

PART I - FACE SHEET

| APPLICATION FOR FEDERAL ASSISTANCE | | 1. TYPE OF SUBMISSION: Application <input checked="" type="checkbox"/> Non-Construction | | | | | | | | | | | | | | |
|---|---|--|--------------|---------------|----------|---------|----------|---------|----------|---------|-------------------|---------|----------|---------------|--|--|
| Modified Standard Form 424 (Rev.02/07 to conform to the Corporation's eGrants System) | | | | | | | | | | | | | | | | |
| 2a. DATE SUBMITTED TO CORPORATION FOR NATIONAL AND COMMUNITY SERVICE (CNCS): | 3. DATE RECEIVED BY STATE: 24-JAN-11 | STATE APPLICATION IDENTIFIER: | | | | | | | | | | | | | | |
| 2b. APPLICATION ID: 11AC124979 | 4. DATE RECEIVED BY FEDERAL AGENCY: | FEDERAL IDENTIFIER: 09ACHMI0010001 | | | | | | | | | | | | | | |
| 5. APPLICATION INFORMATION | | | | | | | | | | | | | | | | |
| LEGAL NAME: American Red Cross of Greater Grand Rapids DUNS NUMBER: 170522023 | NAME AND CONTACT INFORMATION FOR PROJECT DIRECTOR OR OTHER PERSON TO BE CONTACTED ON MATTERS INVOLVING THIS APPLICATION (give area codes): NAME: Betsy Laakso TELEPHONE NUMBER: (616) 510-9994 FAX NUMBER: INTERNET E-MAIL ADDRESS: laaksob@usa.redcross.org | | | | | | | | | | | | | | | |
| ADDRESS (give street address, city, state, zip code and county): PO Box 8523 270 James Street Holland MI 49422 - 8523 County: Allegan | | | | | | | | | | | | | | | | |
| 6. EMPLOYER IDENTIFICATION NUMBER (EIN): 381362821 | 7. TYPE OF APPLICANT: 7a. National Non Profit 7b. Local Affiliate of National Organization | | | | | | | | | | | | | | | |
| 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: Corporation for National and Community Service | | | | | | | | | | | | | | | |
| 10a. CATALOG OF FEDERAL DOMESTIC ASSISTANCE NUMBER:94.006 10b. TITLE: AmeriCorps State | 11.a. DESCRIPTIVE TITLE OF APPLICANT'S PROJECT: Together We Prepare | | | | | | | | | | | | | | | |
| 12. AREAS AFFECTED BY PROJECT (List Cities, Counties, States, etc): The following 52 counties will be affected: Alcona, Alpena, Allegan, Antrim, Arenac, Barry, Bay, Benzie, Branch, Calhoun, Cass, Charlevoix, Cheboygan, Clinton, Crawford, Eaton, Emmet, Gladwin, Grand Traverse, Gratiot, Hillsdale, Huron, Ingha | 11.b. CNCS PROGRAM INITIATIVE (IF ANY): | | | | | | | | | | | | | | | |
| 13. PROPOSED PROJECT: START DATE: 08/29/11 END DATE: 08/28/12 | 14. CONGRESSIONAL DISTRICT OF: a.Applicant <input type="text" value="MI 002"/> b.Program <input type="text" value="MI 002"/> | | | | | | | | | | | | | | | |
| 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 | | | | | | | | | | | | | | | |
| <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 20%;">a. FEDERAL</td> <td style="text-align: right;">\$ 449,822.00</td> </tr> <tr> <td>b. APPLICANT</td> <td style="text-align: right;">\$ 348,362.00</td> </tr> <tr> <td>c. STATE</td> <td style="text-align: right;">\$ 0.00</td> </tr> <tr> <td>d. LOCAL</td> <td style="text-align: right;">\$ 0.00</td> </tr> <tr> <td>e. OTHER</td> <td style="text-align: right;">\$ 0.00</td> </tr> <tr> <td>f. PROGRAM INCOME</td> <td style="text-align: right;">\$ 0.00</td> </tr> <tr> <td>g. TOTAL</td> <td style="text-align: right;">\$ 798,184.00</td> </tr> </table> | a. FEDERAL | \$ 449,822.00 | b. APPLICANT | \$ 348,362.00 | c. STATE | \$ 0.00 | d. LOCAL | \$ 0.00 | e. OTHER | \$ 0.00 | f. PROGRAM INCOME | \$ 0.00 | g. TOTAL | \$ 798,184.00 | 17. IS THE APPLICANT DELINQUENT ON ANY FEDERAL DEBT? <input type="checkbox"/> YES if "Yes," attach an explanation. <input checked="" type="checkbox"/> NO | |
| a. FEDERAL | \$ 449,822.00 | | | | | | | | | | | | | | | |
| b. APPLICANT | \$ 348,362.00 | | | | | | | | | | | | | | | |
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| e. OTHER | \$ 0.00 | | | | | | | | | | | | | | | |
| f. PROGRAM INCOME | \$ 0.00 | | | | | | | | | | | | | | | |
| g. TOTAL | \$ 798,184.00 | | | | | | | | | | | | | | | |
| 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: Jordan O'Neil | b. TITLE: | c. TELEPHONE NUMBER: (616) 456-8661 3503 | | | | | | | | | | | | | | |
| d. SIGNATURE OF AUTHORIZED REPRESENTATIVE: | | e. DATE SIGNED: 05/10/11 | | | | | | | | | | | | | | |

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Executive Summary

NA

Rationale and Approach

Compelling Community Need:

There is a clear need for individuals, families, and businesses to be more prepared for potential disasters of any size. Since the terrorist attacks of September 2001, Hurricanes Katrina, Rita, Wilma, Gustav and Ike, along with the devastating San Diego Wildfires and the 2008 Mid-West Floods, the need for programs that integrate and support public disaster preparedness, public safety, and health has never been greater. Because disasters can happen at anytime, there are certain steps we must take to prepare Michigan households for natural and man-made disasters. Currently, very few individuals, families and communities are prepared. The need for preparedness and response programs continues to grow as the scope, size, and frequency of catastrophic disasters, both natural and man-made increases. Michigan's disaster base is dynamic -- due to shifts in population and economic activity, land use changes, technological advances, and new, emerging threats. For this reason, Michigan's ability to prepare for and respond to its disaster base must be equally dynamic and flexible. These disasters -- natural, technological, and human-related -- present a wide variety of challenges to Michigan governmental agencies, local communities, business and industry, and individual citizens. Michigan is vulnerable to a wide range of disasters. Due to its geography and geographic location, the principal disaster threats to Michigan are: 1) fire 2) tornadoes, 3) flooding (on rivers and the Great Lakes shoreline), 4) lightning, 5) severe winds that accompany thunderstorms, and 6) severe winter weather, which includes both snowstorms and ice and sleet storms. One structural fire occurs every 28 minutes in Michigan resulting in 2 serious injuries per day. In 2003, 157 deaths were attributed to structural fires across the state. Across our 32 county jurisdiction the ARC responded to 925 disasters in 2007. Twenty-two tornadoes, including the first EF-3 or greater tornado in 10 years, struck Michigan last year. Severe weather across the state was responsible for 4 deaths, 59 injuries and over \$150 million in damages in 2007. In 2007,

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the National Weather Service offices issued 9 Flash Flood Warnings and 13 Flood Warnings across the state of Michigan. These floods caused over \$1 million in economic and property damage. Michigan is also home to 3 operating commercial nuclear power plants. Even though stringent steps are taken at each plant to ensure safe and trouble free power generation, accidents can occur. In the area of deadly sabotage/terrorism incidents Michigan has been spared since the 1927 Bath, Michigan Schoolhouse bombing, but it is certainly vulnerable to such acts due to its prominence as a major national and international manufacturing, business and education center. For that reason, all Michigan counties must be prepared to effectively deal with the potential consequences of sabotage/terrorism by embarking on a preparedness effort that includes adequate planning, training, exercising and other capability enhancing activities in partnership with appropriate agencies. In addition, individuals and families must take their own preparations to protect themselves and their communities from harm. Failure to do so may result in needless and tragic loss of life and property, as well as significant economic and social disruption. Through education and preparation the resulting impact of many disasters can be greatly reduced. Knowledge is the key and the American Red Cross (ARC) Together We Prepare (TWP) program is dedicated to increasing public awareness and preparedness before disasters occur by organizing, enhancing, and maintaining coordinated community disaster preparedness and response efforts.

