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Executive Summary

The American Red Cross (ARC) of Indiana will have 35 AmeriCorps members ("Indiana Response and Preparedness (RAP) Corps") who will provide disaster services and capacity building services to improve disaster cycle services - disaster preparedness, response, and recovery - in 80 Indiana counties (members will be based in nine locations including Indianapolis, South Bend, Fort Wayne, Lafayette, Muncie, Bloomington, Evansville, Merrillville, and Terre Haute).

At the end of the 1st program year, the RAP Corps will be responsible for: (1) recruiting and placing 400 new disaster volunteers in specific roles; (2) matching existing disaster volunteers' skills with optimal volunteer roles; (3) assisting with volunteer disaster preparedness training of 500 adults and 500 youth; (4) facilitating 700 encounters with Hoosiers involved in disasters; and (5) building and strengthening relationships with more than 200 community partners to increase resources to meet the needs of individuals and families impacted by disaster. Members will also serve on an on-call Disaster Action Team and assist with local disaster relief operations with the potential for regional or national disaster relief operation deployment.

In addition, the AmeriCorps members will leverage an additional 2,600 disaster volunteers that will be engaged in disaster cycle services such as Disaster Action Team member (helping in local emergencies on-site), Disaster Responder (individual client services, mass care, logistics, public affairs, disaster services technology), Clerical Support, Community Education, Community Outreach, CPR/First Aid Instructor and Equipment/Materials Manager.

This program will focus on the Corporation for National and Community Service focus areas of Disaster Services and Capacity Building. The CNCS investment of \$395,289 will be matched with \$388,012 in private funding, including funds from the United Way and donations from individuals and corporations.

Rationale and Approach/Program Design

a. Problem/Need

The American Red Cross (ARC) of Indiana requests an AmeriCorps Indiana State Grant to support its disaster preparedness, response and recovery efforts in 80 Indiana counties. As the nation's largest nonprofit provider of disaster cycle services, the mission of ARC is to prevent and alleviate human

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suffering in the face of emergencies by mobilizing the power of volunteers and the generosity of donors. Over the past year (July 1, 2012 through June 30, 2013), ARC of Indiana responded to over 1,600 natural and man-made disasters--from house fires, to floods, to transportation emergencies. ARC AmeriCorps members will serve as the "Indiana Response and Preparedness Corps" (RAP Corps) to help Indiana residents prevent, prepare for, and respond to such emergencies. RAP Corps members will be based in Indiana's nine Department of Homeland Security districts and serve 80 counties in Indiana (all but those within the greater Louisville and greater Cincinnati regions).

Sixty percent of Indiana counties (55 of 92) are located in rural or non-metropolitan areas. Due to resource limitations, remoteness, separation, lower population density and communication barriers, rural residents and communities face greater challenges in emergency preparedness and management than their urban counterparts. (Rural Assistance Center; <http://www.raconline.org/topics/emergency-preparedness-and-response/>). AmeriCorps members will be based in the following nine district offices, which serve 80 Indiana counties - half of which are designated as rural (<ftp://ftp.hrsa.gov/ruralhealth/eligibility2005.pdf>): Indianapolis (Marion, Hamilton, Madison, Hancock, Hendricks, Morgan, Johnson, Shelby counties), South Bend (Porter, LaPorte, Starke, Pulaski, Fulton, Marshal, St. Joseph, Elkhart, Kosciusko counties), Fort Wayne (Miami, Wabash, Grant, Huntington, Wells, Adams, Allen, Whitely, Noble, DeKalb, Lagrange, Steuben counties), Lafayette (Benton, White, Tippecanoe, Carroll, Cass, Howard, Clinton, Tipton, Boone counties), Muncie (Delaware, Blackford, Jay Randolph, Henry, Rush, Fayette, Franklin counties), Bloomington (Owen, Monroe, Brown Bartholomew, Decatur, Martin, Lawrence, Orange, Jackson, Jennings, Scott counties), Evansville (Warrick, Vanderburgh, Dubois, Posey, Perry, Spencer, Gibson, Knox counties) Merrillville (Lake, Newton, Jasper counties), and Terre Haute (Fountain, Montgomery, Warren, Clay, Greene, Parke, Putnam, Sullivan, Vermillion counties).

