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Executive Summary

This project will engage 10-25 community-based subgrantees in underserved areas to actively honor Martin Luther King through a day of service on Martin Luther King Day in January 2012 and in the following seven months. A network of new partners will be recruited through a competitive sub-granting process to involve up to 1750 committed and energetic volunteers in serving their communities on Martin Luther King Day and during the full project year to achieve even greater community impact. The project will address the strategic area of education, targeting five states (AZ, CA, NM, OR, TX) with low educational achievement that have large Hispanic populations, for whom educational attainment is also below average. The project year will be from Notice of Award in mid-September 2011 until September 29, 2012. Sub-grantees will conduct service activities from mid-January through August 31, 2012.

Planned outcomes and accomplishments include: 1) 10-25 new project partners in the 5-state region in the West will honor the memory and legacy of Martin Luther King, Jr. through service activities; 2) Day of Service activities will be completed during the 2nd week of January 2012 involving 750 community volunteers; 3) Sub-grantees will implement ongoing service learning activities between January 16 and August 31, 2012 involving 1000 volunteers; 4) The project will bring the MLK Day service opportunity to smaller, rural communities such as Somerton, AZ, Shafter, CA and Pharr, TX and some larger cities; and 5) participating volunteers will confirm that they value and plan to do community service throughout their lives. Outcomes will be measured through monthly reports, monthly teleconferences and at least one site visit per subgrantee.

This project will provide for at least 10 subgrantees with projects in the five targeted states: Arizona, California, New Mexico, Oregon and Texas. The Cesar Chavez Foundation will select at least 10 subgrantees from the five targeted states. We expect to have at least one project per state to assure geographic diversity, assuming at least one viable application per state is received.

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The Cesar E. Chavez Foundation is eager to lead community partners in underserved areas in honoring Dr. King's life and legacy which closely align with Cesar's own values that emphasize service and change through non-violence.

Program Design

The César E. Chávez Foundation (the Foundation) will reach out to a minimum of 10 subgrantees in underserved areas to involve up to 1700 community volunteers in honoring the legacy of Dr. Martin Luther King, Jr. through MLK Day service and follow up projects. Given our experience in promoting educational achievement by underserved populations, the project will focus on the CNCS strategic area of Education. A Request for Proposals (RFP) will be widely disseminated in five targeted states with an emphasis on involving smaller and more rural communities. To encourage the different levels of education to connect individuals to an education continuum, the RFP will ask subgrantees to design and implement projects linking elementary, middle school and high schools with community colleges and/or universities, including fraternal organizations and other campus groups. The RFP will also emphasize projects involving a large number of volunteers completing service projects during 2012 Martin Luther King, Jr. Holiday weekend, as well as follow up projects for a continuum of year round service, with monthly activities during February through August, 2012. Examples of appropriate education-focused projects include: projects with strong family engagement elements; family literacy events, book drives, tutoring programs, enrichment activities, campus visits or College For A Day events, inspirational Speakers Bureaus, English classes, fundraising events to support local schools, parent involvement in school activities, individual mentoring and volunteering at schools or in after school programs.

The project will also involve veterans and military families in service opportunities by reaching out to organizations serving veterans and military families. One of the targeted areas near Temple, TX, includes the Ft. Hood Army Military base, the largest active duty military base in the free world. We will

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outreach to this community as well as others.

A. GOALS & OBJECTIVES

The project's primary goals are to

- 1) Expand the reach of the MLK Day of Service to mobilize Americans in underrepresented smaller communities and rural areas in Arizona, California, New Mexico, Oregon and Texas
- 2) Involve a broad cadre of community members in rural and urban areas in participating in the MLK Day of Service, and longer term through a 7-month calendar of service activities
- 3) Instill an appreciation of service in participants to value and practice it throughout their lives.

APPROACH

1) Selecting Subgrantees

*Target Region-This project will target five western states-Arizona, California, New Mexico, Oregon and Texas. These states were selected for two primary reasons: First, the area is one in which we have significant experience and where we can readily reach out to new partners. Secondly, we believe that residents of this region may have been underserved and underrepresented in MLK Day service learning opportunities.

*CNCS Strategic Area-This project will focus on the strategic area of Education.

*Need-Collected data document a need for emphasizing education in the targeted area in both the general population and for the significant number of Hispanics who live there. Four of the states have a large percentage of Hispanics in their populations, i.e. 29.6% in Arizona, 37.6% in Texas, 37.6% in California and 46.3% in New Mexico . There is a strong need to provide support for educational achievement to Hispanics given a poor record as evidenced by high drop-out rates, low graduation rates graduation and low representation in community colleges and universities. According to the National Center for Education Statistics (NCES), data tracked since 1980 show that Hispanics have consistently

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had the highest drop-out rate among all racial/ ethnic groups. In 2008 it was nearly double that of Blacks at 9.9% and nearly four times that of the White/non-Hispanic rate of 4.8%. Hispanics also had a rate higher than the 14.6% rate for Native Americans.