The risk is real. In April 2007, the ARC conducted a national tracking poll measuring Citizen preparedness that revealed: 64% of respondents indicated they or their family had not created an emergency plan; 72% had not put together a disaster or emergency supply kit; and 61% had not taken a Cardiopulmonary Resuscitation (CPR) or first aid training class in the past six months. The survey results showed that 27% of Americans have had to leave home for at least one night because of an emergency. 74% of respondents agreed that the ARC is a trusted source for disaster preparedness information. When asked which organization they would turn to for disaster or community emergency preparedness information, 48% of the respondents named the ARC. By extrapolating these percentages

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to Michigan's 2007 county population data, in our 32-county service area, 2,297,013 households do not have an emergency plan; 2,584,139 households do not have a family disaster supply kit; and 2,189,340 households did not have a family member who has taken a first aid or CPR course in the past six months. Furthermore, the ARC provides more than half of the nation's blood supply. The country's blood supply continues to pose a serious threat to public health. The need to generate more long-term blood donors is an integral part of public safety and disaster preparedness. The ARC Great Lakes Blood Region has reported that, since May 2003, blood collections across Michigan have decreased an average of 10-15%. While only 5% of people donate blood, 97% of people will need blood or blood products in their lifetime. While appeals urge people to roll up their sleeves during critical times, the push to build and strengthen relations with volunteer blood donors is critical. Additionally, National Guard and Reservists have traditionally played an important role during times of large disaster. Guard officials are expecting an increase in those who will be called to active duty. According to the Department of Defense, the state of Michigan currently has over 1,700 deployed soldiers with 280 more set to depart in the coming months. The ARC links members of the U.S. Armed Forces with their families during a crisis through our Services to Armed Forces (SAF) program. Twenty-four hours a day, 365 days a year, the Red Cross quickly sends emergency communications to deployed service members on behalf of their family, providing Military members peace.

The ARC, through more than 850 chapters across the US addresses these needs by providing tools and training to citizens to better prepare for disasters. In addition, the ARC actively recruits volunteers from its communities; provides training to respond to all types of disasters; and provides support to these volunteers when disasters occur. In order to ensure the ARC is reaching all members of the communities it serves, a strong, diverse and prepared volunteer corps is needed. As the United States is becoming more and more culturally and linguistically diverse, a volunteer base that reflects the country's diversity is imperative for the ARC. The ability to speak the language and understand cultural differences is

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important in effective delivery of disaster relief services. A well-informed, well-trained and well-prepared public will be integral to the response to disasters and emergency situations in Michigan. Although the ARC is not a government agency, Congress has chartered it since 1905 to provide disaster preparedness and relief to the American people. Created in 2005 the mission of the TWP program, in partnership with the ARC, is to provide vital emergency assistance to victims and communities affected by disaster and increase preparedness in the areas of greatest need before disaster strikes by recruiting, training and supporting individuals who will provide integrated community outreach and education through Red Cross service activities focusing on homeland security. The TWP program is seeking an expansion for the 2009 program term to meet the ever-increasing needs across Michigan. This proposal is a joint effort of 12 ARC chapters that serve 32 Michigan counties and 36% of Michigan's total population.

Description of Activities and Member Roles:

The TWP program will address these needs through three key activities: (1) Recruit AmeriCorps members and volunteers who reflect the diversity of their communities; (2) Provide training to these individuals so they are better prepared for disasters and emergencies; (3) Support the AmeriCorps members in delivering disaster response and preparedness services to their communities. The key activities the members will focus on will be assisting communities to prepare for, prevent and respond to disasters that threaten their safety and security.

Members will play an active role in volunteer recruitment, with an emphasis on youth and young adult volunteers and volunteers with multi-lingual skills. Members will participate in volunteer recruitment fairs and information booths and share their ARC experience with potential volunteers. Members will play a key role in the management and supervision of volunteers that they recruit and will be invited to provide input to chapter staff on ideas for improving youth and multi-lingual volunteer recruitment and

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retention. The recruitment, training, and retention of these volunteers is not only critical to Red Cross service delivery, but also to the sustainability of the positive outcomes of the TWP program. Volunteers recruited by TWP members will focus on aiding our communities to prevent, prepare for and respond to disasters and emergencies.

TWP members will complete a rigorous training program to be certified as local Disaster Action Team (DAT) and Disaster Services Human Resources System (DSHR) members. After completing this training, members will be qualified to work on ARC local and national disaster relief operations eligible to meet the immediate emergency needs of disaster clients. TWP members, as part of the local DAT and/or national 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 for disaster clients. TWP members will serve primarily as local daytime DAT responders, when most Red Cross volunteers are unavailable due to their work schedules. Members who are DSHR certified may be deployed on a large-scale catastrophic disaster response, extending the ability of the ARC to deliver service to impacted communities. DSHR assignments typically last 3 weeks in duration, varying on size and scope of the disaster and are occasionally in a different state than the member's service location.

TWP members will also provide an invaluable humanitarian, communication and service link for those military families and soldiers faced with emergencies while deployed. Once trained, members will promote Services to Armed Forces (SAF) programs to military family members and military personnel across Michigan through pre and post deployment briefings, special family events and training programs including the new ARC Psychological First Aid course. Members will also provide accurate messages and verification for military family members and military personnel to other Red Cross stations, centers and military authorities around the world.

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Teaching families how to prepare for disasters is a critical component of the TWP program. The program targets youth and young adult volunteers in order to build a culture of preparedness at a young age. Lifestyle and behavioral campaigns have demonstrated children can be vessels for education, awareness, and ultimately behavior and lifestyle changes in families. By reaching out to this young population, the hope is that they can help motivate family members to take necessary steps for preparedness. TWP members will make presentations to schools and community groups about disaster preparedness in the areas of tornado, flood, winter storm, fire safety, and the importance of blood donations. In addition, they will provide vital disaster preparedness information through curricula such as "Facing Fear: Helping Young People Deal with Terrorism and Tragic Events" and "Preparing for the Unexpected." TWP members will provide personal and disaster safety instruction to under-served communities through First Aid, CPR, AED, and Basic Aid Training. Participants in these courses will be more prepared to handle minor emergencies on their own, a vital skill in the event that emergency personnel are overwhelmed. In order to accomplish the above-mentioned programs and services, the American Red Cross of Greater Grand Rapids (ARCGGR) is requesting 34 full-time members to serve at 12 ARC Chapters throughout Michigan. Members are needed to serve a 40-hour week/1700-hour term in order to accomplish the stated program activities. The total number of members requested (34) is based on ARC determination of chapter disaster readiness assessment, and the ability to handle level 1-5 disasters, and local chapter's needs assessment. Red Cross readiness assessments provide a numerical indicator (1 through 5, representing size/scope of a disaster a chapter is considered capable of handling on its own) with a specific list of focus areas identified for improvement. These can vary widely by community. When determining the number of members to request, each chapter assessed their local needs by identifying what activities needed to be done and how many hours of service would be required to meet their local needs and create a more prepared community. Copies of the AmeriCorps provisions will be distributed to all operating sites and will be included in the member contract. This information is

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disseminated to AmeriCorps members through the TWP program handbook as well as through an informative session at the member Pre-Service Training (PST). The Finance Department at the ARCGGR works closely with each TWP Host Site and Site Supervisor to review each individual operating site's compliance with financial objectives of the program. This strategy is used in conjunction with monitoring site visits. Members will be placed in the following Michigan cities: Ann Arbor, Battle Creek, Bay City, Grand Rapids, Holland, Kalamazoo, Lansing, Midland, Monroe, Muskegon, Saginaw and Traverse City.