Resource limitations in rural areas are a result of a lack of available capital, including human, financial, social, cultural, and political capital. Rural communities often have aging populations which correlates with a decline in financial capital; relatedly, the low population density in these areas impacts funding, as more densely populated areas receive more "proactive" funds (i.e., funds to prepare for disasters) and rural areas receive more "reactive funds" (i.e., funds to recover after a disaster). The distance between residents ("remoteness") also contributes to logistical challenges in providing timely life-saving care and restoring power and other services after a disaster. Furthermore,

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disaster preparedness education in rural areas is more costly because outreach is logistically complicated. (<http://www.homeland1.com/disaster-preparedness/articles/480917-Challenges-of-rural-emergency-management/>).

The median household income in Indiana is \$48,393, which is below the national median household income of \$52,762. (www.census.gov). It has been shown that preparedness increases steadily with income levels. (<http://www.cdra.colostate.edu/Data/Sites/1/cdra-research/fothergill-peek2004poverty.pdf>). Relatedly, the need for disaster services has increased since the start of the economic recession in 2008 as many families have forgone the "extras" such as renter's or homeowner's insurance; thus, a fire in a single or multi-family dwelling is more often leaving individuals homeless, hungry, and without basic necessities.

To adapt to changing needs throughout the state and nation, ARC is working to leverage the skills and leadership potential of its significant volunteer workforce, the hallmark of the organization and key asset in fulfilling its mission. Of the more than 4,200 ARC volunteers in Indiana, over 2,600 are active in disaster services. The RAP Corps will support ARC's Disaster Program Managers to help recruit, train, engage and optimize thousands of disaster volunteers across the state. Their involvement will reflect the national ARC's "Disaster Cycle Reengineering" plans to reinforce and maximize the critical role of the volunteer workforce.

b. AmeriCorps Members as Highly Effective Means to Solve Community Problems

i. Theory of Change and Logic Model

With its volunteer workforce serving as its keystone, ARC is the leader nationally and locally in providing services throughout the disaster cycle, existing to meet people's immediate emergency needs in a disaster through shelter, food, and health services, and assist individuals and families in resuming their lives independently. ARC also feeds emergency workers, handles inquiries from concerned family members outside the disaster area, provides blood and blood products to disaster victims, and helps victims access other available resources. Through the evidence-informed Disaster Reengineering approach instituted nationally in the spring of 2013, ARC of Indiana is refocusing its efforts to reinforce the preeminence of a volunteer workforce in the disaster cycle.

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The 2014-15 Indiana RAP Corps will help meet Indiana's disaster cycle needs through the truly integrated approach envisioned by Disaster Cycle Reengineering, with the ultimate outcome of creating more resilient communities. Specifically, RAP Corps members will recruit and train new disaster volunteers, facilitate volunteer development by matching volunteer skills with volunteer opportunities, and mobilize communities through outreach and new partnerships to address disaster risk and increase the communities' ability to prepare for, respond to, and recover from disasters. All Member Service Years (MSYs) are dedicated to the Disaster Services program measures including disaster preparedness, response, recovery, and mitigation. Please see the attached Logic Model Worksheet for detailed intervention activities and outcomes.

ii. Evidence

Embarked upon in March 2012, Disaster Cycle Reengineering marks the national American Red Cross' most extensive effort in history to improve its ability to deliver services throughout the disaster cycle (preparedness, response and recovery). Based on a series of SWOT analyses, survey research, and structured in-depth interviews with clients, volunteers, donors, partners in government and the nonprofit sector, disaster workers and organizational leadership, a team of expert practitioners identified several ways to build upon and strengthen ARC's core competencies. By using "reverse engineering," ARC constructed the new design by identifying the intended output and then working backwards to innovate process steps that will lead to the delivery of that output. To closely monitor impact of the new structure, continuous improvement, documentation and governance have been formally incorporated so as to foster ongoing change and evolution over time. It is important to note that while the structure for delivering services is different, the core preparedness, response and recovery services remain the same.

