

## PART I - FACE SHEET

<b>APPLICATION FOR FEDERAL ASSISTANCE</b>		1. TYPE OF SUBMISSION: Application <input checked="" type="checkbox"/> Non-Construction
Modified Standard Form 424 (Rev.02/07 to confirm to the Corporation's eGrants System)		
2a. DATE SUBMITTED TO CORPORATION FOR NATIONAL AND COMMUNITY SERVICE (CNCS): 01/25/11	3. DATE RECEIVED BY STATE:	STATE APPLICATION IDENTIFIER:
2b. APPLICATION ID: 11ND125886	4. DATE RECEIVED BY FEDERAL AGENCY: 01/25/11	FEDERAL IDENTIFIER: 09NDHDC003
<b>5. APPLICATION INFORMATION</b>		
LEGAL NAME: American National Red Cross DUNS NUMBER: 003255213	NAME AND CONTACT INFORMATION FOR PROJECT DIRECTOR OR OTHER PERSON TO BE CONTACTED ON MATTERS INVOLVING THIS APPLICATION (give area codes): NAME: Joan Pankey TELEPHONE NUMBER: (202) 303-7710 FAX NUMBER: (202) 303-0062 INTERNET E-MAIL ADDRESS: pankeyj@usa.redcross.org	
ADDRESS (give street address, city, state, zip code and county): 2025 E Street NW Washington DC 20006 - 5009 County:		
6. EMPLOYER IDENTIFICATION NUMBER (EIN): 530196605	7. TYPE OF APPLICANT: 7a. National Non Profit 7b. National Non-Profit (Multi-State)	
8. TYPE OF APPLICATION (Check appropriate box). <input type="checkbox"/> NEW <input type="checkbox"/> NEW/PREVIOUS GRANTEE <input checked="" type="checkbox"/> CONTINUATION <input type="checkbox"/> AMENDMENT If Amendment, enter appropriate letter(s) in box(es): <input type="text"/> <input type="text"/> A. AUGMENTATION        B. BUDGET REVISION C. NO COST EXTENSION    D. OTHER (specify below):	9. NAME OF FEDERAL AGENCY: <b>Corporation for National and Community Service</b>	
10a. CATALOG OF FEDERAL DOMESTIC ASSISTANCE NUMBER:94.006 10b. TITLE: AmeriCorps National	11.a. DESCRIPTIVE TITLE OF APPLICANT'S PROJECT: National Preparedness & Response Corps	
12. AREAS AFFECTED BY PROJECT (List Cities, Counties, States, etc): California, Connecticut, Illinois, Iowa, Louisiana, Missouri, New Mexico, Arizona and Pennsylvania	11.b. CNCS PROGRAM INITIATIVE (IF ANY):	
13. PROPOSED PROJECT: START DATE: 08/01/11    END DATE: 07/31/12	14. CONGRESSIONAL DISTRICT OF: a.Applicant <input type="text" value="DC 001"/> b.Program <input type="text" value="DC 001"/>	
15. ESTIMATED FUNDING: Year #: <input type="text" value="3"/>	16. IS APPLICATION SUBJECT TO REVIEW BY STATE EXECUTIVE ORDER 12372 PROCESS? <input type="checkbox"/> YES. THIS PREAPPLICATION/APPLICATION WAS MADE AVAILABLE TO THE STATE EXECUTIVE ORDER 12372 PROCESS FOR REVIEW ON: DATE: <input checked="" type="checkbox"/> NO. PROGRAM IS NOT COVERED BY E.O. 12372	
a. FEDERAL                      \$ 604,363.00	17. IS THE APPLICANT DELINQUENT ON ANY FEDERAL DEBT? <input type="checkbox"/> YES if "Yes," attach an explanation. <input checked="" type="checkbox"/> NO	
b. APPLICANT                      \$ 561,966.00		
c. STATE                              \$ 0.00		
d. LOCAL                              \$ 0.00		
e. OTHER                              \$ 0.00		
f. PROGRAM INCOME              \$ 0.00		
g. TOTAL                              \$ 1,166,329.00		
18. TO THE BEST OF MY KNOWLEDGE AND BELIEF, ALL DATA IN THIS APPLICATION/PREAPPLICATION ARE TRUE AND CORRECT, THE DOCUMENT HAS BEEN DULY AUTHORIZED BY THE GOVERNING BODY OF THE APPLICANT AND THE APPLICANT WILL COMPLY WITH THE ATTACHED ASSURANCES IF THE ASSISTANCE IS AWARDED.		
a. TYPED NAME OF AUTHORIZED REPRESENTATIVE: Cee Cee Molineaux	b. TITLE: Sr. Associate	c. TELEPHONE NUMBER: (202) 303-5813
d. SIGNATURE OF AUTHORIZED REPRESENTATIVE:		e. DATE SIGNED: 05/09/11

## Narratives

### Executive Summary

No Change

### Rationale and Approach

Community Need:

The Red Cross AmeriCorps program will address two of the CNCS strategic initiatives -- mobilizing more volunteers and helping communities recover from and prepare for disasters.

The AmeriCorps National Preparedness and Response Corps (NPRC) mission is to provide vital emergency assistance to communities affected by disasters and to increase preparedness before disasters or other emergencies strikes. Service activities focus on Homeland Security and the role of the American Red Cross in supporting the National Response Plan. The need for individual Americans and their communities to be well prepared for disasters and other emergencies before they occur, and to be able to respond and recover when they do, continues as the scope, size, and frequency of catastrophic disasters, natural and man-made remains steady.