Measurable Outputs and Outcomes:

During 2009-2010: TWP members will recruit 775 new volunteers for ARC chapters, 50% of whom will be youth and young adults under the age of 24, 15% of whom have multilingual skills. TWP members will assist in the retention of chapter volunteers by providing additional training and leadership opportunities to at least 25% with at least 40% remaining as active volunteers throughout the program year.

TWP members will respond to at least 50% of the local disasters within their chapters' jurisdictions. 100% of TWP members will be trained and ready to respond to a large-scale catastrophic national disaster. Additionally, 100% of members will be trained and qualified to assist with military family emergencies.

TWP members will provide Community Disaster Education sessions, emergency and disaster preparedness presentations, and Health and Safety courses (CPR, First Aid, Automated External Defibrillator) to 25,000 Michigan residents during the first program year, with a goal of increasing this number by 2,000 each subsequent year for a total of 82,000 by completion of three-year grant. Participants of these presentations will have an average 80% increase in knowledge of how to prepare

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for and respond to emergencies and disasters.

At least 80% of members will develop an understanding of key citizenship principles and develop a strong sense of civic responsibility with an interest in continued civic engagement after completion of service.

Plan For Self-Assessment and Improvement:

The TWP program includes such valuable tools for self assessment and improvement as: a self assessment tune up kit for return sites, site visits with reports on observations, opportunities for improvement, recommended action plans and follow up by program staff with host site supervisors. The TWP site visit tool assesses a site's strengths and weaknesses in five areas: organizational capacity, service activities, evaluation, continuous improvement, financial management and member service experience. Tracking of member outputs and outcomes is done on a monthly basis through the use of a member activity log. At the midpoint and end of the program year each site is required to submit a detailed progress report documenting member goals and additional program data. TWP staff has developed several strategies to obtain feedback from members and host sites, and for disseminating information to them. The TWP program currently uses a group e-mail tool to facilitate networking and bi-monthly all-site conference calls hosted by program staff. TWP currently uses bi-monthly management memos to disseminate information to all operating sites containing program announcements, policy updates, and news from the CNCS and the Michigan Community Service Commission (MCSC). A Memorandum of Understanding between the ARCGGR and the host chapters outlines the TWP program's evaluation plan. The TWP program headquarters will collate the information into one report to be submitted to the MCSC Program Officer. Each site's progress towards the completion of the performance measures will be monitored by program staff and factored into determining if the host chapter will return as a TWP operating site. Periodically the program is reviewed

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by ARCGGR management outside the program director to assess the efficiency, effectiveness, and accomplishments of the program to provide additional measure for improvement. An MCSC review of the program is performed each year resulting in process changes, increased controls around compliance, added efficiency in administering the program, and more effective training tools and procedural guidance. The program is reviewed yearly by external auditors and also has the potential to be reviewed and assessed by ARC internal audit functions. Utilizing the American National Red Cross Performance Evaluation, Lisa J. Marks, CEO of the ARCGGR will provide supervision and monitoring for the TWP Program Director and will monitor TWP program effectiveness in the areas of Performance Measures and grant requirements.

Community Involvement:

The disaster readiness assessment, conducted by each participating ARC Chapter, evaluated community needs based on a disaster risk analysis, the current number of volunteers and the existence of partnerships with local government officials, emergency management, and other first responders throughout the chapter's jurisdiction. Special consideration was also placed on each ARC specific chapter's needs statement. Additionally, community volunteer organizations, human service agencies, local government officials, and first responders were incorporated into the planning process. All recognized the same unmet needs. The most critical community need identified is the necessity for community residents to receive disaster preparedness information and education, with special added emphasis on homeland security issues of terrorism and other man-made disasters. To address these various community needs TWP members will be trained as instructors and presenters of personal safety and disaster preparedness information. Targeted communities will not only be beneficiaries of ARC and AmeriCorps service, but will also be active participants in developing homeland security. As AmeriCorps members plan and implement community disaster education programs, the above mentioned community partners will be included and may provide training for TWP members in certain topic areas

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of their expertise. Focus groups, civic group presentations, and community group meetings will be utilized to gather further community input, identify service projects, build support and identify additional partners. The program also requires a significant investment by community residents. The local media, local government and businesses will be called on to take classes in emergency preparedness and response capabilities and engage in activities that support local disaster relief and community safety ultimately making Michigan a safer place to live, work and raise a family.

Relationship to other National and Community Service Programs: TWP Members will collaborate with other CNCS and MCSC funded programs such as VISTA, RSVP and area National Direct programs for National Service Days, AmeriCorps Week, MCSC statewide events, trainings and development workshops and monthly service projects to help address community problems. The TWP program headquarters will provide each host site with contact information for the CNCS and MCSC funded programs in their area. TWP members have developed a realistic shelter simulation class that allows participants to construct, operate, and reside overnight in a fully functional disaster relief shelter. Through this simulation our members trained over 150 AmeriCorps members from other programs around the state making them eligible to become Red Cross national disaster responders. Several participants from this training got further involved in their local communities across Michigan where TWP is not present and began to conduct disaster education classes in area elementary schools.

Potential for Replication:

The TWP program has been designed and documented for replication. Now more than ever, the Red Cross needs to be visible and accessible to the American public. The ARC has a long history of implementing programs nationwide. We are woven into the fabric of communities across America; the ARC can strive to help every person prepare for emergencies and make their communities safer in today's uncertain times, with the assistance of "Together We Prepare" this becomes a reality.

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Establishing community and government collaborations will be critical to the success of this campaign. While the TWP program is not unique to AmeriCorps, it is the members and chapter volunteers serving with Red Cross units across the state of Michigan who are carrying out the Mission of the Red Cross and the TWP program to make our residents and their families safer in these times of uncertainty.

Organizational Capability

Organizational Capability:

On a national level, our commitment to the American public since 1905 is to be there during times of disaster to provide relief of human suffering. The ARCGGR was founded in 1917. The AmeriCorps program will expand the level of activity, by increasing the productivity and education of a significantly greater portion of Michigan's population to ensure effective preparedness and assistance to all disaster victims. Since 9/11, and the devastating hurricane seasons of 2005 and 2006 the country and the State of Michigan have expanded the role of the ARC for preparedness and disaster relief. The TWP program will assist the Red Cross in keeping pace with this expanded role.

