, based on each organization's operating budget. For statewide, national, or international organizations, there is a flat fee of \$10,000 per full-time AmeriCorps member (MSY). Please see chart below.

Organization type	Operating Budget	TerraCorps Admin Fee per MSY
Local/ regional	<\$500,000	\$8,250
Local/ regional	\$500,000-\$1,000,000	\$8,750
Local/ regional	>\$1,000,000	\$9,250
Statewide/national/ international	Flat Fee	\$10,000

MSY: Member service year

For local and regional organizations: If a service site pays their admin fee in whole prior to the program start date of August 27, 2018, we can offer a 5% discount. If you are not able to pay in full and would like to set up a payment plan, please contact us. For all payments, we offer a 15-day grace period following payment due dates. If payment is received more than 15 days after the set payment due date, outstanding balance is subject to a 1.5% late payment fee for each 30-day period thereafter. See the chart below as an example of how fees will be applied. (Note: example based on an admin fee of \$8,750)

Payment Submitted	Balance Owed	Notes
Before: 8/27/2018	\$8,312.5	Admin fee with 5% discount if paid before program start date
8/27/2018-9/10/2018	\$8,750	Standard admin fee if paid during 15-day grace period
9/11/2018-10/10/2018	\$8,881.25	Admin fee +1.5% late payment fee
10/11/2018-11/9/2018	\$9,014.47	Outstanding balance + 1.5% late payment fee

Payment periods above will remain constant. Actual balance owed will be dependent on your organization's established admin fee.

Organizations that have outstanding fees from prior program years will be ineligible to host members until all outstanding amounts are paid or a payment plan has been established and approved by the program director. In addition to the admin fee, service sites are responsible for approximately \$1,500

in expenses to support each member's travel, training, and supplies (not including a computer) needed to carry out their service activities, and \$3,000+ of in-kind match, which is primarily member supervisory wages & benefits.

2) TerraCorps Program History and Service Sites

In 2008, Mount Grace Land Conservation Trust (Mount Grace), a regional land trust based in Athol, MA, started a pilot program with four Commonwealth Corps members. Mount Grace successfully scaled the program, Massachusetts Land Initiative for Tomorrow (MassLIFT-AmeriCorps) to support 20 nonprofit partners with 36 AmeriCorps members in 2016. In 2017 MassLIFT began the process of spinning-off from Mount Grace to become its own nonprofit organization, TerraCorps, Inc.

During this transitional period, Mount Grace manages TerraCorps and hosts 5 of the programs' 36 members. Current program service sites include:

Mount Grace Land Conservation Trust & TerraCorps	Athol	mountgrace.org, terracorps.org
Backyard Growers	Gloucester	backyardgrowers.org
Buzzards Bay Coalition	New Bedford	savebuzzardsbay.org
Gardening the Community	Springfield	gardeningthecommunity.org
GreenRoots	Chelsea	greenrootschelsea.org
Groundwork Lawrence	Lawrence	groundworklawrence.org
Groundwork Somerville	Somerville	groundworksomerville.org
Groundwork Southcoast	New Bedford	groundworksouthcoast.org
Grow Food Northampton	Northampton	growfoodnorthampton.com
Growing Places	Leominster	growingplaces.org
Healthy Chelsea	Chelsea	healthychelsea.org
Hilltown Land Trust	Ashfield	hilltown-land-trust.org
Just Roots	Greenfield	justroots.org
Kestrel Land Trust	Amherst	kestreltrust.org
Sudbury Valley Trustees	Sudbury	sudburyvallevtrustees.org
Mill City Grows	Lowell	millcitygrows.org
New Entry Sustainable Farming Project	Lowell	nesfp.org
North County Land Trust	Leominster	northcountylandtrust.org
Southeastern MA Pine Barrens Alliance	Plymouth	pinebarrensalliance.org
The Walden Woods Project	Lincoln	walden.org
Wareham Land Trust	Wareham	facebook.com/warehamlandtrust
Wildlands Trust	Plymouth	wildlandstrust.org

3) TerraCorps Mission, Vision, and Theory of Change

At TerraCorps we're working to help communities conserve and secure land for the health and well-being of people and nature. Using the AmeriCorps national service model, TerraCorps prepares and mobilizes emerging leaders to help strengthen the community based non-profits working to meet these goals. We seek to create change by achieving a broader, more authentic engagement of the diverse peoples living in our communities. When we do this, resources will grow, access to land will increase, the pace of land conservation will accelerate, and whole communities will achieve more resilient futures.