The new structure focuses key operational resources and authority at the division and regional chapter level, while the design and standards of programs are the core focus of national headquarters. By pushing decision making closer to the client and community and reorienting national systems to support and strengthen local activities, the goal of Disaster Reengineering is to deliver a truly integrated disaster program that most effectively meets community need. One of the key elements of the Reengineering initiative is reestablishing ARC's volunteer base and creating a better volunteer

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experience, with the ultimate goal of having more specialized volunteer roles in order to build more resilient communities that can effectively prepare for, respond to, and recover from disasters. A key operating principle is for an interaction with a Red Cross worker to open the door not just to Red Cross assistance, but also to help from all other community, state, and federal resources.

While Disaster Reengineering provides overarching guidance for all RAP Corps responsibilities, the 2014-2015 RAP Corps will engage in this new, evidence-informed approach specifically in two ways: (1) by cultivating an enhanced volunteer workforce that maximizes volunteers' skills and talents, increases volunteer involvement across the organization, and fosters an environment in which volunteers can excel in their accomplishments; and (2) by mobilizing the community across the disaster cycle, including strengthening and building new partnerships with community groups and corporations. AmeriCorps members will be crucial in implementing the evidenced-based recommendations from the ARC national office to more fully engage, train and lead a volunteer workforce responding to and preventing disasters, both large and small.

c. Member Training

ARC uses nationally certified training programs to prepare AmeriCorps members for their roles as disaster preparedness and response experts within the community. ARC of Indiana has also developed a year-round series of training and networking events to help members connect and grow throughout the year.

RAP Corps members will begin with a two-day orientation in Indianapolis in early September 2014. Orientation provides an overview of the RAP Corps program (training and requirements) and expectations, as well as training in volunteer placement and management. Members will then return to their districts to complete an initial 17 hours of training. At a minimum, members complete the following ARC disaster courses: Disaster services: An Overview; Shelter Fundamentals; Client Casework: Providing Emergency Assistance; Disaster Assessment; and Disaster Action Team Orientation. Members also complete First Aid/CPR training and approximately one-third of members complete training to become First Aid/CPR instructors. Through both classroom instruction and mentoring, new AmeriCorps members are also trained on such topics as family and individual preparedness, group facilitation, and disaster course instructional methods. In addition, 2014-15 RAP

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Corps will be trained in ARC's new "Volunteer Connection" online program which is designed to match the skills of interested volunteers with optimal volunteer opportunities. All members also have access to the Exchange, ARC's intranet, which serves as a library of tools and resources for both employees and volunteers. The Exchange has access to all internal documents outlining code of conduct, expectations, evaluation and prohibited activities.

Within 30 days (once members have completed 17 hours of the nearly 70 hours of training courses available), AmeriCorps members--now RAP Corps members--begin responding to local disasters and family house fires and serve on an on-call Disaster Action Team (DAT) on a rotating basis. After RAP members have experienced disaster and emergency response first-hand, they then begin to recruit and train volunteers from the community to assist with disaster response.

As their confidence and skill sets build, RAP Corps members soon move into leadership roles and begin working directly with clients as they move through the recovery process. RAP Corps members also build leadership skills by planning and leading meetings (including monthly in-service conference calls), conducting training courses, giving presentations and meeting with volunteers and community partners. All RAP Corps members will also attend a mid-year retreat and end-of-year celebration to share best practices.

d. Member Supervision

The RAP Corps program is directed by Debra Taylor, Regional Direct Services Manager for ARC of Indiana. Ms. Taylor has over 20 years of experience recruiting, training, and supervising volunteers in both rural and urban settings. Ms. Taylor has served in both leadership and direct service capabilities for local, state, and national disasters. Ms. Taylor will coordinate monthly in-service conference calls with the RAP Corps and travel to each district at least one time throughout the year to meet with Program Managers and RAP Corps members to discuss progress, resolve any potential concerns, and celebrate successes.

The RAP Corps will also be supported by the Director of Community Outreach (Susan Norman), as well as two new positions under Disaster Reengineering: Regional Workforce (Volunteer) Development Manager and the Regional Individual and Community Preparedness Manager. Ms.