Each year the ARC responds to more than 70,000 disasters, including house or apartment fires (the majority of disaster responses) and other natural or man-made disasters. These services are provided locally across Michigan through DAT and nationally through the DSHR system. TWP members are a vital part of both services. Across Michigan and the United States, the ARC has historically mobilized volunteers to assist first responders by providing immediate support to relief agencies responding to a disaster, and developing materials for citizens to build awareness of and readiness for disasters. Michigan chapters have traditionally held strong partnerships with county emergency management including, the Department of Homeland Security (DHS), first responders and other emergency response organizations to achieve effective disaster relief to victims of all disasters. The ARC brings a unique perspective to the disaster response community as an active, structured, but independent entity staffed in large part by volunteers. Through Michigan chapters, community based volunteer networks exist to

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support disaster preparedness and response. With this structure in place AmeriCorps members serve as the active agent for outreach preparedness initiatives to reach more Michigan residents. When the DHS began developing its new National Response Plan, combining traditional emergency procedures and new preparedness and homeland security requirements, the ARC was the only non-governmental organization included. In Michigan, the ARC is actively engaged in emergency response planning by serving on the Michigan Homeland Security Taskforce and the State Bio-terrorism Advisory Committee. In 2004, a statement of understanding between the State of Michigan and the ARC was signed for purposes of cooperation and coordination between the State of Michigan, its agencies, and the ARC in carrying out assigned responsibilities for planning, preparedness, response and recovery in the event of disasters.

The ARCGGR will oversee all financial matters pertaining to the grant. Chapters will submit a monthly standard invoice of expenses for reimbursement. Mark Burgess, ARCGGR Finance Director, will review and approve each invoice and request for reimbursement. Each site has a financial accounting system to track, monitor and report their program's accounts. For the past several years the ARCGGR has received state and federal grant monies. Currently we are managing grants from: (1) Department of Homeland Security \$197,504 (2) Corporation for National and Community Service \$274,379 (3) U.S. Fire Administration \$49,406 (4) Michigan Department of Transportation \$304,800.

Sound Organizational Structure (TWP - Multi-Site Model)

Support and Overseeing of Service Sites: Red Cross chapters across the state of Michigan will serve as a home base for members throughout their program year. Each site receives a management binder and flash drive that provides an overview of the TWP program along with management tools. The TWP program staff schedules a series of conference calls with first year sites to review materials. Each new site is assigned a mentor site that has been involved with the program in years past to provide further

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guidance and resources. A full program calendar and all program documents are located online at www.annomate.com with site supervisors and members having varying levels of access. To facilitate networking among new sites, first year site staff will arrive one day early at the PST to meet and review management materials. TWP staff will serve as the sites' assistance providers with any information related to AmeriCorps, the MCSC, and national service information. TWP headquarters will maintain communication with sites through bi-weekly management memos, group e-mail, discussion boards, and monthly conference calls. The ARCGGR will act as the ultimate funding and fiscal manager for the sites.

Site Selection Process:

To meet Homeland Security needs, including those of disaster preparedness and response, the ARC, through partnership with the MCSC, hopes to develop the TWP program as an opportunity to increase young adult involvement and impact under served communities across Michigan. A competitive selection process developed by the ACRGGR ensures that chapters are aware of the responsibilities of hosting an AmeriCorps program. Upon application completion, all site supervisors and Executive Directors agree to provide guidance, supervision, and the appropriate resources. The application document includes approved activities, AmeriCorps and TWP policies and prohibited activities. Twelve chapters were selected by the ARCGGR to join the TWP program. Each site submitted a proposal to the ARCGGR specifying the homeland security and disaster needs to be met by members. TWP staff reviewed these proposals and selected sites demonstrating a need for TWP members, financial capability, and strong organizational capacity. Program staff have fostered and maintained a strong program relationship with each site.

Funding Relationships with Sites:

Currently, 9 ARC host sites have implemented the TWP program through funding from the MCSC. The program began September 1, 2005 and has exceeded expectations. All proposed sites are chartered

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members of the national ARC structure and required to meet set financial guidelines. The ARC Regional Service Area monitors all Michigan chapters for financial performance.

Monitoring Sites Compliance with Fiscal and Programmatic Requirements:

Program staff will conduct monitoring visits at least twice during a site's first year and every other year following. TWP staff will meet with the members, supervisors and the site's fiscal manager responsible for reporting TWP expenses. A follow up monitoring visit will be conducted upon completion of the first year to evaluate the site as a host, to suggest areas for improvement and to ensure grant compliance. A site visit-monitoring tool, developed by the TWP, will be used to assess the strengths of the site and areas for improvement. A summary is provided to the site within a month of the visit and a response is required within a month addressing the issues outlined in the summary. A site's evaluation during a monitoring visit is considered when assessing whether the site should return. TWP program staff will conduct informal and unscheduled "check up" calls to each site at least once a month to gauge the pulse at the site and mitigate any non-compliance issues. To ensure all sites are aware of program requirement due dates, TWP staff develop and disseminate a calendar with key dates. The memorandum of understanding between the ARCGGR and each site will outline important dates and documents required. Each chapter uses the National ARC Indicators of Chapter Performance (ICP), a statistical model that collects from clients and volunteers and measures data related to outcome performance. The ICP can be described as a confidential customer satisfaction survey. The chapter indicators will serve as an additional measurement tool to determine program effectiveness.

Developing Connections amongst Sites through Common Program Elements:

Sites are connected through program elements of disaster response and preparedness, personal safety education, volunteer recruitment and management. The ARC mission connects all sites. At the PST, all members are given training and information on the CNCS, AmeriCorps and national service with the

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ARC. Prior to attending the PST members receive a 2-week training in basic ARC disaster courses. Monthly conference calls, collection of progress reports, and monitoring site visits by program staff ensure each site is maintaining the TWP mission. State identity is achieved through the distribution of newsletters to which members and staff contribute and the availability of two online communities, one is for members and the other for program staff.

Board of Directors, Administrators, and Staff: Staff Structure and Key Program Positions:

At each site level members will serve with chapters' Disaster Services or Health and Safety departments. Each site has identified a staff person to act as the site manager who devotes 30% of their time to the management, evaluation and daily supervision of the TWP program, this figure decreases to 10% of their time after completion of first 3 months. 100% of TWP site managers are management level staff. Site staff receives one-on-one AmeriCorps training from program staff. Sites go through a series of orientation/trainings to review program management. The ARCGGR will be the program's main administrative site and house the full-time TWP Program Director, Jordan O'Neil. Jordan is a past AmeriCorps National Readiness and Response Corps member (2000-2001 Southeastern Pennsylvania ARC) and AmeriCorps Preparedness and Response Corps Program Site Supervisor (ARC of Alaska 2001-2004, ARCGGR 2004-2006) and Together We Prepare Program Director from 2005-2008. Mr. O'Neil received recognition from the United States Senate for the Most Innovative Community Disaster Education Program in May 2003. This past experience has provided him with invaluable expertise in AmeriCorps and state service programs in the recruitment, management and development of members. Mark Burgess, Finance Director for the ARCGGR since 1995, will oversee financial aspects of the TWP program. Mark has three years experience in overseeing the financial management, grant compliance and reporting for an AmeriCorps national direct program and has managed all financial aspects of the TWP program since September 2005. Lisa J. Marks, CEO of the ARCGGR will serve as the overall program supervisor. Lisa was appointed May of 2003. Lisa holds an MBA from the University of

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Michigan. Her leadership has stretched beyond the ARC through her involvement with the Michigan Women's Foundation, Rotary International, United Way, Big Brothers-Big Sisters, Aquinas College's Community Leadership Mentoring Program, and the Michigan Homeland Security Consortium. The Board of Directors for the ARCGGR is comprised of 15 local community and business leaders and 2 youth members, juniors from an area university that are selected in part by TWP members. The youth board members frequently attend TWP member events and weekly meetings and are copied on pertinent email communications. The youth board members present the achievements and needs of the TWP program members to the larger board on a monthly basis. Board members are also updated on service activities through a monthly dashboard of goals and measurables. The TWP program has significant demonstrated buy-in and vision from the Board and senior staff leadership of the ARCGGR.