Our vision is that Land is the foundation of health and well-being for **ALL** people in **EVERY** community.

4) Member Positions and Service Activities

TerraCorps members serve in one of four positions: Regional Collaboration Coordinator, Land Stewardship Coordinator, Community Engagement Coordinator, or Youth Education Coordinator.

As described in Appendix A, all members carry out capacity building projects; educate or train individuals; recruit, train, manage, and support community volunteers; and identify new individuals and groups to participate in education, recreation, or service opportunities that address land conservation or land access needs. The specific responsibilities and goals of members in each position differ as described below.

Regional Collaboration Coordinators (RCC) build the long-term capacity of their service sites by assessing community needs related to land conservation and land access and then organizing collaborative community projects to help meet these needs. They convene and coordinate municipal boards, all-volunteer local land trusts, planning agencies, academic institutions, nonprofits, government agencies, neighborhood groups, community housing associations, and local businesses to build regional networks and organize collaborative cross-sector working groups to initiate new projects around community needs.

RCCs may assist their service site and partner organizations with collaborative projects and activities such as: developing Municipal Open Space and Recreation Plans; completing farmland and food systems mapping and inventories; securing and protecting land for use as community farms, forests, and parks; planning recreational greenways; developing farm-to-institution and buy local food campaigns; building farmer-to-farmland matching systems; and organizing trainings and outreach for open space planning, farmland protection, land access and affordability options. By educating landowners, farmers, and community groups and organizing multi-stakeholder projects that increase access to funding, RCCs empower diverse people to create healthy, vibrant communities.

Essential Qualifications:

- high school diploma and relevant experience
- a strong interest in serving with municipalities on sustainable land use projects
- comfortable speaking to groups
- strong writing and verbal communication skills
- able to serve both independently and as a member of a team
- familiarity with Microsoft Office programs

Desired Qualifications:

- associates degree or higher and/or certificate, training, or internship in a field related to landscape

architecture, urban planning, food systems planning, natural resource planning, or other related fields.

- computer mapping skills (GIS) are a plus
- experience coordinating events
- experience developing public information materials
- experience training and managing volunteers
- experience in local government and/or civic organizations
- experience in land conservation or land use planning

Land Stewardship Coordinators (LSC) build the long-term capacity of their service sites by creating networks of volunteers to support hands-on stewardship of community lands. They organize, train, and collaborate with municipal boards, neighborhood and civic associations, community members, youth groups, and schools to care for, improve access to, and support the long-term resiliency and sustainable use of community lands.

LSCs may assist their service site by: surveying and monitoring conservation land, building and maintaining recreational trails, monitoring and maintaining urban farmland, restoring wildlife habitat, mitigating erosion, and improving public access to open spaces. By providing training and organizing collaborative land-focused projects, they increase resources for community projects, demonstrate environmentally responsible land management, help individuals build skills, and nurture an inclusive sense of public ownership in the local landscape. LSCs spend roughly 60% of their time in the office and 40% in the field.

Essential Qualifications:

- high school diploma and relevant experience
- comfortable serving independently in both an office and field setting
- able to be active outside in a range of weather conditions, and navigate uneven terrain
- comfortable utilizing computer programs such as Microsoft Office and able to quickly learn new programs
- experience giving presentations and/or trainings to a diverse audience
- experience training and/or managing volunteers

Desired Qualifications:

- associates degree or higher and/or certificate, training, or apprenticeship in a field related to natural resource management, landscape architecture/planning, agriculture/farming, or other related fields.
- ability to write detailed technical reports
- knowledge and direct experience with ArcGIS mapping software
- ability to navigate independently in the field utilizing map, compass, and GPS units
- ability to read and interpret various maps, such as surveys, aerial photos, and USGS topos
- experience with natural systems: farming, gardening, and/or identifying plant and wildlife species

Community Engagement Coordinators (CEC) build the long-term capacity of their service sites by developing culturally inclusive systems, programing, partnerships, and events. By collaborating with community groups, CECs demonstrate how the sustainable use and conservation of land can help address community needs related to education, public health, economic development, neighborhood revitalization, homelessness, poverty, hunger, and cultural decline. By helping a broader cross-section of people experience the benefits of open space, CECs build connections between land and people that increase public support for land access, revitalization, and conservation initiatives.