A survey conducted by the Red Cross in April of 2005, indicated that only one in three Americans has taken steps, including creating a disaster plan or emergency kit, to prepare their family for disaster or other emergencies and less than half of all school-age children have received disaster or emergency plan information from their schools. Over half of Red Cross disaster clients surveyed from July 2007 to June 2008 indicated their family did not have an emergency plan.

Each year, roughly one million people in the United States suffer from Sudden Cardiac Arrest -- almost half will die as a result. Being able to perform CPR or use an AED early on is crucial in preventing brain damage and will greatly increase a victim's odds for survival.

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The Red Cross addresses these needs by providing tools and training to assist communities and individual families to be better prepared for disasters and other emergencies. In addition the Red Cross actively recruits volunteers from its communities to receive the training necessary to respond to all types of disaster and provides support to these volunteers to respond when disasters occur and to provide preparedness, health and safety education to the community. Seventy percent of participants surveyed after Red Cross disaster preparedness presentations indicated they feel prepared for unexpected disasters at home, work or neighborhood.

### Activities and Member Roles:

AmeriCorps members will receive Red Cross training; provide Community Disaster Education and emergency preparedness presentations; teach health and safety courses; respond to the immediate, emergency needs of disaster clients locally and nationally; and recruit and support Red Cross volunteers. Members will also help mobilize individuals, community groups and other partners to address the disaster preparedness, safety, recovery and security needs of local communities and will engage in a number of special service projects and activities to increase their service ethic and long term commitment to volunteering.

Members will make presentations to community groups, in schools and through businesses in an effort to provide vital disaster preparedness information and life saving skills. Participants in these programs and courses will be better prepared to handle minor emergencies on their own and will be more self-sufficient in the event of a large scale disaster.

NPRC members will also complete a rigorous training program to become certified to serve as Disaster Action Team (DAT) and national Disaster Services Human Resources (DSHR) members. After completing this training, members will be qualified to work on Red Cross local and national disaster

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relief operations. NPRC members, as part of the DAT and/or DSHR system, will conduct damage assessment of disaster sites, provide family client services to victims of a disaster, initiate and process casework, and distribute meals and other mass care supplies. They will also be qualified to open and run shelters where disaster clients are housed in the event of an evacuation. Members who are DAT and DSHR certified may be deployed on a large scale catastrophic disaster response, extending the ability of the Red Cross to deliver service to impacted communities in the event of a disaster.

Members will also play an active role in volunteer recruitment, with an emphasis on youth and young adult volunteers. This will be accomplished by members participating in volunteer recruitment fairs and information booths, organizing youth clubs and by sharing their Red Cross experience with potential volunteers. Members also manage and coordinate Disaster Action Team members and other volunteers. The recruitment, training, and retention of these volunteers are not only critical to Red Cross service delivery, but also to the sustainability of the positive outcomes of the NPRC program.

### Measureable Outputs and Outcomes:

From 2009/10 through 2001/12 (3 program years), NPRC members are expected to provide over 6,000 (2,000 annually) Community Disaster education sessions, emergency and disaster preparedness presentations, and Health and Safety courses to 216,000 (72,000 annually) participants. Participants of these presentations will have an average 40% increase in knowledge on how to prepare for emergencies and disasters. In addition, information will also be disseminated through various community outreach efforts. NPRC members are also expected to recruit 2100 (700 annually) volunteers for American Red Cross chapters, with an additional target that 450 of the new volunteers recruited are youth and young adults. NPRC members are expected to assist in the retention of chapter volunteers such that at least 400 of the volunteers supported by NPRC members will receive additional training and leadership opportunities and at least 40% of the new volunteers recruited will remain as active volunteers

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throughout the NPRC term. In addition, NPRC members are expected to collectively respond to at least 3300 (1100 annually) local disasters serving 14,100 (4700 annually) and 36 (12 annually) national disaster operations during the three year period.

### Plans for Self Assessment and Improvement:

The Red Cross NPRC program includes such valuable tools for self assessment and such as program checklists, a mid year evaluation of progress, and site visits with reports on observations, opportunities for improvement, and recommended action plans, including follow up by the program management office.

Monthly conference calls are conducted where host site managers have the opportunity to identify and share best practices with each other and monthly management memos keep sites informed of the latest resources available to enhance program effectiveness and compliance with grant requirements.

### Community Involvement:

The Red Cross is a community based charitable organization dedicated to the needs of communities across the nation. Our mission is served by our chapters that assess the needs of their communities and partner with their local community leaders. These partnerships include a broad variety of activities that support not only preparedness activities but also disaster response. Results of partner satisfaction surveys conducted among Red Cross partner agencies during the 2007-2008 program year indicate 88% agree that the impact of the Red Cross services to improve the local community is above average or outstanding and 87% indicate that the Red Cross is above average or outstanding in collaborating activities with other agencies in the community.

### Relationship to Other National and Community Service Programs:

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The staff responsible for oversight of the NPRC program at the local level will continue to explore a variety of opportunities for collaboration with other National and Community Service Programs. Many of these opportunities exist between various Corporation programs managed by the Red Cross, including Senior Corps and VISTA. In addition, the Red Cross maintains a strong collaborative relationship with the Corporation for National and Community Services, supporting the deployment of its program participants on national disasters through the DSHR system.