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Norman will provide ongoing support and guidance to RAP Corps members and Program Managers regarding best practices and techniques in volunteer management, as well as ensure effective performance measurement tracking; and the two new positions will serve as the primary subject matter experts for RAP Corps members, working with Ms. Taylor and Ms. Norman to ensure members have the technical knowledge and skills needed to be successful. Further, ARC of Indiana boasts two Regional Disaster Program Officers (RDPOs), who bring extensive experience managing disaster cycle services and program management. The RDPOs will provide additional leadership and ensure program compliance.

Program Managers (10) in the nine Homeland Security districts across the state will serve as frontline supervisors and mentors for RAP Corps members. Program Managers are responsible for implementing disaster services programming within their district. They lead and manage a primarily volunteer team, making them well-suited to supervise RAP Corps members. In addition, four Program Specialists work with these managers to achieve district and regional goals. These Specialists will work with RAP Corps members on specific projects and initiatives.

e. Commitment to AmeriCorps Identification

The Indiana RAP Corps is committed to branding national service by utilizing the AmeriCorps name and logo whenever appropriate, such as on ARC social media sites, on volunteer recruitment materials, and within ARC buildings. ARC ensures that the members wear the program logo (the AmeriCorps "flare") while engaged in service hours and also prominently displays the AmeriCorps and Office of Faith-Based and Community Initiatives logo on literature and flyers developed. To foster member development and prepare members to give community presentations on their AmeriCorps experiences, RAP Corps members rotate facilitation of monthly in-service conference calls with Ms. Taylor to discuss topics of interest/importance and share personal experiences and best practices.

Organizational Capability

a. Organizational Background and Staffing

More than 130 years of experience responding to disasters across the nation and around the world have equipped the American Red Cross with a wealth of knowledge related to disasters. Now backed by the evidence obtained through its Disaster Reengineering initiative, the Red Cross, including ARC

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of Indiana, is poised to not only be the preeminent provider of disaster services, but to provide those services in a more efficient manner than ever before. Structurally, relief operations are aligned to regional and divisional boundaries. The national sector ensures the availability of resources needed on the ground, while pre-designated teams within each division ensure that relief operation leaders can make decisions locally and respond quickly and effectively to community needs.

The Greater Indianapolis chapter, chartered in 1916 and recently renamed American Red Cross of Indiana, includes nine field offices throughout the state and covers 80 counties (87% of Indiana's geographic footprint). ARC -- Indiana is staffed by a team of nonprofit professionals who possess a depth of experience and knowledge in their particular area of responsibility, and has administered a state AmeriCorps program since 2006.

The Greater Indianapolis region of ARC of Indiana will serve as the fiscal and reporting agent for this grant and oversee program delivery. Its preliminary FY 2014 budget is \$7,407,346 and includes 78 staff members. Matching funds will be secured by partner agencies such as the United Way of Central Indiana and contributions from individuals and corporations.

b. Compliance and Accountability

ARC has an extensive history of collaboration with a wide range of partners, volunteers and communities across the state, and as such is well-versed in operating within required compliance guidelines and maintains strict accountability to funders, partners, volunteers, and donors. None of the responsibilities outlined for AmeriCorps members involve any prohibited legislative, political, religious or other activities. In addition, Program Managers are educated as to prohibited activities of AmeriCorps members and will be responsible for assuring compliance. If an instance of risk or noncompliance is identified, the Program Manager shall alert the Regional Direct Services Manager. Chapters that are found to have AmeriCorps members performing duties that are prohibited will receive a verbal warning to cease and desist and they will be required to demonstrate how they will meet these chapter needs not using AmeriCorps members. In addition, they will be required to submit a written plan within five business days. Also, RAP Corps members will be asked to list all of their responsibilities at the chapter when they meet for the annual retreat in April 2015.

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c. Past Performance for Current and Former Grantees

ARC of Indiana has been successful in meeting its performance targets in its last three years of operation. Its last AmeriCorps State Monitoring report, issued in June 2011, identified no compliance issues. External evaluations performed in 2008 and 2011 informed improvements such as strengthening site supervisor orientation, improving member orientation, and improving opportunities for member feedback and interaction throughout the year. With this information, ARC made enhancements to its RAP Corps program accordingly, including creating a day-long combined supervisor and member orientation and incorporating a mid-year member retreat.