CECs may partner with homeless shelters or food pantries to build community gardens; hospitals to build wellness gardens and walking paths, neighborhood groups to revitalize urban parks and greenways; farmers markets to increase community access to locally grown food; disability groups to create wheelchair accessible outings; youth and adult groups to inspire artistic expression; public health programs to support recovery; and any underrepresented community groups who want to provide access to the outdoors for recreational and entertainment purposes. By engaging with diverse peoples and collaborating with community partners, CECs build bridges that reinforce the connection between land and a sustainable social, economic, and environmental future for all people.

Essential Qualifications:

- high school diploma and relevant experience
- a strong interest in serving with diverse community groups, landowners, and municipalities
- comfortable presenting in front of groups
- strong writing, communication, and networking skills
- able to serve both independently and as a member of a team
- familiarity with Microsoft Office programs

Desired Qualifications:

- associates degree or higher and/or certificate, training, or internship in a field related to environmental and social justice, environmental education, environmental policy and civic advocacy, social marketing and communication, or other social science related fields.
- experience in community needs assessment
- experience with diversity and inclusion
- experience training and managing volunteers
- experience in local government, or civic organizations
- marketing experience or experience developing public information materials
- familiarity with land conservation, land use, and access in Massachusetts
- experience with service learning programs

Youth Education Coordinators (YEC) build the long-term capacity of their service site by engaging youth in service learning, experiential education, and inquiry-based science and nature learning projects. They collaborate with schools, libraries, and youth groups on projects that connect young people to the natural world, improve science literacy, and encourage healthy lifestyles.

YECs may help their service site to engage with educators and volunteers to guide youth in environmental inquiry and discovery, school and community garden projects, urban tree stewardship projects, urban pocket park projects, and “green jobs” training and internship programs. By serving with youth in an outdoor learning environment, they reinforce the connection between people, nature, and community and foster an inclusive land stewardship ethic in future generations.

Essential Qualifications:

- high school diploma and relevant experience
- experience teaching or leading groups in the outdoors, preferably youth
- experience with hands-on land management or stewardship projects
- strong presentation skills
- strong writing, communication, and networking skills

- able to serve both independently and as a member of a team
- familiarity with Microsoft Office programs

Desired Qualifications:

- associates degree or higher and/or certificate, training, or internship in a field related to environmental education, environmental and social justice, environmental policy and civic advocacy, or other social science related fields.
- experience with experiential education, service learning, and inquiry-based learning methods
- experience with curriculum development and lesson planning
- experience training and managing volunteers

All TerraCorps positions are full-time (1700 hours over 11 months). The four member positions are designed holistically (i.e. as a whole system) to address ubiquitous capacity shortages at community-based environmental organizations; hence, AmeriCorps members serve in cohorts of 2 to 4 members at a single TerraCorps service site preferentially. Solo members may serve at sites if the organization has professional staff able to effectively mentor and supervise the member, and present a feasible plan towards growing a cohort of members that will serve together within a shared geography and have regular opportunities to collaborate.

Further, TerraCorps aims to support all-volunteer organizations without staff. Therefore, if an organization desires to become a service site but does not have sufficient capacity to afford and/or effectively supervise a member, we encourage them to share members and collaborate on projects of mutual benefit with other regional partner organizations that have overlapping service areas. In this model, a member's supervisor is a staff member of the organization who helps develop collaborative service projects. We currently have three such pairings, each slightly different, that are highly productive. For more info on how this may work for your organization, please speak with the TerraCorps Program Director, Sean Pollock (pollock@mountgrace.org).