Hispanics are underrepresented in colleges and universities, as well. According to SallieMae, a higher education financial aid agency, Hispanics are "one-third as likely as white Americans and about 40% as likely as Blacks to earn a bachelor's degree."

Statewide, without regard for race or ethnicity, each of the states documents a need for improving education outcomes. The average freshman graduation rate of public and high school students for the 2007-08 school year for all five states was significantly below the national high of 89.6% (Vermont) with rates of 70.7% in Arizona, 71.2% in California, 66.8% in New Mexico, 76.7% in Oregon and 73.1% in Texas. Except for Oregon, all were below the national average of 74.9%. The rate for New Mexico was among the lowest compared with all states, with only four states and the District of Columbia having lower rates.

In its 2007 Quality Counts report, "Cradle to Career", which provides a Chance for Success index based on educational quality, all of the targeted states rank in the lower half nationally, with California highest of the five at 34th followed by Oregon at 35th. The other states ranked very near the bottom, with Texas 48th, and New Mexico the bottom ranked state at 51st.

The Foundation firmly believes that educational success is the surest way out of poverty, especially for families that have been historically trapped in a cycle of poverty. Based on this, we have two separate educational initiatives that form a strong part of our community impact

1. The César Chávez Education Institute provides educational instruction and products for grades K to 8,

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coordinated to school efforts without replicating existing instruction. The program focuses on teaching children, especially English Language Learners, in three specific areas that, research shows, make a difference

- Reading to grade level by the 3rd grade
- Developing academic English skills to understand textbooks and instruction
- Developing math skills to perform basic algebra by the 8th grade.

2.The Si Se Puede! Learning Centers are after-school programs at Foundation-owned affordable housing properties. The programs provide support for academic achievement through math and literacy instruction, homework help, technology and enrichment programming. It is operated in partnership with CNCS with AmeriCorps and AmeriCorps*VISTA members providing essential support.

Given our focus and experience in educational programming, along with a clear need in the targeted states, this project for MLK Day of Service and follow up activities in Education is appropriate and has strong potential for success.

*Measurable Outcomes-The Foundation will document inputs, activities (process outcomes/outputs) and final outcomes.

*Inputs

- Only 20% of the total CNCS grant used for administrative purposes
- 80% of the total CNCS grant allocated to subgrantees
- 70% of total project cost in matching resources from non-federal cash, in-kind materials, staff time, administrative volunteer time, supplies, training, facilities, equipment, and services.

*Process Outcomes/Outputs-The Foundation will

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- Convene a review panel of outside reviewers
- Complete a competitive RFP process to recruit new partners in previously underserved geographic areas
- Select a minimum of 10 subgrantees to complete service activities around MLK Day of Service and during the following 7-month period
- Provide an infrastructure and process to hold the foundation accountable for the project scope of work and planned impact
- Provide orientation training to subgrantees
- Provide ongoing technical assistance to subgrantees
- Ensure that subgrantees engage up to 750 community volunteers in MLK Day of Service activities
- Ensure that subgrantees engage 1000 community volunteers in community service from February through August 2012
- Implement a performance monitoring and technical assistance system that includes monthly teleconferences with subgrantees and at least one site visit
- Ensure that subgrantees establish a minimum of two partnerships across educational levels
- Ensure that subgrantees each establish at least one partnership within the private sector.

*Outcomes--Data will show that

- A minimum of 10 subgrantees were selected through a competitive RFP process
- The subgrantees each established at least two partnerships with educational institutions and one partnership within the private sector
- Up to 750 community volunteers participated in service activities on Martin Luther King Day
- Up to 1000 community volunteers participated in service activities between February 1 and August 31, 2012
- At least 75% of participating community volunteers indicated that they plan to volunteer again during

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their lifetime.

The Foundation will also

- Complete all fiscal reporting to CNCS
- Complete all performance related reporting to CNCS
- Complete any other required reporting and compliance activities.

*Assessing Progress towards Planned Outcomes-The Foundation will monitor progress towards planned outcomes through 1) its internal Management by Objectives and Results (MOR) process; 2) monthly subgrantee reports 3) process monitoring to insure that planned activities are implemented on a timely basis; and 4) monthly teleconferences with subgrantees.