Demonstrated Compliance:

In its last AmeriCorps State Monitoring Report, issued in June 2011, the Indiana Office of Faith-Based and Community Initiatives identified no compliance issues within ARC of Indiana's RAP Corps program. Three fiscal observations (related to reconciling budget amounts) and three programmatic observations (related to member placement and enrollment procedures) were made in the same report. To address these observations, Regional Direct Services Manager, Debra Taylor, is working to better train Program Managers in tracking in-kind budget items and in following procedures related to member enrollment forms and placement.

Enrollment:

The RAP Corps recruitment rate was 100% for FY 2011-2012. This represents all slots filled and was likely the result of two factors - earlier and increased emphasis on recruitment and better knowledge and use of the on-line recruitment tool available through e-grants.

Retention:

The RAP Corps retention rate for FY 2011-2012 was 76.6%. While disappointing, it was understandable in the circumstances of the individuals who exited. Several left the program to take full-time professional positions. In the current economic and employment environment, history has demonstrated that individuals are often willing to forgo the benefits of the AmeriCorps program and exit early if they are able to secure a full-time professional employment opportunity.

In 2013, two AmeriCorps members exited the program early. One left for personal reasons, and the

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other was hired by a local ARC chapter. A part-time member also exited after completing her hours. An additional member focused on community resiliency accepted an offer to become the Volunteer Services Specialist at ARC of Indiana at the conclusion of her hours in May.

Further, in an effort to increase the retention rate, several activities have been added to strengthen the "community" feel of the RAP Corps program. These activities include monthly conference calls and increased opportunities for member interaction at orientation (September 2014), an annual retreat (April 2015), and end-of-year celebration (August 2015).

d. Continuous Improvement

Disaster Reengineering includes new processes to assess ARC programs and their progress in delivering high-quality services. The changes made by Disaster Reengineering will be measured by metrics such as how long it takes to open a shelter in an affected community and the time needed for deploying volunteers responding to a disaster. Likewise, ARC will measure success by its overall ability to meet and exceed expectations of community partners, volunteers, donors and the public -- and most importantly, the people it serves -- by soliciting regular feedback through such tools as the National Volunteer Satisfaction Survey and Disaster Survey.

Specific to the AmeriCorps program, Program Managers will conduct biannual reviews of RAP Corps members, and the RAP Corps members complete a Performance Measures questionnaire on a quarterly basis. Both processes provide an opportunity for feedback to inform continuous improvement of the program. In addition, in order to foster development and enhance the ability to work as a team that uses best practices, RAP Corps members will attend a two-day orientation, the Indiana Governor's Conference, participate in monthly in-service conference calls, and attend a one-day retreat halfway through year (April 2015) as well as an end-of-year celebration at the conclusion of the program year (August 2015).

Cost Effectiveness and Budget Adequacy

a. Cost Effectiveness

The Indiana RAP Corps has requested funds to support a program with 35 MSYs (Member Service Years), or 35 members. The cost per MSY is approximately \$11,268, a decrease from ARC's last request which was estimated at \$11,420 per MSY. In addition to providing direct disaster services, a

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primary responsibility of the RAP Corps is to build the capacity of ARC volunteers -- the keystone of ARC nationally and locally - which in turn builds the resiliency of communities. All disaster models center around preparedness, however by utilizing volunteers for critical preparedness efforts, the Red Cross model makes disaster services as cost-effective as possible. Every \$1 spent on preparedness equates to a \$4 savings in disaster recovery costs (based on studies conducted by the national ARC office). Also, through Disaster Reengineering, ARC of Indiana has significantly reduced duplication of administrative and office functions, yet maintained program integrity.

ARC of Indiana receives funding from a variety of sources. Approximately 56% of the operating budget is funded by donations secured from individuals and organizations. Additionally, 15% of the budget is comprised of funding received through United Way and other grant sources. Another 15% of the budget is funded by legacies and bequests, contracts, investment income, and other sources. Finally, approximately 14% of revenue is generated through tuition from CPR, First Aid, AED, and other health and safety classes.

b. Budget Adequacy

ARC requests \$395,289 to support 35 MSYs, which will be matched by \$388,012 in funds from the ARC of Indiana. Matching funds will be secured by partner agencies such as the United Way of Central Indiana and contributions from individuals and corporations. This match represents 50% of the program's total operating costs.