5) Prohibited Service Activities for AmeriCorps Members

AmeriCorps regulations prohibit members from performing services or duties that have been performed by a presently employed worker, an employee who resigned or was discharged within the last six months, or an employee who is on leave. In addition, AmeriCorps members may not conduct any of the following activities as part of their service:

- Attempting to influence legislation or an election, or aiding a partisan political organization
- Helping or hindering union activity
- Engaging in religious instruction or any form of religious proselytization
- Organizing or engaging in protests, petitions, boycotts, or strikes
- Impairing existing contracts for services or collective bargaining agreements
- Participating in, or endorsing, events or activities that are likely to include advocacy for or against political parties, political candidates, political platforms, proposed legislation, or elected officials
- Organizing voter registration drives
- Providing a direct benefit to a for-profit entity, a labor union, a partisan political organization, a religious organization, or a nonprofit that engages in lobbying drives
- Spending more than 10% of their time on service-related fundraising activities
- Raising funds for any of the following other purposes:

- to help the host site achieve matching requirements,
- to fund the AmeriCorps member's own living stipend,
- to support the host site's operating expenses or endowment,
- to apply for AmeriCorps funding or any other funding provided by the Corporation for National and Community Service, or
- to apply for funding provided by any other federal agencies.

6) TerraCorps Service Site Eligibility Requirements

- Is a non-profit 501(c) 3 organization in MA with land conservation, land access, or sustainable land use as part of its mission or vision statement?
- The service site (or lead site if sharing a member) is a community-based land-focused group (e.g. regional land trust; local land trust; watershed association; groundwork trust; urban farming, greening, and land access orgs; etc.)
- Demonstrates capacity to accommodate and achieve measurable outcomes for increasing your organization's and region's capacity for land conservation, revitalization, or access (See Appendix A: TerraCorps Federal Performance Measures)
- Demonstrates capacity to manage grants and administrative reporting
- The service site (or lead site if sharing a member) has at least one full-time staff member
- Demonstrates capacity for member training, mentoring, and supervision (See Service Site Supervisor responsibilities below)
- Provides member with standard office and equipment needs (See check list p.9)
- Provides the member with any special equipment needed to perform their service activities
- Has liability insurance that covers the AmeriCorps member(s) while performing service at the organization and in the field
- Offers services without regard to age, religion, disability, political affiliation, veteran status, gender, sexual orientation, race, ethnicity, or national origin
- Have an established sexual harassment policy (if your organization does not have a policy, we encourage you to reach out to TC staff and talk about resources you may use to create and adopt a policy before hosting a member)
- Provides a drug-free workplace
- Provides accessibility to people with disabilities
- Will cover the following program funding match per full-time position:
 - 1) \$8,250-\$9,250 sliding scale admin fee to TerraCorps/Mount Grace
 - 2) \$1,500 or more for your member's service-related travel, training, and supplies (not including a computer);
 - 3) In-kind personnel expenses for ~ 180 hours of staff time

7) Service Site Responsibilities

TerraCorps service sites will:

- Assist with member recruitment, selection, and retention
- Provide a positive and constructive professional atmosphere for TerraCorps members to serve in
- Orient staff about AmeriCorps and TerraCorps and the roles and responsibilities of any AmeriCorps member assigned to the service site
- Formally introduce TerraCorps members to all staff and board and invite members to attend staff meetings and participate in in-house training, as appropriate
- Take an active role in identifying the training needs of TerraCorps members and assist in providing

- resources to meet those training needs
- Utilize members only to provide services that support the TerraCorps mission
- Release members to attend mandatory AmeriCorps meetings, service days, and TerraCorps member trainings
- Select a Site Supervisor to provide members with supervision and mentoring and budget 160 - 200 hours (roughly 8%) of this staff person's time to carry out TerraCorps tasks as described below:

Site Supervisor requirements include:

- Participate in member recruitment, interviews, and selection
 - Work with member to produce a Service Plan with project tasks and timelines and monitor and track progress towards member's service goals
 - Commit at least 180 hours per full-time member over the service year to train, guide, and assist the member
 - Schedule weekly meetings with member
 - Verify member's bi-weekly time sheets and monthly progress reports
 - Complete a mid- and end-year evaluation of member performance
 - Ensure member complies with AmeriCorps and service site policies
 - Ensure member's time and work is being valued and recognized
 - Attend TerraCorps supervisor orientation
 - Attend Member Recognition Ceremony at end of program year
 - Participate in any supervisor conference calls and the annual TerraCorps service site visit
 - Contribute to planning and delivering TerraCorps member orientation and team trainings
 - Meet federal AmeriCorps requirement to pass a Criminal Offender Record Information (CORI) check and an FBI check
- Provide professional service space, computer use, and office equipment equal to the tasks in a member's position description. Standard items include:
 - Professional work space (*i.e. not virtual or home office*)
 - Desk
 - Filing space
 - Access to a computer
 - Computer software appropriate to the position (e.g. MS Office software for all members, GIS software for land stewards and regional collaborationists, GPS units for land stewards)
 - Internet access
 - Printer access
 - Phone (may be shared) in service area
 - Incidental office supplies, copying costs, and materials required for activities
 - Complete monthly reports for finances and staff time committed to AmeriCorps activities and submit reports on time to Mount Grace Land Conservation Trust, the grantee
 - Have liability insurance that covers the AmeriCorps member(s) while performing service at your organization and in the field.

8) Program Timeline

Service Site Applications are released in March, with service site and member recruitment and selection happening thereafter from April-August. All selection and release of materials will happen on a rolling basis.

March:	Service Site Application released; sites are selected on a rolling basis
March 26:	Service Site Application / Re-Application due date

March 30:	Selected Service sites are informed
April 6:	Recruitment Strategies Info Session for Supervisors (webinar)
April 13:	Start member recruitment with position announcements
April 23:	Applicant offers may begin
May/June:	Notice of AmeriCorps Program Grant Award funding
May-July:	Continue with interviews, offers, and acceptances until all positions are filled.
August 29:	Site Supervisor Orientation Meeting during member orientation
Aug 27–Aug 31:	Member Orientation by TerraCorps
Sept 4-7:	Member Orientation at Service Site
October 12:	Member Service Plans due to TerraCorps staff
Feb '19:	Mid-Term Member Performance Evaluation
Feb-April:	Site Visits by TerraCorps staff
July 15-25:	End-of-Term Member Evaluation and Exit Interviews
July 26, 2019:	Member Recognition Event and Last Day of Service

Note: program service site applications begin in March, with service site and member recruitment and selection following a similar schedule from April-August.

9) Service Site Application and Selection Process

TerraCorps Service Site Application Forms are posted at terracorps.org/become-a-service-site/. Current service sites fill out a re-application form located on our website.

Service sites are selected on a rolling basis, with a late-March target for a full roster. Applications will be considered after that if there are still unassigned AmeriCorps member positions available. The program will begin AmeriCorps member recruitment by early-April. Send completed applications to admin@terracorps.org. Do not send by mail. Two references will be called for each new organization applying with the aim of confirming the following qualifications:

- The organization provides a healthy work environment for its staff and volunteers.
- The organization performs work to the satisfaction of partnering groups or individuals.
- The organization meets financial commitments and provides timely administrative reporting.

A review committee headed by Mount Grace Land Conservation Trust (the grantee) will select service sites based on the following primary and secondary criteria:

Primary criteria:

- 1) Service site eligibility requirements
- 2) Match between service site goals for member services and TerraCorps program goals
- 3) Community needs addressed by the member's capacity building services, environmental stewardship education, and expected service impacts
- 4) Level of supervision, training, and mentoring provided to the member
- 5) Past performance of the service site working with volunteers and/or AmeriCorps members
- 6) Service assignments that give members greater responsibility for developing and leading projects rather than just carrying out tasks assigned by supervisors
- 7) Service site administrative capacities and track record managing grants

8) Likelihood of the service site sustaining their program involvement

Secondary criteria:

- 1) Potential to implement the TerraCorps program vision for regional cohorts and collaboration among organizations and agencies working within the same region.
- 2) Number of members hosted by the organization (2 - 4 if possible)
- 3) Member recruitment potential - appeal and affordability of location
- 4) Track record of outstanding fees or reporting due to TerraCorps.

If you have questions about position availability or site selection, contact Sean Pollock, TerraCorps Program Director: pollock@mountgrace.org or 413-522-3996.