2)Supporting Subgrantees-The Foundation will provide targeted support to subgrantees through

*Training-The Director of Community Services will implement a full project training plan. Subgrantees will have an initial Orientation training session that outlines project goals and objectives, expected results, performance monitoring processes, fiscal management processes and other information essential to effective project management. Subgrantees will also be polled to determine which training topics are desired and information on these topics will be inserted into the monthly teleconferences.

*Technical Assistance-Effective TA will be provided through the initial orientation and later online training and through individualized help during site visits, by telephone and online. Monthly teleconferences will encourage peer-to-peer consultation, with follow up coaching, and mentoring by project staff. In the initial project phases, subgrantees will identify any particular TA needs and the Director of Community Services will follow up to provide the assistance, either directly or by linkages to an appropriate resource. For example, subgrantees who indicate a need for guidance on how to develop additional project resources can be mentored by the Consultant, who has significant expertise in that

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area. Additional individualized TA will be provided as a need is identified, either in review of monthly project reports, in the monthly teleconferences or based on input from site reviewers.

B.DESCRPTION OF ACTIVITIES

1)Subgranting-The Foundation will subgrant 80% of the requested funds, \$160,000, through a fair and impartial competitive process that selects a portfolio of high quality subgrantees. Per program requirements, no pre-selected subgrantees have been identified and all subgrantees will be selected through this process. However, examples of agencies that will be encouraged to apply include: La Union del Pueblo Entero and Youth Harvest (rural TX), Hollister Youth Alliance, Girl Scouts of Northern California (central CA) and Arizona Western College (rural AZ).

*Competitive Process-The process will be competitive in that it will

-Provide sufficient public notice of the availability of the subgrants within our own network of contacts and to out-of-network community organizations. The public notice will be distributed within 15 days of notice of grant award to ensure that the competitive process is completed by November 30, well within the required three months. The Foundation will use several public notification vehicles: 1) broadcast emails to community based organizations; 2) posting on our own web site; 3) print ads; 4) non-profit sector electronic newsletters; and 5) weekly radio announcements in our Radio Campesina network.

The notification process will continue until the due date for proposals (see timeline below)

-Ensure that public notice clearly identifies the types of organizations that are eligible for funding, e.g. community based non-profit organizations, faith-based, schools

-Ensure that public notice clearly identifies how applications may be obtained and submitted with clear instructions for doing so

-Ensure that all criteria to be used in selecting final subgrantees are clearly explained in the RFP, including percentage weights for each. Criteria will relate directly to overall project goals identified in

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the section on Goals and Objectives and to the focus on Education. For example, one criterion will be that subgrantees include a continuum of education partners in their project plan

-Ensure that applications are reviewed in a manner consistent with established criteria free from conflicts of interest or reasonable perceptions of such. The Foundation will encourage applications from new partners and provide for review by a panel of five non-agency community members. The reviewers will be selected from the targeted regions and will be persons who are familiar with the MLK legacy and core tenets and with the importance of community service.

*Subgrants-The Foundation expects to make 10 to 25 awards between \$5,000 and \$25,000. The amount will be tied to the level of activities, number of volunteers and projected outcomes.

*Other Eligibility Criteria-Any applicant whose projects will have volunteers work with vulnerable populations will be required to include budget items for background /criminal history checks.

*Review and Selection Process-The Foundation will contract with an external consultant to oversee the process. The consultant will draft the RFP, create any needed forms and develop the information needed to submit an application. The consultant will work with the Project Manager to disseminate the RFP and provide public notice. The consultant will also work with the Director of Community Services to recruit a panel of impartial, external reviewers familiar with the Foundation and Dr. King's values. The consultant and Director of Community Services will then provide a WebEx training to the reviewers on the MLK Day of Service and the review process. This training will discuss the project goals and objectives and the review criteria. Following this, reviewers will be receive standard forms for use in reviewing all applications and assigning points according to set criteria. These criteria are not yet finalized but some examples include: 1) how well the proposed activities will address the project's goals and objectives; 2) the number of volunteers to be involved on Martin Luther King Day; 3) the number of

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volunteers to be involved during the following 7 months; 4) how well the proposed budget supports the planned activities; 5) the applicant's plan for securing accountability information and data; and 6) how the project will promote educational achievement by underperforming students. Once the reviewers have completed individual reviews, scores will be tabulated and the applications ranked. Then the reviewers will convene by teleconference to discuss the rankings and make final selections. Review by the full panel will ensure that ultimate selections reflect a diverse set of activities and ensure broad impact throughout the regions.

*Engaging New and Diverse Groups-The Foundation's plan to target smaller, more rural communities in the 5-state region will engage community members in areas that have not been involved before.