The Red Cross has also had many state service commission- sponsored AmeriCorps members addressing similar program areas as those participating in the NPRC. These programs include the West Central Michigan chapter-sponsored Together We Prepare Michigan and the American Red Cross of Greater Los Angeles-sponsored California Safe Corps.

Potential for Replication:

With participating Red Cross chapters serving as champions and models for the program, as well as our established structure for program management, monitoring, and compliance, the NPRC program can be and has been easily replicated by other Red Cross chapters seeking to participate or apply for state AmeriCorps funds. The Red Cross has developed templates, orientation materials, agreements, and other tools which can be easily replicated.

### Organizational Capability

1.Sound Organizational Structure

a. Programmatic and Fiscal Oversight:

Programmatic Oversight

The staff responsible for the management of the National Preparedness and Response Corps is located at the Red Cross headquarters in Washington, D.C. and is part of the Chapter Operations Department

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under the leadership of Joseph White, Executive Vice President. The Chapter Operations Department provides management oversight of the entire chapter network and the Chapter Quality Assurance Unit where the AmeriCorps program is specifically housed establishes performance standards and corporate expectations for chapters as well as monitors service delivery and customer satisfaction and conducts other research to identify performance improvement opportunities. .

The NPRC program oversight is the responsibility of one full time national program staff, , Meghan McGoldrick, Senior Program Associate, supported by a half time Associate position which is currently vacant, with supervisory support from Joan Pankey, Director of Chapter Quality Assurance. Meghan and Joan served in these roles since December 2007.

Each host site chapter has identified a program/site manager and a program supervisor. The program manager and member supervisor will be staff with the chapter's Response, Volunteer Services, or Preparedness Department. Generally the site manager will devote at least 10% of their time to the management and evaluation of the NPRC program and at the operating site level. They are also responsible for ensuring compliance with the terms of the grant agreement, including all financial and documentation reporting and programmatic requirements such as member special projects and orientation. NPRC site managers are generally management level staff in their departments, and have expertise in providing guidelines to the service activities of NPRC members. The program manager is responsible for ensuring compliance with the terms of the grant agreement, including all financial and documentation reporting, programmatic requirements such as member special projects and orientation. The AmeriCorps member supervisor typically spends 10 to 30 % of their time in the day-to-day supervision of the members and is ultimately responsible for member timesheets and on-going project monitoring.

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All staff at host chapters involved with the NPRC program receive one-on-one AmeriCorps training from NPRC program staff as soon as they assume that role. Prior to the start of a program year, a refresher training will be provided in the form of internet presentations and conference calls, in which either the site manager or member supervisor from each operating site is required to attend.

### Financial Oversight

Staff at the Red Cross National Headquarters will oversee all financial matters pertaining to the grant. The Red Cross Shared Services Support Center provides financial oversight to the program. Monthly, chapters submit a standard invoice of expenses for reimbursement, which is analyzed and authorized by the designated Finance staff person, and Meghan McGoldrick. prior to submission to the Restricted Funds section at the Shared Services Center for concurrence from the section director.

Fiscal management at the operating site level is provided by the chapter's Finance Department. The operating site accountant works closely with the Restricted Funds Analyst, as well as the Grants Compliance Analyst at the parent organization level in processing the financial reporting and reimbursement of the chapter. Each operating site has a financial accounting system to track, monitor, and report their program accounts. Periodic financial training for chapter finance staff is conducted when the financial reporting tools are revised.

Financial management and other compliance information is distributed to all sites and housed on an Internet-based neighborhood using SharePoint software. This information includes an overview of allowable costs, budget information, step-by-step "how to" section on completing the Periodic Expense Report, the reimbursement process, reporting and master copies of all required supporting forms.

Donna Ansley, Special Funds Supervisor and Reginald Anderson, Restricted Funds Analyst, with the



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Restricted Funds Section of the Shared Services Center provide oversight of NPRC expense reports. Mr. Anderson reviews and analyzes all financial reports and reimbursement requests from host chapters. Both Ms. Ansley and Mr. Anderson oversee the financial drawdown process and complete the aggregate Financial Status Reports.

Overall the Red Cross has a robust financial and compliance system with subject matter experts who serve as a resource for the national program office and for chapters that require assistance. The Red Cross is a recipient of other federal funds and is familiar with federal grants compliance and reporting requirements.

### Board of Directors

The Red Cross is led at a national level by a Board of Governors and each of our participating chapters has its own Board of Directors who provide leadership to the local organization and key community connections. Chapter Board members are encouraged to become aware of the NPRC program hosted by their chapter..

### b. Plan for Organizational Self Assessment or Improvement:

The American Red Cross is dedicated to on-going improvement of operations and approaches our self assessment in a number of ways. Our 700 local chapters are given tools for self assessment and improvement including self assessment tune up kits and key performance measures. In addition, performance is monitored by multiple quality assurance units including our Chapter Quality Assurance unit and quality assurance functions in Development and Preparedness.

In addition, systemically, units (chapters and national departments within the organization are reviewed by Red Cross internal Audit Services to assess the efficiency, effectiveness, compliance and programmatic accomplishments, this provides an additional opportunity for improvement. An internal

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review of a given department or program results in process changes, increased controls around compliance, added efficiency in administering the program and more effective training tools and procedural guidance. The organization also has annual external audits addressing additional areas of improvement. A requirement of any findings from an internal or external audit would be to establish a management action plan to rectify any issues and capitalize on any suggestions for improvement.