Appendix A: TerraCorps Federal Performance Measures for 2016-2018

For this three-year cycle of AmeriCorps funding, the TerraCorps program measures its impacts relative to AmeriCorps' **Environmental Awareness and Stewardship** and **Capacity Building** focus areas.

Environmental Awareness and Stewardship is defined by AmeriCorps as organized efforts to teach about how natural environments function and, particularly, how human beings can manage their behavior and ecosystems to live sustainably.

Our goals for **Environmental Awareness and Stewardship** are for the 36 TerraCorps members to educate or train 4,490+ individuals in environmental stewardship each year. People counted as educated or trained must be from an EXTERNAL AUDIENCE and cannot be staff or recurring volunteers of the service site. Members may perform DIRECT SERVICE delivering education and training under this performance measure.

[The AmeriCorps definition of DIRECT SERVICE is any form of assistance provided directly to individuals, targeted groups, and communities, including hands-on or face-to-face activities.]

Examples of external audiences that TerraCorps members will count as trained or educated are:

- 1) landowners, farmers, and non-service-site volunteer groups such as municipal boards and all-volunteer land trusts engaged in conservation planning, and outreach activities;
- 2) adults and youth participating in internships and short-term stewardship projects or events
- 3) youth, teachers, and parents participating in service learning projects, inquiry-based science education field trips, and outdoor experiential education programs;
- 4) new constituencies (youth and adults) included in projects and events that demonstrate how land conservation can address many community needs, such as public health, economic development, education, poverty and hunger, neighborhood revitalization, and cultural decline.

To demonstrate that education and awareness is affecting positive behavioral changes in our audiences, 3,368+ of those educated or trained will report a positive change in (or intent to change) behavior within one year on a post event assessment. To reinforce their intent to make a positive change, members will ask participants to read out loud to their audience peers a list of things that they do now that they intend to change to a more environmentally sustainable practice such as conserve their land, volunteer for a local conservation organization, talk to a friend or neighbor about conserving their land, grow their own food (in community or home gardens), plant native pollinator plants, make their own compost, remove invasive plants from their own land, pursue higher education in environmental science, use a neighborhood park, develop naturalist hobbies, and many others.

Capacity Building is defined by AmeriCorps as a set of activities that expand the scale, reach, efficiency, or effectiveness of programs and organizations. These activities achieve lasting positive outcomes for the communities served by AmeriCorps programs. AmeriCorps considers capacity building activities to be INDIRECT SERVICE that enable service sites and their community partners to provide more, better, and sustained direct services. Capacity building activities must:

- 1) Be intended to increase, expand, or enhance the delivery of services to the community,
- 2) Address the most pressing needs identified in the community, and

- 3) Enable the program to provide a sustained level of more or better direct services after the capacity building services end.

The AmeriCorps definition of INDIRECT SERVICE is any activity that creates new or enhanced systems that build organizational capacity, support or enhance delivery of services, and affect lasting institutional change that supports a program or organization in fulfilling its primary mission, obligations, and programming.

Our goals for **Capacity Building** are for the 36 TerraCorps members to complete meaningful capacity building projects for 20 service sites and 72 community partner organizations (92 total organizations). For each capacity building project, the service site or community partner organization will evaluate the degree to which their effectiveness has increased in the area of need addressed by the member's activities. The following examples are hypothetical capacity building projects based on similar activities performed by past TerraCorps members in each position.

Planning Capacity Building Projects

TerraCorps' "project" framework supports goals for AmeriCorps program impacts while allowing service sites flexibility to address land conservation needs specific to their organization and the communities they serve. Each project includes the following:

- Identify the organization's capacity building needs;
- Design a project to address one or more of these needs;
- Establish and write out clear goals and timelines for the project;
- Recruit and manage volunteers, if needed, to carry out the project;
- Train staff and/or community volunteers to continue the use of new resources, systems, or services resulting from member activities;
- Evaluate changes in organizational effectiveness after completing the project;

Each member will complete a minimum of one capacity-building project for their service site, and a minimum of 2 collaborative capacity building projects with community partner organizations during their term of service. These collaborative projects should be mutually beneficial and aimed at building long-term affinity between the service site and diverse community partners. Likely groups that share affinity are local land trusts, watershed associations, municipal boards, public schools and colleges, community gardening organizations, outdoors clubs, hospitals and public health agencies, food systems groups (including hunger relief, homeless, and social justice orgs), youth development programs, tribal organizations, neighborhood associations, libraries, senior centers, etc.