Although the region includes larger cities, the project will strongly target smaller communities such as

-Arizona-Avondale, El Mirage, Somerton (populations from 13,000- 85,000)

-New Mexico-Lordsburg, Truth or Consequences, Deming (populations 3,000-15,000)

-Oregon-Woodburn (population 22,900)

-California-Bakersfield, Delano, Fresno, Gilroy, Hollister, Parlier, Shafter (populations 13,000-325,000)

-Texas-Edcouch, Mercedes, Pharr, Temple (populations 4,600- 66,000).

PROJECT TIMELINE

Date / Activity / Responsible Parties

Sept 16, 2011 / Notice of Grant Award / CNCS

Oct 3, 2011 / RFP Completed & Disseminated /Project Consultant

Oct. 3-Nov. 14 / Ongoing Public Notification of Funding Opportunity / Project Manager

Oct 3-Nov 14, 2011/ Finalize Recruitment and Training of Reviewers/Community Services Director & Consultant

Nov 14, 2011/ Subgrantee applications due /Subgrantees

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Nov 15-24, 2011 / Complete applications review and selection of subgrantees / Review Panel

Novr 28, 2011/ Successful Applicants Notified /Project Manager

Decr 5, 2011/ Subgrantee Orientation /Project Manager

Dec 16, 2011/ Final MLK Day Project Plans Due / Subgrantees

Jan 9, 2012 1st TA Teleconference Project Manager

Jan 10, 2012 / 1st Written Report Due /Subgrantees

Jan 16, 2012/ MLK Day of Service Activities /Subgrantees

Feb 10, 2012/ Written Reports due for January/Subgrantees

Feb-Aug 2012/ Ongoing monthly project activities; Monthly reporting; Monthly T.A. Teleconferences / Subgrantees

April 2012 / Site Visits/ Reviewers/Staff

Sept 12, 2012/ Final Reports Due/ Subgrantees

Sept 19, 2012/ Subgrantee Debriefing Session/Project Mgr/Subgrantees

Sept 29, 2012/Final Project Report/ Project Manager

TECHNICAL ASSISTANCE AND SUPPORT

*Subgrantee Monitoring--Effective monitoring will be accomplished through

-Required monthly written reports submitted electronically by the 10th day of the following month, beginning the 1st month after the award is made

-Monthly teleconferences-These will support subgrantee success through capacity building activities such as joint problem solving as well as provide opportunities for project staff to learn about the status of each project

-Site Visits-At least one site visit per project will be conducted during the month of April 2012 to monitor performance. For cost effectiveness, application review panel members will be trained and provided site monitoring checklists to conduct project site visits in their areas.

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*Supporting Subgrantee Capacity Development-The Foundation will create a Community of Learning by bringing subgrantees together each month. Monthly teleconferences or webinars will be held to problem solve, share ideas, learn from and support each other. Project staff will use these meetings to identify any resource needs by individual subgrantees and follow up with them to provide individualized TA in leadership development, financial management, data management, strategic planning, and communications. Project staff will review site visit checklists to pinpoint areas where specific support is needed and follow up to provide that support, including referrals to local resources.

*Subgrantee Accountability-Subgrantees will do monthly written reports that identify activities conducted, number of community volunteers, grant expenditures, match requirements, partnerships and outcomes as measured against identified goals and objectives. Subgrantees will also submit a final project report in September for the full project period. And they will be asked to post success stories onto the project website throughout the project.

*Applicant Accountability-The Foundation will comply with all CNCS performance and fiscal reporting requirements on a timely basis. We will also complete internal accountability activities utilizing the Management by Objectives and Results tool. It includes monthly status reports measured against goals and objectives and the original project budget and makes adjustments if the timetable and/or goals are not being met. We also implement process monitoring to ensure fidelity with the timeline.

*Reporting on Project Accomplishments-The Foundation will develop both data and anecdotal information to illustrate accomplishments. This will include anecdotes collected from subgrantees during monthly teleconferences and from observations by project staff and reviewers. Information will be highlighted on our web site and in four quarterly press releases distributed within the targeted areas.

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*Connecting to Ongoing Service-This will be through monthly service activities from February to August 2012. Also, information and materials about the importance of service and how to connect with service organizations will be provided to subgrantees. Subgrantees will be encouraged to continually stress the importance and benefits of service throughout the project period.

*Reflecting MLK Life and Teachings-Information about the life and teachings of Martin Luther King will be provided during the initial orientation and through monthly "idea blasts" emailed to subgrantees. Also, each monthly teleconference will begin with an excerpt from Dr. King's writings or speeches as a reminder that the project revolves around his work and beliefs. Because Dr. King's legacy ties so closely with that of César Chávez, this type of philosophical tone is already present in our work environment.