We have robust lessons learned processes embedded in our Response functions that focus on self assessment and improvement. We offer significant opportunities, surveys and input sessions for major initiatives and organizational changes. Broad participation in focus groups is solicited and encouraged and an organization wide 'open door' policy encourages feedback and dialog.

### c. Plan for Effective Technical Assistance

The Red Cross NPRC program is supported by the infrastructure of the entire organization; resources available to every chapter are available to those chapters that are host sites for the NPRC program. These resources include the training, support, experience and subject matter expertise of an organization that responds to over 70,000 disasters annually and is the only non-federal agency with a defined role in the National Response Plan. Technical expertise and materials for disaster response operational guides, processes and procedures as well as training and assistance for larger scale disasters are also available. A wide variety of courses and training materials for disaster preparedness and life saving skills are incorporated into this network of resources.

These resources assist in ensuring that the chapters and their NPRC members have the support and technical assistance needed to perform their day-to-day activities and operations. In addition, the NPRC program administration and management is strengthened by the two national program staff, who have collectively managed the program for several years and are both AmeriCorps alumni. Their experience and technical knowledge enables them to design training materials, self-assessment tools, and program guidance for host site chapters. In addition, many of the host site chapters are experienced

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in running an AmeriCorps\* program and offer their assistance to the chapters that have new program staff or are newer to hosting an AmeriCorps program.

Chapters are responsible for recruiting and enrolling AmeriCorps members, and providing updates to the national program office. Chapters are provided tools and templates for the documents associated with enrollment, including member agreements, orientation materials, member handbooks, etc. They are tasked with ensuring that members receive all required materials and that all forms are filled out completely and accurately and are maintained on file. The host site chapters are required to complete a certification that they have completed all required materials and provide this certification form to the national program office demonstrating their compliance with the grant terms.

A number of orientations, trainings and conference calls are held throughout the program year, enabling host site chapters to receive the training they need for their financial, programmatic and administrative responsibilities. Furthermore, these conference calls enable the host site chapters to discuss issues, solutions and best practices that are shared across the network of participating chapters.

Finally, host site visits are conducted by the national program staff with every NPRC host chapter at least once during the three year grant period. This enables the national program office to proactively identify any potential weaknesses or issues and provide required action plans, supportive tools and increased monitoring to ensure that host chapters not only have the tools needed to be a success but are independently monitored to ensure they are meeting their responsibilities to their members, the program and the community.

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

Since its founding in 1881 by visionary leader Clara Barton, the American Red Cross has been the nation's premier emergency response organization. As part of a worldwide movement that offers neutral humanitarian care to the victims of war, the American Red Cross distinguishes itself by also aiding

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victims of devastating natural disasters. Over the years, the organization has expanded its services, always with the aim of preventing and relieving suffering.

Today, in addition to domestic disaster relief, the American Red Cross offers compassionate services in five other areas: community services; support and comfort for military members and their families; the collection, processing and distribution of lifesaving blood and blood products; educational programs that promote health and safety; and international relief and development programs.

The American Red Cross is where people mobilize to help their neighbors--across the street, across the country, and across the world--in emergencies. Through over 700 locally supported chapters, more than 15 million people gain the skills they need to prepare for and respond to emergencies in their homes, communities and world.

Some 3.7 million people give blood--the gift of life--through the Red Cross, making it the largest supplier of blood and blood products in the United States. And the Red Cross helps thousands of U.S. service members separated from their families by military duty stay connected. As part of the International Red Cross and Red Crescent Movement, a global network of 186 national societies, the Red Cross helps restore hope and dignity to the world's most vulnerable people.

The Red Cross received its first congressional charter in 1900 and a second in 1905, the year after Barton resigned from the organization. This charter-which remains in effect today-sets forth the purposes of the organization that include giving relief to and serving as a medium of communication between members of the American armed forces and their families and providing national and international disaster relief and mitigation

The American Red Cross is a trusted source for emergency preparedness information. Our recommendations are taken as the industry standard and followed by many chapters, external agencies and organizations from national to local levels. We determine these recommendations based upon the most accepted research from federal agencies, partner organizations and research institutions.

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### a. Volunteer Generation and Support

The Red Cross is an organization led and supported by volunteers. Recruiting and training volunteers is a priority for the Red Cross and we currently have nearly 500,000 active volunteers. Without volunteers the Red Cross could not be able to meet the demand for relief to victims of disasters and to help people prevent, prepare for and respond to emergencies.

A core competency of the Red Cross is to mobilize and manage our volunteer resources, ensuring we have the right person with the right skills in the right place at the right time.

Our programs are designed to recruit, train, and deploy volunteers in response to both local and larger scale national disasters, and connect volunteers with the needs of their community. These volunteers' experiences on national and large scale disasters connect them with the mission of the Red Cross and allow them to bring valuable skills back in to their local community coupled with a newly strengthened desire to serve their community.

### b. Organizational and Community Leadership

The Red Cross is a national leader in helping people prevent, prepare for and respond to emergencies. Chartered by Congress in 1905 to respond to disasters, the Red Cross responds to about 70,000 disasters annually, providing shelter, food, clothing and essential first aid needs. This level of activity allows the organization to continually examine, practice, and evaluate processes and to improve and refine services to address ever-changing needs.