In submitting a service site application, supervisors will briefly describe at least two potential capacity building projects for their member's service year. Additional projects can be identified and planned with the member and other organizations over the first months of service.

Examples of Capacity Building Projects for each of the Four Positions:

Regional Collaboration Coordinator (RCC)

During the first few weeks of AmeriCorps service, an RCC contacted town Conservation Commissions, Open Space Committees and Land Trusts to identify needs for his assistance. A local land trust requested help in several areas, including initiating efforts to protect lands along an important stream, increasing membership, and designing management plans. After meeting with the board members of the local trust, the RCC and their supervisor chose to assist with the watershed protection project. Together, the RCC and

the land trust worked with the board members of this volunteer land trust to establish the scope of this conservation initiative (e.g. extent of watershed area and conservation partners to include), and set reasonable deadlines to complete different phases of the project.

The plan included the member inviting the local land trust and open space committee in an adjacent town to collaborate in this conservation initiative, creating GIS maps and researching land ownership to help the group identify priority lands for protection, and facilitating joint monthly meetings to plan landowner outreach. The RCC helped the group organize a conservation options workshop for select landowners by guiding their event planning and invitations to landowners. The RCC also took responsibility for getting landowner feedback on the workshop and for helping the collaboration plan next steps. Throughout the process, the local board members gained experience to organize landowner outreach events on their own. At the end of the member's term of service, they received evaluations from the three boards assisted to assess how the services enhanced their effectiveness in initiating conservation projects. As a follow up project, the RCC helped the board members by accompanying them on visits with interested landowners, facilitating the involvement of land protection specialists, exploring funding sources for the initiative, and helping to build community awareness and support for the initiative.

Land Stewardship Coordinator (LSC)

A community garden organization recently secured a large abandoned lot adjacent to their office. The new lot was severely overgrown with weeds and brush, but through holding a community clean-up event they were able to clear the space and install 14 raised-beds. This past spring, they signed-up several community volunteers to help manage the beds and plant crops, but as interest grew it was obvious to the organization that stricter oversight and systems were needed. The LSC serving with the organization decided to focus their service on supporting this new community garden space. Due to the high volume of interest in the garden, they decided to create a lottery system that could be used to decide who would have garden space for the upcoming season. They also sectioned off one area of lot to be a community garden. Community members who didn't get private gardening space were able to sign up for shifts and help to manage this community section. They could take food after their volunteer shifts and any extra produce was transported to the local food bank. The LSC also set up first Fridays, in which community members could meet at the farm to receive training on various topics related to building, planting, and maintaining a garden. This was a big hit for many local volunteers and community members who were inspired to start their own small gardens at home. Through their service, the LSC: designed a new system for managing this space and engaging volunteers in long-term management; helped to increase the long-term volunteer base of this organization; developed relationships with the local food bank, as well as trainers who helped to facilitate monthly community trainings.

Community Engagement Coordinator (CEC)

A regional land trust heard from its community the desire for new, easy ways to interact with nature close to home. The CEC that year decided to offer a family-friendly campout in their service site's backyard as part of National Wildlife Federation's Great American Backyard Campout. With many families living in an urban environment but within close proximity to woods in the service site's community, a goal was to provide families a low-effort, low-cost way to enjoy camping close to home, encouraging participation by people who might not have had previous camping experience. To make the event accessible to as many as possible, donations of rented tents were secured for families without access to their own camping gear; all food for a dinner and breakfast was provided through donations; an accessible porta-potty was brought onsite; and lots of activities for kids and their adults were planned, including nature hikes and a

campfire with s'mores. In addition to the positive energy created from participants thoroughly enjoying the experience, many volunteers were engaged to put the event on, and several local and regional businesses participated in the event as sponsors to cover costs. Aside from just being there, the 64 participants contributed to the event's success in that every family was responsible for a camp chore. As a result of this event, the CEC enhanced their skills in organizing and running events, a detailed manual was created so the land trust could put on similar events in the future, and the service site made many new positive connections to local members of their community.