C. COMMUNITY RESOURCES

Maximizing Impact Through Existing Resources-The Foundation has an extensive network of community partners and organizations in all of the targeted areas that we can tap to maximize project impact. We have worked in the targeted states and communities for many years and are an established part of the community there. The agency dates to 1966 and our housing development work goes back over 30 years. Because we own and operate rental properties at which we provide programming we are a recognized resource. Radio Campesina broadcasting also elevates our community presence.

Based on our long time work and presence, we can organize existing community resources to support this project by

*Enlarging our ability to disseminate public notice about the funding opportunity through contacts with existing community agencies

*Tapping into expertise and service by application reviewers who are knowledgeable about local needs

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and the character of applicant groups to help in the application review and site monitoring

*Making radio broadcast services available to successful applicants to help them recruit community volunteers and publicize events

*Using our knowledge of existing resources and local businesses to encourage them to support the projects through donations of materials and services.

Community Benefit-This project will benefit the communities in several ways

*Through the actual service projects themselves; depending on the types of projects, project activities can develop concrete benefits, e.g. expanded library collections through book drives

*The project can provide support and the impetus for establishing important new community programs that promote educational achievement. For example, a new tutoring program can be launched as an MLK Day of Service Activity but extended for a longer term

*The project will help to ignite a spirit of community service and volunteerism

*The project can help develop new leadership for the targeted communities from project leaders

*The project can be the nucleus around which new community partnerships are created that can continue beyond the MLK Day activities. For example, contacts between local businesses and non-profit organizations can facilitate ongoing support for the non-profits' work

*The project can infuse the teachings of Martin Luther King into each community's character.

Organizational Capability

A. ABILITY TO PROVIDE PROGRAM OVERSIGHT

The César E. Chávez Foundation is a well-established 501(c)(3) organization that has provided essential services to disadvantaged families and seniors for the past 45 years. Established in 1966 by César, its mission is to maximize human potential to improve communities by preserving, promoting and applying the legacy and universal values of César E. Chávez. In organizing farmworkers to pursue better working conditions, César understood that their families also needed other social services and supports

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and expanded the reach of the organization to include affordable housing, after-school programming, tutoring services, access to affordable retail products and services and communications. Originally named the National Farm Workers Service Center (NFWSC) and the César Chávez Foundation, these two arms of the organization merged earlier this year to create the César E. Chávez Foundation. Key programs include

*Affordable Housing Development-NFWSC completed over 4300 units of multi-family affordable housing and 300 units of single family homes for lower income households.

*Communications--The Foundation owns a 9-station radio network that reaches over 500,000 listeners throughout the West with educational and entertaining programming.

*Si Se Puede! Learning Centers-These operate in partnership with CNCS at 16 sites in four states, providing essential supports for academic achievement through programming in reading, math, enrichment activities and technology.

*The César Chávez Education Institute-The Institute's work is based on a vision of a future in which low-income Latino children in the U.S. can achieve success in school, graduate from high school and build careers. It provides services in Arizona and California and annually serves over 1700 students, with outcomes that show students improving at least one grade level in language arts and math.

A recognized national leader, the Foundation is more than capable of providing effective program oversight for the MLK Day of Service grant. All of its primary programs operate in a multi-state region and Foundation staff manage programming on a regional basis at 27 sites. The Foundation has developed essential staff skills, infrastructure and technology to ensure that affordable housing units, radio programming, after-school centers and other educational services are managed in a culture of excellence. We use all of the latest technology, including email and webinars, to facilitate long distance communication and have realistic departmental travel budgets to provide for critical on-site monitoring.

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Since 2006, the Foundation has managed several grants from CNCS to provide services in a 4-state region. Currently we are managing two separate CNCS funded programs: a National Direct AmeriCorps grant with 42 AmeriCorps members placed at 16 sites in four states; and an AmeriCorps*VISTA program with 18 members placed at 16 sites in five states.

For the CNCS funded projects, the Foundation has developed an infrastructure and experience in managing multi-state programming that will be especially relevant to the MLK Day of Service project. We will apply the experience and expertise developed in managing the previous CNCS programs to ensure success. Key positions and sources of staff support will be

*Director of Community Services--Gina Rodriguez will oversee the entire project and develop training, technical assistance and developing partnerships. She is a highly skilled long term staff member with a background in child development who oversees all Community Services programs, including the Si Se Puede! Learning Center programs. She has over 20 years experience developing, implementing and evaluating programs for youth and families. Prior to joining the Foundation she worked for the YWCA of Pasadena-Foothill Valley as Director of Community Programs where she administered the program department, creating and implementing year-round programs and establishing and evaluating organizational and community needs. Ms. Rodriguez has led the CNCS partnership since it began six years ago.