The AmeriCorps budget includes a \$12,100 living allowance for 35 full-time members. In addition, the budget allocates funds for member participation in Orientation (September 2014), the annual Governor's Conference on Service and Volunteerism (October 2014), a Member Retreat (April 2015), and Member End-of-Year Celebration. These opportunities, along with ARC's rigorous disaster training, will provide members with the knowledge and skills they need to achieve programmatic goals. Additional costs include CPR and First Aid training, as well as instructor training, which allow members to teach CPR and First Aid in the community.

Expenses for background checks are part of the on-boarding process for ARC employees and volunteers and will be covered by ARC.

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Evaluation Summary or Plan

To increase the ability of Indiana communities to prepare for, respond to, and recover from disasters, the American Red Cross (ARC) of Indiana is requesting 35 AmeriCorps members to serve in its Response and Preparedness (RAP) Corps. RAP Corps members will be trained to provide services throughout the disaster cycle and mobilize communities by building the capacity of ARC's volunteer base, educating the public on disaster preparedness, as well as strengthening existing relationships and building new relationships with community partners to enhance community preparedness and resiliency.

RAP Corps member responsibilities are a reflection of Disaster Reengineering, ARC's evidence-informed approach to becoming a fully integrated disaster services provider. Specifically, in its first program year, RAP Corps members will: (1) assist with recruiting and placing 400 new disaster volunteers in specific roles; (2) match existing disaster volunteers' skills with optimal volunteer roles; (3) assist with volunteer disaster preparedness training (including occasionally leading disaster volunteer orientations) for 500 adults and 500 youth; (4) facilitate in 700 encounters and 400 cases with Hoosiers involved in disasters; (5) strengthen existing relationships with at least 150 community partners and build at least 90 new connections with corporations, social service providers and other organizations across Indiana; (6) serve as a member of an on-call Disaster Action Team (DAT) on a rotating basis; and (7) assist ARC on local disaster relief operations, with the opportunity for regional or national disaster relief operation deployment if desired.

ARC utilizes several ongoing process measures to evaluate the success of its programs, including the RAP Corps program. ARC's Client Assistance System, a database utilized by Red Cross chapters nationally, tracks preparedness, response, and recovery performance measures. ARC personnel are responsible for regularly updating the database with such information as: number of new volunteers trained ("preparedness"), number of individuals in the community educated ("preparedness"), number of individuals assisted in a disaster ("response" -- as measured by encounters with disaster victims during a disaster), and number of "cases" derived from a disaster ("recovery" -- cases are opened when disaster victims need additional assistance, such as financial or social service referrals). Within cases, ARC personnel can note if any actions were taken to prevent reoccurrence of a disaster ("mitigation").

Also, in alignment with new mechanisms dedicated to ongoing process improvement under Disaster

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Reengineering, ARC will measure the community impact of its disaster services programming by evaluating disaster volunteer availability, volunteer satisfaction, and perceived readiness of disaster volunteers (as perceived by volunteers).

In addition, there are two processes/tools specific to evaluating ARC's AmeriCorps program. First, RAP Corps members complete a Performance Measures Tracking Form (example attached) on a quarterly basis to capture their accomplishments in community disaster education, capacity building (i.e. volunteer recruitment), and disaster response activities. RAP Corps members must also list any disaster training courses they've completed and provide one "Great Story" highlighting an accomplishment that stood out over the preceding three months. The second tool used to assess the performance of the RAP Corps is the AmeriCorps Member Evaluation Form (example attached), which is completed twice a year (in March and August) by the RAP Corps member's Program Manager. This review tool measures the following areas of performance by RAP Corps members: punctuality and attendance; professional appearance and behavior; collegiality; reporting and time management; problem solving ability; position knowledge and skills; quality and quantity of work; initiative/self-motivation; communication skills; and personal adaptability. Program Managers are also invited to write an overall assessment of the member's performance.