The Red Cross continually reaches out to partner with organizations in our communities in order to better manage, train, and deploy skilled and spontaneous volunteers when a disaster occurs. With more than 850 chapters covering every community throughout the United States, the Red Cross is the common link connecting local, state, regional, and national response entities, both governmental and

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non-governmental. This grassroots system enables the Red Cross to: work daily with the public in disaster preparedness; collaborate with a wide range of organizations to educate communities about disasters; and respond immediately when a disaster occurs until those affected can recover.

The Red Cross' leadership in disaster preparedness and response is recognized by the Federal Government by the designation of the Red Cross in the Federal Response Plan/National Response Plan as lead agency for Mass Care in the event of a national disaster. The Red Cross performs a similar function in several state disaster plans. The American Red Cross works closely with the International Committee of the Red Cross on matters of international conflict and social, political, and military unrest. As a member of the International Federation of Red Cross and Red Crescent Societies, which it helped found in 1919, the American Red Cross joins more than 175 other national societies in bringing aid to victims of disasters throughout the world.

### c. Success in Securing Match Resources

The Red Cross matches funds primarily through its general fund raising efforts, however several chapters have secured matching funds through corporate or other restricted funds.

## 3. Success in Securing Community Support

### a. Collaboration, Community Stakeholders and Community Support

The American Red Cross, Preparedness section is the lead for bringing together technical experts from federal agencies and other select non-governmental agencies to make the messaging by all participating groups scientifically based on the most current research available. Collaboration is also key to the success in providing response to disasters. Locally, chapters hosting the AmeriCorps program collaborate with such diverse organizations as the Center for Non Profit Leadership, local Emergency

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Management offices, faith-based organizations, schools, Habitat for Humanity, Hope Worldwide, and others.

### b. Local Financial and In Kind Contributions

See success in securing matching resources

## Cost Effectiveness and Budget Adequacy

### 1. Cost Effectiveness

#### a. Diverse Non Federal Support

Organizationally the Red Cross receives less than 10% of its financial and in-kind support from the Federal Government. The Red Cross nationally and locally works to engage individuals, foundations, and corporations in supporting a variety of activities that serve the needs of their communities. At National Headquarters full time fundraisers partner with Chapters to cultivate long-term relationships with these non-federal partners.

The Red Cross' success in garnering non-federal support for the NPRC program is demonstrated by the CNCS/Grantee cash match share for Member Support Costs, which is approximately 50%.

#### b. Decreased Reliance on Federal Support

Overall the Red Cross is requesting over \$200,000 less than the prior program year, with less members requested and an increased % of matching funds. The overall percentage of match provided by the Red Cross has increased commensurate with federal requirements. This grant application requests 67 MSYs and the CNCS Cost per MSY in the proposed 2009-2010 program year budget is \$11,400, which is below

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the current statutory limit imposed by the Corporation.

Each operating site will be responsible for meeting the grantee match. While many sites have built the grantee match into their chapter's general operating budget, several others have garnered community support through which they have diversified their funding sources. Community support includes grants from local area corporations and businesses as well as funding from municipalities, banks, and charitable foundations.

In the event that a host chapter is struggling with its responsibility, the full support of the organization stands behind ensuring that our obligations are met. However, our host chapters have a nine-year history of successful resource generation and community support of the NPRC program.

### 2. Budget Adequacy

The proposed NPRC budget is structured to focus on the required expenses associated with our program structure. The program structure capitalizes on the strengths and existing resources of the Red Cross as a whole, and utilizes our infrastructure to maximize the impact that our members can have on our community while minimizing the expense. By using established program materials, program development costs are kept to a minimum.

Our budget adequately addresses the need to provide resources and support to the host site chapters and their members. It includes the member living allowance, their taxes and other required expenses, member supervision and local program oversight. In addition, the budget includes the expenses associated with the national program office and the travel necessary to support host site visits, the national program office staff salaries, benefits and any ancillary supplies and administrative costs.



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Furthermore, the budget adequately provides the resources needed to provide the required evaluation. .

Outside of the grant budget, chapters or national headquarters ensures that we have sufficient resources allocated to support member travel to and deployment on disaster and other assignments, receive the required background checks and receive the materials and supplies needed. Member training and development costs are also absorbed by the chapters outside of the grant budget as this training is often provided in conjunction with training for others.

### Evaluation Summary or Plan

#### 1. Internal Evaluation

Components of internal evaluation include a Pre and Post member survey, and mid year and year end program progress reports, and tracking mechanisms related to goal achievement and service outcomes, including post national disaster deployment member surveys. Progress reports are reviewed for best practices for sharing as well as to address any lagging performance. Specific goal achievement is reported in the progress reports and to date all goals have been met or exceeded. Post member evaluations indicate high satisfaction with the program experience and skills development. The top three skills rated as highly skilled or expert include teaching/training (75%); Leadership (69%); Understanding diversity (69%). 100% indicate that they will continue to volunteer in the community and 90% will remain active in Red Cross disaster response.

#### 2. Independent Evaluation

As an extension of our internal evaluation plan, we will conduct an independent evaluation focused on a) member development and b) volunteer recruitment/support. Internal support to develop the scope of work and identify an appropriate vendor will be provided by the Research and Planning Unit of the

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Communications and Marketing Department.