*Project Manager-A full-time Project Manager will be assigned to coordinate daily project activities and work closely with the subgrantees. This position will be filled by a new-hire experienced in social services program monitoring and support.

*Project Consultant--The Foundation will contract with Mary L. Montañó to develop and implement the RFP process, including writing the Request, recruiting and training reviewers and managing the review process. Ms. Montañó has over 25 years experience in community development activities and has provided services to the Foundation for the past six years. She wrote the original application for

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AmeriCorps*VISTA and continues to remain closely involved with all CNCS funded programming.

*Administrative Assistant-This part-time position will provide support to ensure excellent overall communication with subgrantees and community partners, as well as documentation of outcomes.

*Finance Staff-Another primary source of important project support will be through the Foundation's Finance Department, described in the next section.

B. ABILITY TO PROVIDE FISCAL OVERSIGHT

The Foundation is very capable of providing effective fiscal oversight for this project. It has critical infrastructure in place, including processes and policies, and knowledgeable and experienced staff. The organization has a strong commitment to integrity and accountability that has served it well throughout its 45-year history. The Finance Department will ensure accurate and timely fiscal activities, including drawing down grant funds, documenting the required match resources and coordinating payments to subgrantees.

*Key Personnel--The Foundation's Finance Department consists of 19 positions, including 10 full-time and 9 part-time staff. It is a full-service department overseen by our Chief Financial Officer. Cliff Timmermans is a long-term Foundation employee with a background in Business Administration and Accounting. Each year the Department also oversees a full external audit by a qualified CPA firm.

*Fiscal Oversight Experience

-Subgrantees--The Foundation's AmeriCorps program includes one subgrantee, the Hispanic Interest Coalition of Alabama referred to us by CNCS. We perform all programmatic and fiscal oversight functions for the placement of a full-time VISTA member. The Foundation also serves as a fiscal sponsor for the Farm Worker Immigration Implementation Planning Project which involves two different funders and subgranting to 10 different non-profit agencies. The Foundation has also served as fiscal agent for the UFW Foundation for some grants, e.g. a \$100,000 grant from the California Endowment.

-Federal Funds--The Foundation has extensive experience in managing federal funds, including a

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grantee relationship with CNCS for the past six years. An original grant was through the Arizona office for AmeriCorps*VISTA members and financial support for the Si Se Puede! Learning Centers. Later we were encouraged to apply for an AmeriCorps National Direct grant which was awarded in 2006 and for which we have continually received renewal approval. Currently, we manage both an AmeriCorps*VISTA and a National Direct grant. In June 2011, we were one of 9 programs honored by CNCS with a Service Impact Award at the national Volunteer and Service Conference in New Orleans. Examples of other federal funds managed include: \$942,000 in HUD HOME funds through the City of Phoenix; \$5,650,100 in HUD 202 funding; U.S. Department of Health and Human Services \$50,000; \$519,599 in HUD HOME funds through the Arizona State Housing Department.

-Other Funders-The Foundation seeks and receives grants from other private funding sources and has successfully managed these. Examples include: Arizona Community Foundation \$75,000; California Wellness Foundation \$150,000; Chase Bank \$25,000; Federal Home Loan Bank of San Francisco \$400,000; Virginia G. Piper Charitable Trust \$137,000.

*Organizational Budget-The agency's 2011 budget includes revenues of \$21,303,798.76 and expenses of \$16,430,915.66. Primary sources of revenue are fees for service, housing properties rental income, sales income and public support.

*Project Percent of Budget & Implications-This application for \$200,000 is less than 1% of total projected revenues for 2011. Although a relatively small part of our budget, it is important to our efforts in Community Services to promote service learning, volunteerism, community leadership and civic engagement. The decision to apply for the program was based in large part on a desire to work with other organizations in this effort and to promote the legacy of Martin Luther King Jr. which ties closely with that of César Chávez in promoting human rights through non-violent strategies.

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*Compliance with Federal Requirements-Compliance and reporting is a joint coordinated effort by staff on both sides to ensure that both programmatic and fiscal goals are met. Program staff completes all required reports, including budget reports, on a timely basis. When a program is funded, program and finance staff establish a calendar for regular meetings to discuss program status for meeting an effective financial timetable for draw downs and expenditures of funds. Finance staff maintain separate accounts for each program and provide budget reports as needed.