Plan for Self-Assessment or Improvement:

Communication is maintained through weekly departmental and chapter-wide meetings at each host site, issues are raised and discussed and strategic plans are revisited. In addition, each participating chapter is required to submit yearly statistical reports based on programs and service delivery as part of the Field Operations Consolidated Information System (FOCIS) to the ARC National Headquarters. The FOCIS report evaluates all lines of service and provides recommendations for improvement. Utilizing the ARC National Performance Evaluation system. Lisa J. Marks will provide supervision and monitoring for the TWP Director and will monitor TWP program effectiveness in the areas of Performance Measures and grant requirements. Host sites will also evaluate program performance and management on a yearly basis.

This proposal outlines six performance measures to communicate TWP program impact; based on these measures we have created a site agreement for each of the participating chapters. The Memorandum of Understanding between the ARCGGR and the operating sites outlines the TWP program's evaluation

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plan. The TWP program headquarters will collate the information into one report to be submitted to the MCSC Program Officer. Each site's progress towards the completion of the above performance measures will be monitored by program staff, and the progress will be among several factors considered when determining if the hosting chapter will return as an TWP operating site the following year.

Plan for Effective Technical Assistance:

The ARC National Headquarters TWP program staff will provide any needed programmatic technical assistance to all proposed TWP service sites. The ARC National Headquarters Shared Services Division along with Mark Burgess ARCGGR's Finance Director will provide any needed financial reporting assistance. Operational site staff receives one-on-one AmeriCorps training from program staff as soon as they assume their role. Sites will go through a series of orientation/trainings with program staff to discuss and review program management. During the Statewide PST separate staff meetings run concurrently with member training sessions. Program staff will provide training during the Pre-Service Training, and the ARCGGR Finance Department will follow up with a conference call to each chapter's Chief Financial Officers. Financial management information will also be included in Program Management flash drive that will be distributed to all sites. Information on the flash drive will include an overview of allowable costs, MCSC budget pages and Red Cross budget line item breakdown. The flash drive will also include a step-by-step "how to" section on completing Financial Status Reports (FSR), the invoicing process to draw down funds from program headquarters and all required in-kind forms. Financial reporting and management constitutes part of a program development visit to first year sites. Pre-Service and Mid-Year Surveys will assess the skills of members both before and during the service year in order to determine additional training needs. Additionally, the TWP Program Director takes part in ongoing trainings offered by the MCSC and the ARC to stay abreast of current trends and changes in the service world.

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Sound Record of Accomplishment as an Organization:

Volunteer Generation and Support -

Volunteers compose 94% of our workforce, a 16:1 ratio. Without volunteers the ARC could not provide relief to victims of disasters and help people prevent, prepare for and respond to emergencies as they have for over 125 years. TWP members are generating and supporting volunteers to aid the ARC to increase capacity-building activities, improve operational systems, expand the range of services, and improve external relations. Outcomes stemming from the capacity-building efforts of ARC volunteers are: increased services reaching more beneficiaries, improving the quality of programs or services, expanded service delivery of existing programs/services or the development of new programs/services, Strengthening of organizational capacity by establishing new partnerships and improving collaboration with existing partners, and improvement of infrastructure in the areas of volunteer recruitment and training, organizational management, and performance measurement. Across the nation ARC volunteers carry on our humanitarian work by:

- Every year the ARC responds to more than 70,000 disasters--including approximately 150 home fires daily.
- About 11 million Americans turn to the ARC to learn first aid, CPR, swimming, and other health and safety skills. Last year, more than 158,000 people volunteered to teach those courses.
- More than 155,000 ARC volunteers annually--collect half the nation's blood supply-- six million pints.
- Among our emergency services for the men and women of the armed forces is the delivery of urgent family messages--around the clock and around the globe.
- More than 30,900 volunteers serve as chairs, members of boards of directors, or on advisory boards for local ARC units - chapters, Blood Services regions, and military stations.
- As part of the International RC and Red Crescent Movement, Red Cross reconnects more than 8,000 families separated by conflicts and disasters around the world through international tracking services and Red Cross messages.

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Organizational and Community Leadership:

Examples of Demonstrated Leadership

As one of the few congressionally chartered organizations the ARC is a leader in prevention and preparedness education. In light of recent events, the ARC has proven to be an organization ready and able to lead recovery efforts in times of disaster. The ARC not only responds to national disasters but local disasters as well, providing care and compassion to its clients. The ARCGGR has received organizational and individual nominations for the Governor's Service Awards, recognizing activities conducted, led by, and participated in by staff and volunteers. All chapter's throughout Michigan support participation from their staff, members and volunteers in emergency management committees. Lisa J. Marks is a member of the Kent County Emergency Needs Task Force, Federal Emergency Assistance Program, Kent County Food and Shelter Program and the Michigan Homeland Security Consortium. Furthermore, members and volunteers participate in community health and safety fairs, disaster drills, first aid stations and military family support programs, etc. The TWP Program Director worked with the Northern Indiana Red Cross AmeriCorps program prior to their receiving funding to share resources and best practices. Upon receiving funds the Program Director from Indiana traveled to Michigan to see first hand how the TWP program operates. We are currently having preliminary discussions about a joint Indiana and Michigan Pre Service Training.

Success and in Securing Match Resources:

The TWP program is a collaboration of 12 ARC chapters. Currently each chapter is required to submit financial and programmatic forms on the 1st and 15th of each month along with a structured portion of their chapters required funding. Each chapter pays approximately \$5,800 per member. Each host site provides the full share of the grantee match per member. Currently, all sites are up to date with payment. The TWP Program Directors salary and benefits and percentages of salaries for other related

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program staff has been supported in the past by the Proud to Be American Fund from the State of Michigan. Since September 2005 the TWP program has received \$194,600 for staff support to offset costs for all participating chapters. At the current time, the Proud To Be American Fund has announced that the current program year will be the last it can support the full cost of TWP program staff. Currently all chapters are applying to the Wal-Mart Foundation disaster readiness and capacity building grants program to fund their chapters full match cost for the 2009-2010 term of service. The TWP Program Director is currently working with the CEO of each participating chapter to identify statewide sponsors.

Success in Securing Community Support

Collaboration: When the Grand Rapids Fire Department experienced budget cuts, eliminating funds dedicated to residential fire safety education the TWP program with support of the ARCGGR began a successful partnership to augment this community need. TWP members became responsible for the majority of fire safety education both in area schools, community centers, after school programs and faith-based organizations. This project has been used as a best practice and has been implemented at select TWP sites. TWP members, along with support from the MCSC have created a realistic shelter simulation/disaster responder training for Michigan AmeriCorps members. Through this simulation TWP members trained over 150 AmeriCorps members from other AmeriCorps programs around the state in CPR, First Aid, AED, Mass Care and Shelter Operations making them eligible to become Red Cross national disaster responders. Also new this past term, TWP members partnered with the Michigan Association for the Blind and Visually Impaired and the Association for the Deaf and Hard of Hearing to bring life saving training to these two communities. TWP members partnered with sign language students from area colleges and used special materials to conduct CPR and First Aid classes and install special smoke alarms.