### Member Development

One component of the independent evaluation will be to evaluate our program's effectiveness in developing member skills and attitudes related to outcomes found in the nationwide AmeriCorps Longitudinal Study. To the extent possible, findings of the longitudinal study will be used as a benchmark and we will consider factors which may impact a change in skills and attitudes contributing to future civic engagement. We will compare results of our program with respective results of the national study. The current Red Cross pre and post service member surveys may be modified by our independent evaluators to assess the impact of the NPRC AmeriCorps program on such areas as development of collaboration and leadership skills, exposure to career options and attitudes on volunteering. Results of the evaluation will be used to improve our member development activities. Our program currently emphasizes a combination of training, coaching and exposure to a variety of community service opportunities as part of member development, although there is some room for variations among participating chapters.

### Volunteer Recruitment/Support

A second component of the independent evaluation will be to determine the impact of the AmeriCorps program on outcomes related to volunteer recruitment and support, with a particular emphasis on youth involvement. As part of our overall goal to increase capacity for disaster preparedness and response through volunteer recruitment and mentoring, key outcomes from the NPRC program include volunteer retention and volunteer leadership development. Participating chapters will be matched with chapters of similar size and geography and results related to these areas will be examined. This is a key objective for the American Red Cross and results will be used to assess progress and identify best practices to share with other chapters in strengthening the program overall.

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### Amendment Justification

N/A

### Clarification Summary

Yr 3 Clarification

Budget Clarification Items:

1. Budget adjusted to reflect amount indicated and 51 members.
2. The number of supervisors (19) exceeds the number of sites (12) because in some chapters, the members serve across a wider geography at different locations (e.g. Iowa and Santa Barbara) or under different supervisors due to the specific nature of their assignment and the size of the chapter structure (e.g. New Orleans, Philadelphia).
3. One staff (parent program manager) will be traveling and travel was itemized in the budget narrative.
4. Moved web conference fees to Other Program Operating Costs.
5. Daily rate corrected to \$617 and additional breakdown of days and other costs included in budget narrative.
6. We budgeted for 60 background checks because it is our experience that some members are initially selected and accept, and then change their plans after the background check has been initiated, resulting in additional individuals being offered and accepting the position.
7. FICA is calculated correctly on the living allowance for the reduced members under consideration.
8. Members are provided applicable worker's compensation insurance and costs are allocated back to chapters via a formula based on (employee) headcount total. Therefore they are not itemized in this grant application budget.
9. Federal funds are not used for the match.
10. Included source of funds and amount in narrative as requested.

Programmatic Clarification Items:

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1. Program manager sent an email to Executive Directors of all State Commissions in which there are potential NPRC sites. This email included contact information and invitations for feedback and further correspondence with the Commission. In addition, where required by the state, (ex. Louisiana and California), a Consultation Form was completed and submitted to the Commission.
2. The narrative was correct and the performance indicators have been updated to reflect the correct numbers as well as the clarification requested below.

### Performance Measure Clarification Items:

1. Removed PM#1 (Volunteer Recruitment) and PM#3 (Volunteer Support as requested. We will continue to self monitor this critical support piece.
- 2, 3, 4, 5. Made the requested adjustments to the performance measures as requested in the Performance measures screens in eGrants. The surveys of intermediate outcomes will be administered to a sampling of service recipients due to the nature and volume of service provided.

### Yr 2 Clarification

1. Justification for the increase in the cost per MSY from \$11,401 to \$11,850: We are requesting 6 fewer members this year and core costs which do not vary by member are spread over fewer members. While we did decrease our personnel costs and increased our grantee share per member to help offset, some core costs increased, such as external evaluation and training. We are also asking for reimbursement for the full 5% of administrative costs next year due to internal budget constraints in this economy. The net effect of decreases and increases is the \$449 per member difference which is consistent with the \$500 increase in per member reimbursement offered by the Corporation for FY11
2. Criminal History Check Requirement: Yes criminal background checks are completed on all members and are covered through the host site human resources budgets for background checks for all employees

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and volunteers. We do not seek reimbursement for this expense nor credit for matching funds and therefore to not book the expense against this grant budget

Yr 1 clarification

Budget adequacy:

Workers Compensation is an allocated expense based on chapter payroll (approx 3% of living allowance covered through chapter operating budgets and not charged as grant expense and therefore is not included in budget. Same for member background checks. Background checks are completed on all members, however the host sites cover this expense through their HR operating budget.

Member Orientation Plan:

Members complete approximately two weeks of initial orientation and training at each chapter at the beginning of the term. Agenda includes such topics as AmeriCorps requirements, member agreements, member handbook, time keeping and other procedures, allowable activities, roles and responsibilities; volunteer, member and staff relationships, intro to disaster services, client services, CPR and other topics related to performance of service activities. Tools are provided to ensure consistency of core requirements explanations. The national pre service training will be discontinued in 2009/10 program year due to external evaluation project costs being added and topics will be covered locally.