*Effectiveness through Past Investments-The Foundation has consistently demonstrated excellent results through its investments. Real Estate Development, Communications, Education and Community Services have all contributed to positive results, largely due to clear identification of goals and objectives and close ongoing performance monitoring through our MOR structure. Some examples include

- Development-The Foundation has developed over 4300 units of affordable multi-family rental housing and 300 units of single family homeownership units. Working in over 27 different communities in four states, we have provided a large inventory of quality housing as resources for working families. The Foundation has been particularly successful in its work to provide excellent housing for very low- and low-income seniors who wish to live independently through HUD 202 and other funding with over 200 units completed and another 185 in development.

- Communications-We have developed a network of nine radio stations that target Spanish-speaking markets in Arizona, California and Washington. With an educational and entertainment format, broadcasts reach over 500,000 listeners with important information on critical community issues and information on how to access needed resources.

- Community Services-In 2006 the Foundation made a commitment to serve residents of the affordable properties it owns through a structured Community Services approach. We hired a full-time Community Services Director and completed a methodical assessment of resident needs through surveys and direct resident contact. Based on this study, other data on the need for educational support

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and our underlying principles, the decision was made to provide services to help resident children improve academic performance in school. Since that time, in partnership with CNCS, we have developed an award winning after-school program, the Si Se Puede! Learning Centers at 16 properties, and are poised to expand the program to our full portfolio of 27 properties. Working with a professional external evaluator we are documenting concrete results in grade improvements, achievement in literacy and math and reduction of summer learning loss.

-Education --Supported by Department of Education funding, the Education Institute provides individual tutoring services to over 1700 students in need in Arizona and California. This program has documented at least one grade improvement in literacy and/or math by participating students.

Budget Adequacy & Cost Effectiveness

A. BUDGET AND PROGRAM DESIGN

The Foundation is confident that we can fully implement the planned project based on a realistic and cost effective budget that will strategically utilize grant funding and other resources to achieve planned outcomes. The following are key strategies for accomplishing this

*Diverse non-Federal Resources-The budget includes support from non-Federal sources that consists of cash and in-kind support from our general fund, staff expertise, financial services, facilities, communications network and community volunteers. In addition, subgrantees will provide non-Federal support as match on a 2-to-1 basis for their grant dollars. A key benefit through this approach will be in helping subgrantees learn about and develop outside resources locally for ongoing project sustainability beyond the grant period.

*Budget Adequacy-The budget includes support in key areas while adhering to project guidelines, i.e. allocating 80% for subgrants and 20% for administration, and effectively leveraging non-grant support. Costs associated with the competitive subgrant selection process will be minimal as we will use established communications networks, our web site, social networking sites and electronic messaging to inform the public about the opportunity. We will use community volunteers as application reviewers,

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with selection, training and meetings of the reviewers handled largely through internet and phone communication. In fact, the only direct cash expenditure involved in the competitive review process will be for print ads in the targeted regions to ensure that the information is disseminated to anyone who may not use the internet. Technical assistance to grantees and monitoring and compliance will be largely through electronic communication, supported by some travel to monitor subgrantee performance. However, even here we are using limited funds carefully by having our grant review volunteers also aid in local site monitoring.

*Targeting Outcomes-The budget is designed to promote our targeted outcomes by providing for a full-time Project Manager to manage the overall project and ensure that all planned elements are in place on time and working to support our goals. By providing for a consultant to be responsible for the competitive application process we are emphasizing the importance of this process. All other grant funding will benefit subgrantees through direct grants, technical assistance, training materials and on-site support. Program evaluation will be by staff through review of monthly subgrantee reports, leading monthly subgrantee teleconferences and managing the on-site monitoring process.

*New Partners--The Foundation is enthusiastic about providing leadership through this project for new community partners and expects to commit well more than 50% of grant funds to subgrants and projects outside our existing network. We look forward to identifying new partners through the competitive grant application process and expanding our reach through new partnerships.

*Serving Underserved Areas--Although this project stresses reaching out to underserved rural and small communities as a priority goal, we do not expect this to strain the budget. Given our long-time experience in working in these types of areas, we have many skills and techniques for doing so with limited resources. We rely heavily on electronic media and telephone communications, while

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strategically employing local volunteers to help. Our Board of Directors includes community leaders from each of the targeted states and we also benefit from support from local staff.

B. MATCH SOURCES

We understand that at the time of award successful applicants must demonstrate cash and/or in-kind-on-hand and/or commitments for 70% of 1st year matching funds. For this application in the amount of \$200,000 the match must be at least \$466,667 of a total project cost of \$666,667. We are confident that we can meet this match requirement through cash on hand and in-kind resources such as staff time, available facilities, administrative volunteers, training services, program materials, supplies and equipment and some required match from subgrantees. In fact, the budget includes an applicant share above the required 70%, which we are prepared to document at the time of award notification.