Churches and other faith-based organizations have traditionally partnered with chapters to provide

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emergency shelter space for mass care and feeding. These types of partnerships will be expanded and strengthened through the TWP program. TWP members have targeted additional community organizations to play various roles in making our communities safer: neighborhood organizations to educate families in high-risk neighborhoods; city and county governments to develop and test emergency preparedness plans; health departments to plan for mass inoculations in case of bio-terrorism attack; senior citizen organizations and high risk apartments for preparedness education; and workplaces, churches and schools for preparedness education and expanding blood drives. All these partnerships are true collaborations with TWP members being at the forefront bringing residents together for continuous dialogue to ensure cooperation and community-wide ability to solve local problems.

Local Financial and In-kind Contributions:

Program funding is currently built into each chapter's operating budget, but several are also seeking support through numerous funding sources. Possibilities include grants from local area corporations and businesses as well as funding from banks and charitable foundations. The ARCGGR has noticed the following trends among donors and in-kind contributions: 1) Long-term donors have increased the amount of funds donated based on recognition of the services provided to the community; and 2) Increased media attention to national and local disasters has fostered a new generation of donors.

Wide Range of Community Stakeholders:

Due to the nature of disasters, the entire community is a potential stakeholder in our organization as well as local and national governments as they rely on the ARC to provide the public with preparedness education and disaster relief. The U.S. Congress mandates these activities. Several examples of non-financial support stem from our relationship with the Grand Rapids Fire Department (GRFD). GRFD experienced budget cuts, eliminating funds dedicated to residential fire safety education. TWP members

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with the support of the ARCGGR began a successful partnership to augment this community need. TWP members are now responsible for the majority of fire safety education both in area schools, community centers, after school programs and faith-based organizations. Additionally, in the area of fire safety education, the GRFD has provided training for all of our statewide AmeriCorps members. The GRFD has also provided an incentive for area school children and community members to develop a family disaster plan, a fire engine ride to or from school. The GRFD has also shared the required documentation to participate in this program with other departments across the state. Another example of community improvement targeted at high-risk neighborhoods is a free smoke alarm installation initiative entitled "Saving Lives as the Sound." A TWP member secured funding from the National Firefighters Assistance Fund to provide free smoke alarms, replacement batteries and safety literature to every Grand Rapids household in need. Several area organizations have come together in this community effort to ensure success -- Kent County Health Department, Spectrum Hospital, Grand Rapids Public Schools, GRFD, and various Neighborhood Associations. The aforementioned organizations provide volunteers; resources and assistance with grant writing. The initiative has reached more than 10,000 Grand Rapids homes. This year on MLK day, members will partner with Hope Worldwide to reach even more residents.

4. Special Circumstances: In reviewing the issues in this section it has been determined that all matters necessary have been addressed.

Cost Effectiveness and Budget Adequacy

Cost Effectiveness and Budget Adequacy:

1. Corporation cost per member service year \$12,399.16

Based on the size and vast scope of the program additional funds are needed in the areas of training, travel, meetings and supplies to prepare members for a successful term of service.

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2. Diverse Non-Federal Support: All participating chapters have made the commitment of a 30% match for funds within the operating budget. The per member match cost is \$5,800; chapters also provide \$4,100 in in-kind funds to support the program for a total contribution of \$9,900 per member. Some host site fees vary slightly based on size of chapter jurisdiction and population. In the past a Proud To Be American grant of \$194,600 was awarded, which was used in conjunction with other funds. This source of funding is no longer available. Furthermore, plans are in development to approach private foundations and large businesses within the area in order to secure additional funding.

Decreased Reliance on Federal Support:

Efforts are ongoing and integrated into our planned daily activities to ensure continuous community support and relationship building. Community support for awareness and promotion of the project will involve local media, businesses, and local marketing/public relation's volunteers. Each operating site is responsible for meeting the 30% grantee match. After more than three years of partnership between the ARCGGR and AmeriCorps, the TWP program's operating system and administration have been carefully structured to be cost effective and have a positive impact on communities in need. The ARCGGR recognizes that programs and systems are now in place and a focus on increasing outside financial support is a priority.

2. Budget Adequacy:

a) Funds received thus far from CNCS, chapter match dollars and in-kind support, have been adequate to cover budgeted expenses for program activities and operations. The current financial request was built based on previous success and anticipated program expansion.

b) The TWP program began in September 2005, with 16 members serving at 9 host sites. Based on our continued success and community support, today we are requesting 34 members to serve at 12 sites. If

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granted the current expansion TWP members will have a presence in 32 Michigan counties, 6 classified as rural.

Evaluation Summary or Plan

After three years of partnership between the ARCGGR and AmeriCorps, the TWP program's operating system and administration have been carefully structured to be cost effective and to have a positive impact on communities in need. The ARCGGR will continue to provide a program that works in a compliant, efficient and effective way to get things done.

The TWP program will use an internal outcomes-based evaluation process to determine the level of accountability of our program. The assessment will evaluate the benefits and services the program is providing to the community above and beyond our stated performance measures. In the area of disaster response and Services to the Armed Forces (SAF) we will survey local chapter volunteers to determine satisfaction with TWP member participation on local disasters and military related emergencies. We will also begin a processed-based evaluation with emphasis on assessing our training and reporting processes by surveying host site supervisors and chapter CEOs to gauge satisfaction with members and program operations. Lisa J. Marks, CEO of the ARCGGR will compile and access data to: 1.) Develop future program strategies, 2.) Evaluate Program Director, and 3.) Provide feedback to MCSC and CNCS.

Amendment Justification

N/A

Clarification Summary

Clarification requested 05/2010:

The higher cost/MSY requested for FY11 is to support rising member expenses in the areas of: increased member living stipend, workers compensation, FICA and member health care. The aforementioned items represent an \$868 per member increase from FY10 to FY11.

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The Michigan based AmeriCorps Together We Prepare (ATWP) program is freestanding and has no relationship with the National American Red Cross AmeriCorps project. The ATWP program does not receive any financial support from the National Red Cross AmeriCorps grant.

Clarification requested: The applicant provides information about the need to be addressed on a state level, but does not provide site-specific details. Please elaborate on site-specific details including individual chapters' needs statement.

Each participating ARC chapter responds to the ongoing challenge presented by disasters with the knowledge and expertise that we have acquired in our more than 125 years of service to communities across Michigan. Disasters can strike with unpredictable frequency and the ARC must be continually prepared. Whether tackling a single-family house fire, collaborating with other ARC chapters, and community partners to respond to a natural or man-made disaster, the ARC is dedicated to serving the people of Michigan in times of need. We have a proven record of successful response and continue to persevere in our efforts to reach anyone and everyone who might be in need of our emergency services.

Every disaster response and preparedness operation carried out by the ARC and TWP members is evaluated both quantitatively and qualitatively. The populations we serve deliver qualitative feedback that is used to compile satisfaction statistics and affects strategic changes in our organization. Staff, TWP members and volunteers participating in a relief effort evaluate their experience and detail what they felt were key issues contributing to the success of the response or issues that need work for future relief efforts. These issues, pivotal to disaster response and recovery, include: delivery of services to clients, response plans, chapter readiness, service delivery planning, staff preparation, volunteer utilization, information management, government relations, casework coordination and community

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relations. An annual analysis of all evaluations is performed and compiled by each participating chapter. A matrix is developed that depicts the frequency with which issues were reported, revealing the strengths and weaknesses of our disaster operations and preparedness efforts.