Youth Education Coordinator (YEC)

After hearing from schools who were trying to increase the amount of healthy and local food into students' school lunches, the neighboring groundwork decided to lend a hand. At the start of the service term, the Executive Director and the TerraCorps YEC set a phase one goal of partnering up with the three elementary schools in the region to create a multi-pronged approach to introducing local and healthy food options to students. The YEC contacted teachers at the three schools and decided that an after-school program would be the best way to engage students. The school was interested and worked with the YEC to plan a series of activities through the winter, spring, and summer aimed at teaching kids about gardening and healthy eating. The YEC's winter activities introduced the kids to growing vegetables and preparing healthy snacks with local produce. In the spring, the kids started their own school garden beds and made a big sign for the space. They sprouted seeds, and planted them in the school garden beds. In the summer, the students harvested vegetables they could eat themselves and share with other students through the school lunch program. The after-school program gained new educational resources (the garden, teacher training, and lesson plans for continuing with these activities). The groundwork successfully established new school gardens and expanded its connections with youth, schools, and other community groups. The teachers evaluated the benefits of this new program for their after-school kids, and the groundwork assessed the program's effectiveness for enhancing its community offerings and relationships.

The following list further illustrates the variety of service activities performed by our members that service sites could develop into projects:

Strengthening Volunteer Recruitment, Training, and Management:

- Creating volunteer land stewardship program for host site to conduct annual monitoring and maintenance of conservation properties.
- Creating videos and manuals to enhance training programs for volunteers
- Recruiting, training, and managing volunteers to conduct monitoring
- Establishing a program of volunteers to conduct organizational outreach at farmers markets, community events, local libraries, and other venues
- Organizing river clean ups, water quality monitoring, community paddles and other service and outreach events to increase citizen engagement in watershed initiatives
- Planning special natural history workshops to enhance the recruitment, training, and retention of volunteer conservation restriction monitors
- Developing partnerships with trail associations, scout troops, and other community groups to create and maintain trails on conservation lands

Helping Build Organizational Infrastructure and Resources

- Improving baseline and conservation restriction monitoring documentation and systems to meet LTA standards for accreditation.

- Developing new social media (website, Facebook, etc.) content and/or systems to increase community outreach and enhance volunteer recruitment; training staff and volunteers to use and maintain these new systems.
- Creating videos to promote community awareness of river greenway initiatives
- Sending requests to foundations and businesses for supplies - e.g. waders, binoculars, plants, field guides, lumber for bridges and bird boxes
- Setting up a Google Site and online forms for managing volunteer stewardship activities
- Conducting community surveys to assess needs for land protection and land stewardship training and assistance
- Helping municipal boards update their Open Space and Recreation Plans and create GIS maps for prioritizing land conservation efforts
- Building hoop houses for community gardens; establishing pollinator gardens at land trust headquarters or in schoolyards; establishing trails connecting with hospital grounds

Developing New Programs and Collaborative Relationships

- Coordinating advisors on new volunteer Community Councils to help the land trust establish local connections, support, and priorities for its land conservation activities
- Developing a program of children's activities to enrich land trust outreach at farmers markets
- Developing a series of "wellness walks" in partnership with a local hospital
- Developing a climate change monitoring and education program on conservation land, in collaboration with a high school science class and a scientific research center
- Initiating a summer film festival, photography workshops, art shows, or music performances with conservation themes and volunteer assistance
- Initiating a bird monitoring program for youth in urban parks Establishing a garden plot on conservation land, with volunteers organized to provide healthy foods to a community kitchen

Volunteer Impact

TerraCorps and AmeriCorps are interested in how members increase volunteer capacity for service sites. The TerraCorps program goal is for members to engage with 936 community volunteers who perform RECURRING, long-term service at service sites. Examples of recurring, long-term volunteers include people who serve on the Board of Directors, Land Committees, Stewardship Committees, Community Engagement Committees and other roles that help service sites perform core functions. The goal is 26 volunteers per member to be able to show long-term growth in volunteer support for land trusts.