Other

CLARIFICATION ITEMS

BUDGET

A. Grant Amount - The budget has been revised to reflect a total grant amount of \$125,000.

B. Non-Federal Resources - The budget reflects matching support provided by the applicant through cash support from our general fund (for staff positions) and in-kind through staff training services, financial services, use of facilities, radio advertising and community volunteers who will help administer the project. In addition, subgrantees will provide non-Federal support as match on a 2-to-1 basis for their grant dollars.

C. Travel - Travel budget has been increased to reflect realistic costs for two (2) persons to travel to two

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(2) CNCS required project meetings.

D. Travel & TA for Subgrantee Site Visits - Line items were not duplicated, but were separated out by state groupings. The names of the states where subgrantees will be visited are listed in the "Purpose" column for greater clarity.

E. Indirect Cost Rate - The indirect cost rate has been revised to 11.90% to reflect our actual rate as approved by HUD for the period April 1, 2010 through December 31, 2011. A copy of this rate agreement is on file in our corporate offices and available by request.

PROGRAMMATIC

A. Page 6 Statement - This was a typo. Statement has been revised to read: "Given our focus and experience in educational programming, along with a clear need in the targeted states, this project for MLK Day of Service and follow up activities in Education is appropriate and has strong potential for success."

B. Training Materials - The budget item for training materials for WebEx trainings has been deleted. After further consideration, we have determined that all materials can be electronic and transmitted electronically.

C. Number of Subgrantees - This project will provide for at least 10 subgrantees with projects in the five targeted states: Arizona, California, New Mexico, Oregon and Texas. The Cesar Chavez Foundation will select at least 10 subgrantees from the five targeted states. We expect to have at least one project per state to assure geographic diversity, assuming at least one viable application per state is received.

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PERFORMANCE MEASURES

A. MLK Day of Service Planned Project Outputs - The Foundation will ensure the following project outputs:

- A minimum of 10 subgrantees will complete MLK Day of Service activities
- Subgrantees will engage up to 750 community volunteers in MLK Day of Service activities, or at least 75 community volunteers per subgrantee as required by the RFP process
- Subgrantees will involve a minimum of two partnerships across educational levels, e.g. high school and community colleges, for their Day of Service activities
- Subgrantees will involve at least one partnership within the private sector for their Day of Service activities.

B. Measureable Outcomes to be Improved - The Foundation will demonstrate the following improvements through measurable outcomes:

- More organizations in underserved, i.e. smaller rural, areas will be involved in the MLK Day of Service through the selection of at least 10 subgrantees in the targeted states
- The project will help to build subgrantee capacity for developing volunteer projects in Education through the provision of training and technical assistance
- The project will help to build subgrantee capacity for developing volunteer projects and for longer term sustainability of their work in Education by facilitating partnerships among educational institutions
- Up to 750 community volunteers will participate in service activities on Martin Luther King Day
- Up to 1000 community volunteers will participate in service activities between February 1 and August 31, 2012

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-The project will develop overall community capacity in that at least 75% of participating community volunteers will indicate that they plan to volunteer again during their lifetime.

C. Existing Data and Approach to Assessing Improvement - The Foundation will secure the following data and pursue the following activities for measuring improvement in the different areas:

- The Foundation will work with CNCS to determine how many MLK Day of Service projects have previously been conducted in smaller, more rural communities. We will then document the number, type and population of the communities participating in our project.
- The Foundation will assess each subgrantee's previous work with community volunteers, e.g. how many previous projects involving how many volunteers, as a baseline against which to measure the organizations' development in working with volunteers and developing volunteer-based projects.
- The Foundation will assess each subgrantee's previous work with educational institutions as a baseline against which to measure improvements in working with educational institution partners, e.g. number of new partners.
- The Foundation secure data from subgrantees documenting the number of community volunteers engaged in MLK Day of Service activities.
- The Foundation will secure data from subgrantees documenting the number of community volunteers engaged in other service activities throughout the balance of the project year, i.e. from February 1 through August 31, 2012 (month of September will be used as a reporting period).
- The Foundation will have subgrantees administer a short survey to all participating community volunteers asking if they valued the experience and if they expect to volunteer again during their lifetime.
- The Foundation will also ask subgrantees to assess whether and how the activities they conduct contribute to improved educational outcomes for their targeted audience.

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We hope that the above clarification is satisfactory. We are very eager to work with CNCS to develop the described project and help communities to develop volunteer capacity.

For Official Use Only

Required Documents

Document Name

Status