For example, one of our new host sites, the ARC of Saginaw County submitted the following needs statement: The most critical, unmet, disaster-related need of Saginaw County is disaster preparedness and community education for our youth. According to statistics from the U.S Census Bureau, nearly one quarter of the county's population is under 18. Based on ARC disaster case records and county fire statistics, a high percentage of single family fires occurring in Saginaw County are believed to have been started by a child in the home. Providing education for this population will not only make our community safer, but will likely result in a strong support of the ARC throughout their lives.

Another critical, under-met, disaster-related need of Saginaw County is preparedness and education service to the under-served populations. Based on years 2000 and 2006 U.S. Census Bureau statistics, nearly 20% of our county's population has a disability, 14% is age 65+, and while African Americans represent just 19% of the population, their group represents over 75% of our emergency response. The poorest of the community are most afflicted by disasters. Due to limited resources these same people face the most difficult road to recovery. These statistics indicate a great need for extensive community education on how to prevent and prepare for emergencies for those with special needs and economic disadvantages.

There is also a need for volunteers in the area of disaster response to assist those affected by single-family fires. We currently have only 13 Disaster Action Team Members to respond to a county of over 200,000 people. Efforts to recruit volunteers for Disaster and as health and safety instructors have been unsuccessful.

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The mid-Michigan ARC chapter in Lansing, MI provided the following information on local needs with which TWP members could provide assistance. The mid-Michigan area, especially Lansing and East Lansing, is extremely diverse. A large number of refugees from around the world have re-settled here. These refugees are usually coming to the United States, and specifically to mid-Michigan, without the knowledge they need to be prepared, especially regarding local hazards such as tornados, winter storms, and household fires. TWP members will assist with conducting preparedness presentations and to recruit volunteers who are multilingual.

In addition to natural hazards, the Lansing area has a higher potential risk for terrorism than other areas due to it being the state capitol and home to Emergent BioSolutions, the only makers of the anthrax vaccine in the nation. There are also large amounts of hazardous materials being transported throughout the mid-Michigan area via roadways, railways and pipelines. Preparedness and safety information about these hazards needs to be distributed to people throughout the area. These needs were identified through the Tri-County Area (Eaton, Clinton and Ingham Counties) Hazard Assessment and Mitigation Plan prepared by the Ingham, Eaton and Clinton County and City of Lansing Emergency Managers.

The Monroe County ARC also noted preparedness education as a top priority due to the fact that two identified National Security Threats are within their jurisdiction, the Monroe Electrical Power Generating Plant and the Fermi 2 Nuclear Power Plant. Monroe County is also located within the 50-mile Emergency Planning Zone of the Davis Bessie Nuclear Power Plant.

All counties served by the TWP report similar needs in the areas of disaster preparedness, community education, volunteer recruitment and management. Above are excerpts from three participating

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chapter's local needs statements. The individual Chapter Needs Statement's come directly from the use of the Chapter Disaster Readiness Assessment, an annual self-assessment tool used to gauge a chapter's capacity to respond to disasters. Through education and preparation, many disasters can be avoided, or their resulting impact can be greatly reduced. Knowledge is the key, the ARC and the TWP program are dedicated to creating safer communities by teaching our residents how to prevent, prepare for, and cope with disaster. With the aid of the TWP program, people are equipped with the skills and knowledge on how to react and protect themselves and their families in such situations.

The TWP program has a proven history of being conscientious stewards of CNCS funds, spending will be carefully monitored to ensure its proper allocation in order to provide a safe community for all Michigan residents residing within our 44 county jurisdiction. The budget section of this application carefully outlines how we will use all of the funding.

Clarification requested: Please elaborate on member activities and clarify that members are not displacing paid employees. The application describes members being given extra responsibilities that are not part of the proposed program design as they are asked to help coordinate programs, facilitate trainings, or act as mentors to volunteers or youth club members.

Multiple steps are taken to ensure that TWP members are not displacing or replacing any paid employees or volunteers. From the beginning of the TWP host site selection process, the application addresses the requirement and asks for host sites to state member's responsibilities. Throughout the term of service additional efforts to ensure compliance are taken, such as the review and approval of all member position descriptions. Member surveys and host site visits are also conducted, as well as the submission of monthly reports documenting all member activities. Additionally, TWP members are not permitted to fill in for an absent employee or perform services, duties, or activities assigned to a paid

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employee at the chapter. TWP members may not do anything at an ARC chapter to displace a paid employee or infringe upon a paid employee's promotional opportunities.

The TWP program will address identified needs through three key activities. The key activities the members will focus on will be assisting communities to prepare for, prevent and respond to disasters that threaten their safety and security.

(1) Recruit volunteers who reflect the diversity of their communities.

TWP members will serve as recruiters, supervisors and mentors of new volunteers of all ages. Members will play an active role in volunteer recruitment, with an emphasis on youth and young adult volunteers and volunteers with multi-lingual skills. Members will participate in volunteer recruitment fairs and information booths and share their ARC experience with potential volunteers. Members will play a key role in the management and supervision of volunteers that they recruit and will be invited to provide input to chapter staff on ideas for improving youth and multi-lingual volunteer recruitment and retention. The recruitment, training, and retention of these volunteers is not only critical to Red Cross service delivery, but also to the sustainability of the positive outcomes of the TWP program. Volunteers recruited by TWP members will focus on aiding our communities to prevent, prepare for and respond to disasters and emergencies.

(2) Receive extensive disaster training in order to be prepared for and respond to disasters and emergencies.

TWP members will complete a rigorous training program to be certified as local Disaster Action Team (DAT) and Disaster Services Human Resources System (DSHR) members. After completing this

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training, members will be qualified to work on ARC local and national disaster relief operations eligible to meet the immediate emergency needs of disaster clients. TWP members, as part of the local DAT and/or national 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 for disaster clients. TWP members will serve primarily as local daytime DAT responders, when most Red Cross volunteers are unavailable due to their work schedules. Members who are DSHR certified may be deployed on a large-scale catastrophic disaster response, extending the ability of the ARC to deliver service to impacted communities. DSHR assignments typically last 3 weeks in duration, varying on size and scope of the disaster and are occasionally in a different state than the member's service location.

TWP members will also provide an invaluable humanitarian, communication and service link for those military families and soldiers faced with emergencies while deployed. Once trained, members will promote Services to Armed Forces (SAF) programs to military family members and military personnel across Michigan through pre and post deployment briefings, special family events and training programs including the new ARC Psychological First Aid course. Members will also provide accurate messages and verification for military family members and military personnel to other Red Cross stations, centers and military authorities around the world.

TWP members will be certified to teach other volunteers and AmeriCorps members (from other programs) the required basic ARC disaster relief courses to create more responders for Michigan Red Cross chapters and increase our states capacity to respond to large-scale disasters. TWP members will coordinate and facilitate these trainings.

(3) Deliver disaster response and preparedness services to their communities.

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TWP members will coordinate and facilitate Community Disaster Education sessions, emergency and disaster preparedness presentations, and Health and Safety courses (CPR, First Aid, Automated External Defibrillator) to 25,000 Michigan residents during the first program year, with a goal of increasing this number by 2,000 each subsequent year for a total of 82,000 by completion of three-year grant. Participants of these presentations will have an average 80% increase in knowledge of how to prepare for and respond to emergencies and disasters.

Clarification requested: Please elaborate on how the recruitment cd is utilized.