Member supervision plan:

While staff structures vary among operating sites, each appoints one or more supervisors generally based in the disaster/ emergency services department, volunteer management department or community outreach department. Supervisors provide day to day supervision, mentor and provide "on the job" training. The Host Site Manager provides overall guidance to the supervisors and is responsible for ensuring reporting and grant compliance and is part of the member chain of command for addressing member concerns. The National Headquarters-based program staff support the Host Site managers, although there is not a direct reporting relationship. NHQ program staff are also part of the

## Narratives

member chain of command should they have concerns that are not addressed at the chapter level. Also note that since the initial application, we have reduce the number of members to 60 due to changes in individual site plans and adjusted the budget accordingly. There was minimal impact on performance targets, except for the reduction in number of volunteers to be recruited as one site lost was particularly active in volunteer recruitment and sites adding members were particularly productive in service delivery and educational outreach. The projected number of new volunteers to be recruited went from 700 per year to 550. The number of people reached through educational outreach remained the same. The number of people receiving disaster services is projected to go from from 4700 annually to 4,000 annually, however this could increase based on demand.

### Continuation Changes

Third Year Changes: 2011-2012 Program Year:

Applicant Information Updated: Location changed to Urban and Rural; Areas affected deleted New York, added Arizona and New Mexico.

New/Expanded Sites:

We will lose 1 host site in New York (10 mbrs) expand 3 sites to cover a larger geography and add 3 new sites, including the Sacramento Region, New Mexico and Northern Arizona (total 12 sites , 53 members.

New Mexico -- The New Mexico Chapter covers a 17-county area, and annually responds to over 300 disaster incidents . With 3.5 Disaster Services FTEs serving the entire state and most of these responses must be handled by volunteers. The "Ready When the Time Comes" program which the chapter will be instituting with its NPRC team will help provide these critical volunteer resources by recruiting such volunteers from corporations around the state. In addition, they will be delivering personal preparedness presentations to the staff and families of these corporations, increasing resiliency in homes around the state, and will continue to train and manage the newly recruited volunteers to ensure

## Narratives

their continued involvement with the chapter's disaster response function. thereby improving the community's response capability.

Phoenix -- The Grand Canyon Chapter serves a jurisdiction of 5.5 million people over 10 counties covering 91,000 square miles. While the chapter has a paid staff of 36 and 1,000 volunteers, most of these are located around the Phoenix metro area. Their NPRC team will be reaching beyond, to other areas around the state that these volunteers and staff cannot get to. The team's primary focus will be Community Disaster Education presentations, delivered at such facilities as schools, senior residential facilities and homeowners' associations. While delivering these presentations, members will also be recruiting volunteers in these areas, in order to expand the reach of the current volunteer pool at the chapter. This is particularly essential because so much of the chapter's jurisdiction is in remote, rural, and underserved areas of the state. The members will be focusing primarily on these areas which would otherwise not be receiving these services.

Sacramento -- Sacramento, California, home of the Capital Region Chapter, was named in a Time Magazine article in 2002 as "America's Most Diverse City". Over 70 languages are spoken in this area, presenting a challenge for the delivery of services. Additionally, 90% of the area's children qualify for school lunch programs. The chapter's NPRC team will focus on recruiting volunteers from these ethnically diverse populations in order to build the chapter's capacity to provide preparedness presentations in these languages, and to provide appropriate disaster response services. In addition, the members will be delivering disaster preparedness education in schools in low income and rural areas throughout the jurisdiction, where the chapter otherwise would not have the capability to provide these trainings

St. Louis is going to expand their current two-member team to four members in order to facilitate building disaster response capabilities in more rural areas of Missouri as well as to increase preparedness outreach in low income, high risk areas of St. Louis. Each additional member will have a specific focus, one on Response, and one on Preparedness, in order to accomplish these objectives.

## Narratives

Springfield, IL is also going to expand their team, from three members to four. The additional member is needed to help build response capacity on a regional basis in the Illinois Capital area. This member's primary focus will be on volunteer recruitment, retention, and training, and on obtaining shelter and vendor agreements throughout the chapter's regional jurisdiction.

Cedar Rapids will expand their program so that it covers the entire state of Iowa. The program has been such a success at the Grant Wood Area Chapter, that other chapters have expressed an interest in the program as well. Because there is a statewide need for increased capacity for both disaster responders and Community Disaster Education, the expanded NPRC can help support chapter across the state in building these capacities.

### Enrollment and Retention:

During the last program year our recruitment rate was 100% and retention rate was 87.5%. Our effort to continue to improve retention focused on integration of former members in the interview and pre-selection process and greater emphasis on clarifying the position expectations to ensure prospective members understood the position and were a good match. To date in the 2010-2011 program year we have only lost one member due to illness.

### Performance Measures:

With the change from New York which had a very high volume of daily disaster response to expansion of sites focused more heavily on capacity building rural areas we will reduce our performance measure of 3,000 families assisted in local disasters (annually) to 2400 in year 3 and the number of events to 700. We will also increase the target for our number of volunteers supported/mentored in Year 3 to 1700.

### Evaluation:

Regarding the external evaluation, we had originally determined that the focus of one component of the



## Narratives

evaluation should be volunteer recruitment. However, we have decided that it would be more relevant to evaluate the impact of the program on community resiliency as this is a current and critical issue for both CNCS and the American Red Cross. The external evaluation The evaluation was started in Year 2 and will extend into the 3rd year. and we budgeted accordingly.

Contact with State Commissions:

NPRC has always required that the host sites contact their State Commissions to ensure that there is no duplication of efforts in the state, and to establish a working relationship with the Commission and other AmeriCorps programs in the state. They are required in their applications to document that they have made contact even before completing their applications, and to outline the nature of their relationship or proposed relationship. This year, the national program director will also be contacting the Commission in each state where a host site is located in order to provide consistency and continuity, and to strengthen the national partnership between the American Red Cross and CNCS.