An updated TWP Recruitment CD is distributed yearly, four months in advance of the projected start date. The Recruitment CD guides host site supervisors through the local recruitment and interviewing process. In the area of recruitment the CD covers such items as: setting recruitment goals, creating a recruitment plan, developing position descriptions, prohibited activities and functions, identifying candidates, networking, outreach events and working with the media. Each section also includes samples or templates of proven TWP resources. The Interview and Member Selection components of the CD provide an updated member application, applicant screening tools, placement requirements, interview questions, reference check forms, guidelines for interviewing candidates with disabilities, background check policies, sample correspondence and a series of frequently asked question's. The TWP Program Director leads statewide and national recruitment efforts and assists with the interview and selection process for all sites. Through a series of conference calls and management memos sites review the program materials, the recruitment process, provide an update on recruitment efforts, share local candidates, and request assistance for the TWP Program Director.

Clarification requested: Please provide a brief statement in the Clarification Summary field to confirm

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that criminal background checks will be completed for staff and AmeriCorps members.

Each TWP program host site shall conduct a complete State criminal background check for Michigan and if necessary the state in which the applicant is residing at the time of application for all applicants applying for a position as an AmeriCorps TWP member or employee funded by the TWP grant. The TWP program shall also conduct a State criminal registry background check on all staff that are involved with the TWP program.

Clarification requested: Please elaborate on strategies on increasing outside financial support that was noted as a priority in the application.

Strategies for increasing outside financial support include: researching potential individuals, corporations, and foundations to find those who have expressed an interest in supporting youth services/programs, preparing a Case Statement for support, meeting with identified potential funders, and submitting grant requests. The ultimate goal is to secure one or more partners who will commit to funding the match portion of one or more AmeriCorps members on a continuing basis from year to year.

Clarification requested: Organization and Program Mission statements:

Program Mission: The mission of the AmeriCorps Together We Prepare Program is to provide vital emergency assistance to victims and communities affected by disaster and increase preparedness in the areas of greatest need before disaster strikes by recruiting, training and supporting individuals who will provide integrated community outreach and education through Red Cross service activities focusing on homeland security.

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Organization Mission: The American Red Cross, a humanitarian organization led by volunteers and guided by its Congressional Charter and the Fundamental Principles of the International Red Cross Movement, will provide relief to victims of disasters and help people prevent, prepare for, and respond to emergencies.

Clarification requested: (05/02/2011)

Host Site Information

The ATWP program exists at 15 sites and utilizes 22 site supervisors to supervise members. Host sites are responsible for the recruitment and selection of their own members. Host sites utilize the National Online Recruitment System, local chapter websites, print media and career fairs to recruit members. Host sites then conduct the member interview process and make selections based on interview results and criminal history background checks. Site supervisors are responsible for the development of member position descriptions and work plans. These documents are used to guide weekly supervision sessions with members. Direct supervision includes review of progress towards goals outlined in the work plans. Supervision also includes weekly team meetings and daily contact through email and web based programs.

Retention Information:

The ATWP program maintains an exemplary retention rate and the program will continue to implement a rigorous recruitment and selection process. In an effort to achieve even greater success in the area of retention the ATWP program has developed a manual to assist members in determining whether they are financially capable of participating in the program.

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Member Exit Information:

The ATWP program has implemented a new component to the member exit process in order to ensure timely submission of member exit documentation. Starting with the close of the 2011-2012 term of service, members will now submit scanned documents electronically which will reduce the amount time waiting to receive mailed exit packages.

Budget Clarification Items:

Personnel Expense:

For the 2011-2012 ATWP program we will have 15 host sites that will service 44 Michigan counties. There will be 22 site supervisors participating in the ATWP program for the 2011-2012 term of service. Select host sites require additional site supervisors due to how departments are structured to service larger jurisdictions.

Staff and Member Travel:

The ATWP program will have 15 host sites for the 2011-2012 term of service. The ATWP Program Director will visit 7 host sites during the 2011-2012 program. Host sites are visited every other year.

(Any additional requests for information regarding the ATWP budget are addressed in the budget itself)

Continuation Changes

Changes made to Application Information section: Utilizing the same number of members (34) the TWP program will cover the following 44 Michigan counties: Allegan, Antrim, Arenac, Barry, Bay, Benzie, Branch, Calhoun, Cass, Charlevoix, Cheboygan, Clare, Clinton, Eaton, Emmet, Gladwin, Grand Traverse, Gratiot, Hillsdale, Huron, Ingham, Ionia, Isabella, Jackson, Kalamazoo, Kalkaska, Kent, Leelanau, Lenawee, Livingston, Mecosta, Midland, Monroe, Montcalm, Muskegon, Newaygo, Oceana, Osceola,

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Ottawa, Saginaw, Shiawassee, St. Joseph, Tuscola and Washtenaw Counties.

During the most recent term of service, 34 members served with our traditional Together We Prepare (TWP) program and 26 members served through our American Recovery and Reinvestment Act (ARRA) program.

Changes made to Narrative areas: No changes Enrollment: During the last full year of program operations (2009-2010) the TWP and ARRA program enrolled 100% of slots. Retention: Our TWP program has an average retention rate of 97% and the ARRA program had an 89% retention rate. Our TWP term of service was completed successfully by 32 of 34 members. The early departure of one member was due to disciplinary issues. The second member departed prior to completion of the term for employment with an outside agency. Out of 32 members, 10 members returned to service with the TWP program for the 2010-2011 term, and 2 members are now full time Red Cross staff. Our ARRA term of service was completed successfully by 23 of 26 members. The early departure of two members was for outside employment and the third member was exited for compelling personal circumstances. Out of 26 members, 1 member returned to serve in the TWP program, 2 are now full time paid staff with the Red Cross, 2 are serving in the Peace Corps and 3 are serving with other AmeriCorps programs.

Changes made to Performance Measures: No changes

Performance Measures

SAA Characteristics

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

Priority Areas

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

Grand Total of all MSYs entered for all Priority Areas 0

Service Categories

Homeland Security: Disaster Preparedness and Relief Primary Secondary

Disaster Preparedness

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.)

100% of TWP members will undergo a rigorous training series and will stand ready to respond in the event of a large-scale catastrophic national disaster. TWP members will also serve as daytime Disaster Action Team (DAT) members responding to 15% of the local disaster incidents within their chapter's jurisdiction. Additionally, TWP members will provide disaster preparedness and safety presentations in a variety of topics to include: flood safety, fire safety, tornado safety, hazardous materials, basic aid training, and dealing with fears about terrorism. As a result of their participation in these presentations, community members will be motivated to create a family disaster kit and/or develop a family disaster plan.

Results

Result: Intermediate Outcome

Participants in community disaster education and safety presentations will demonstrate an increased knowledge of general disaster preparedness.

Indicator: Increase in knowledge of general disaster preparedness

Result: Intermediate Outcome

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

Target Value: 40%

Instruments: Disaster Education Pre/Post Test

PM Statement: Upon completion of Community Disaster Education, emergency and disaster preparedness presentations, and Health and Safety courses, participants will demonstrate a 40% increase in knowledge of how to prepare for emergencies and disasters as evidenced by the Disaster Education Pre/Post Test.

Prev. Yrs. Data

Result: Output

27,000 Michigan residents will participate in community disaster education and safety presentations.

Indicator: 27,000 Michigan residents participating in disaster education and safety presentations.

Target: Disaster preparedness and safety classes taught to 27,000 Michigan residents by ATWP members during the program year.

Target Value: 27000

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

PM Statement: 27,000 Michigan residents will participate in Community Disaster Education, emergency and disaster preparedness presentations, and Health and Safety courses. These training sessions will be taught by ATWP members during the program year, with a goal of increasing this number by 2,000 each subsequent year for a total of 82,000 by completion of three year grant.

Prev. Yrs. Data

Required Documents

Document Name

Status

Evaluation

Sent

Labor Union Concurrence

Not Applicable