### Performance Measures

#### SAA Characteristics

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

#### Priority Areas

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

Grand Total of all MSYs entered for all Priority Areas 51

#### Service Categories

- Disaster Response Primary  Secondary
- Homeland Security: Disaster Preparedness and Relief Primary  Secondary

### Disaster Preparedness Education

**Service Category:** Homeland Security: Disaster Preparedness and Relief

**Measure Category:** Needs and Service Activities

#### Strategy to Achieve Results

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

Over the course of three years, A\*NPRC members will provide 6,000 Community Disaster Education sessions, emergency, and disaster preparedness presentations, and Health and Safety courses to 216,000 participants. Participants need to gain additional knowledge on how to prepare for emergencies and disasters.

#### Results

**Result: Intermediate Outcome**

Through the A\*NPRC members, individuals and communities will receive vital emergency and disaster preparedness and community resiliency information.

Indicator: adult beneficiaries

Target: An important component of disaster education and outreach is for individuals to know that to do in the event of a disaster.  
70%

**Result: Intermediate Outcome**

Target Value:

Instruments: A Customer Satisfaction and Outcomes Survey (electronic) will be used to track this outcome.

PM Statement: To further reinforce information learned through participation in disaster preparedness activities, 70% of a sampling of participants will indicate they plan to discuss and practice a disaster plan with his or her family

Prev. Yrs. Data

**Result: Output**

Through the A\*NPRC members, American Red Cross-developed materials, information and resources on disaster and emergency preparedness/community resiliency will be disseminated to individuals and communities. A\*NPRC members will provide Community Disaster Education activities, emergency and disaster preparedness presentations, and Health and Safety courses

Indicator: participants

Target: A\*NPRC members will provide Community Disaster Education activities, emergency and disaster preparedness presentations, and Health and Safety courses to 72,000 participants in 2009/10; 72,000 participants in 2010/11; and 72,000 participants in 2011/12

Target Value: 72000

Instruments: A tracking log will be used to measure the number of trainings/presentations/ and courses provided.

PM Statement: During 2011, A\*NPRC members will provide Community Disaster Education outreach activities, emergency and disaster preparedness presentations, and Health and Safety presentations and courses to 72,000 participants.

Prev. Yrs. Data

**Result: End Outcome**

Participants of Community Disaster Education, disaster and emergency preparedness presentations, and Health and Safety courses provided by A\*NPRC members will have an increase in knowledge on disaster preparedness.

Indicator: participants

Target: Participants will gain an average 40% increase in knowledge on how to prepare for emergencies and disasters.

Target Value: 40%

Instruments: Pre- and post-presentation surveys and instructor observations will be used to measure the percentage change in knowledge of participants in a sampling of A\*NPRC-led trainings/presentations/ and courses.

PM Statement: Participants of Community Disaster Education, emergency and disaster preparedness presentations, and Health and Safety courses provided by A\*NPRC members will gain an average 40% increase in knowledge on how to prepare for emergencies and disasters.

Prev. Yrs. Data

**Service Category:** Disaster Response

**Measure Category:** Needs and Service Activities

### Strategy to Achieve Results

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

Through established American Red Cross systems, A\*NPRC members will respond to at least local disasters and national disaster operations during each program term. Members will deploy as well as build the local Red Cross capacity to respond through volunteers.

### Results

**Result: Output**

The American Red Cross is in need of local daytime disaster responders and DSHR members who have an organizational knowledge of the American Red Cross.

A\*NPRC members will respond to local and national disasters through established American Red Cross systems.

Indicator: adult beneficiaries

Target: A\*NPRC members will respond to at least 700 local disasters and 12 national disaster operations in year 3, serving at least 2400 people. The target below is for the number of people served.

Target Value: 2400

Instruments: Chapter-developed disaster logs will be used to track the AmeriCorps members, local disaster response activities.

PM Statement: Through established American Red Cross systems, A\*NPRC members will respond to at least 700 local disasters and 12 national disaster operations in year 3. locally serving at least 2400 people.

Prev. Yrs. Data

**Result: Intermediate Outcome**

Fullfillment of the disaster client's most immediate needs is one primary goal of disaster response activities and leads to helping individuals begin recovering back to normal life.

Indicator: Satisfaction (agreement) that the victims most immedate needs were met.

Target: At least 90 percent of disaster clients surveyed will agree that the Red Cross was effective in meeting their most immediate needs.

Target Value: 90%

Instruments: An electronic customer satisfaction and outcomes survey will be used to measure this result among a sampling of disaster clients.

PM Statement: As one step towards helping individuals begin recovery back to normal life, at least 90 % of disaster clients surveyed will indicate that their most immedate needs were met.

Prev. Yrs. Data

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## Subapplicants

<u>ID</u>	<u>Organization</u>	<u>Amount Requested</u>	<u>Amount Approved</u>	<u># FTEs Requested</u>	<u># FTEs Approved</u>	<u>Status</u>
Totals:		\$0	\$0	0.00	0.00	

## Required Documents

<u>Document Name</u>	<u>Status</u>
Evaluation	Not Applicable
Federally Approved Indirect Cost Agreement	Not Applicable
Labor Union Concurrence	Not Applicable