The 2014-2015 RAP Corps program will also include a formal, internal program-wide evaluation led by a subcommittee of the Volunteer and Community Engagement Committee of the Board of Directors of ARC of Indiana. Subcommittee members (collectively, the "AmeriCorps Review Committee") will include: Greg Dentino, Senior Vice President of Commercial Banking at Fifth Third Bank; Robert Gauss, Partner/Attorney at Ice Miller LLP; Kristine Harper, M.D., Eli Lilly and Company; and Joseph Simpson, Director of Administration for Indiana Legal Services, Inc. The AmeriCorps Review Committee will meet for one day in March 2015 (interim meeting) and one day in September 2015 (final meeting) to analyze data received from ARC's Client Assistance System, Performance Measures Tracking Forms, and AmeriCorps Member Evaluation Forms. The result will be a RAP Corps Interim Report released by March 31, 2015 and a final report released by September 30, 2015 (one month following completion of the program year).

Evaluation results will be used to inform continuous improvement opportunities and to assess the overall success of ARC's AmeriCorps program.

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Amendment Justification

N/A

Clarification Summary

A. Grant Capacity and Compliance

1. American Red Cross (ARC) - Indiana requests to use DUNS number 003255213 and EIN 53-0196605, and is diligently working with OFBCI and CNCS to edit this information within its profile. As of Friday, April 11, 2014 ARC-Indiana was able to enter the correct DUNS number into its eGrants profile, but will have to seek assistance from the eGrants Help Desk on Monday, April 14, 2014 to correct the EIN - as the eGrants Help Desk is closed on Fridays. ARC-Indiana is greatly appreciative of the assistance from and patience shown by OFBCI and CNCS as it works to resolve this issue.

B. Programmatic Clarification

1. AmeriCorps members will supplement the work being performed by paid ARC staff. While the new, evidence-informed American Red Cross structure has resulted in fewer FTEs in Disaster Services, the end goal of "Disaster Cycle Reengineering" is not to displace ARC staff but rather to deliver a truly integrated disaster system. In-depth research conducted by American Red Cross revealed that a strengthened volunteer base is central to carrying out its core competencies. Accordingly, the result is greater emphasis on local level capacity to perform the three disaster cycle functions (prepare, respond, recover) which requires each Red Cross unit to increase its volunteer base. AmeriCorps members will be instrumental in recruiting and training volunteers who will be placed on the ground in key posts to work in preparing Indiana's communities to be better prepared and more responsive to local disasters. Half of the counties served by the AmeriCorps program are designated rural -- areas where resource limitations make increasing volunteer capacity critical. In turn, this preparedness will also ready ARC to respond at a regional and divisional level when necessary. Following any significant disaster, the AmeriCorps staff will additionally take an active role in the clients' and communities' short and long-term recovery processes.

2. The preferred start date for the program is as originally entered: September 1, 2014. Member enrollment will occur in the two weeks prior to the start date.

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C. Performance Measure Clarification

1. See Performance Measures section

2. The client cases tracked under ARC's CAS 2.0 system are unduplicated.

3. These parameters are difficult to quantify as such specific data is not readily accessible at present. Using extrapolated data, ARC currently has 1,987 active disaster volunteers in Indiana. It is anticipated that the efforts of AmeriCorps members will result in a 10 percent increase - resulting in roughly 200 additional trained disaster volunteers across the state. Likewise, ARC annually educates over 36,000 community members in disaster preparedness. It is anticipated that the efforts of AmeriCorps members will result in an additional 1,000 community members educated.

ARC notes that the number, qualifications, commitment levels and training of any given volunteer will impact upon the knowledge delivered to communities and the overall effectiveness of volunteers within them. Any disaster has significance and, correctly managed, any new volunteer may potentially count as an increase in potential community knowledge. Through positive management and mentoring, deployment of 35 AmeriCorps volunteers is expected to increase Indiana's community preparedness by approximately 10% statewide.

4. See Performance Measures section. ARC needs to increase responsiveness, particularly in rural areas, by serving our clients through additional, well-trained volunteers and new and improved service delivery methods and systems.

5. See Performance Measures section for restated problem related to Recovery. Relatedly, ARC is taking a more active role in the client's short and long-term recovery processes. Recovery spans events from single-family disasters to extremely large-scale disasters. Through the Disaster Cycle Recovery Framework, ARC seeks to work with families throughout Indiana to facilitate recovery. The recovery process driven by ARC draws upon our experience, capacity, strong local presence and understanding of the needs of those affected by disaster in the state. In addition, as a hub for referrals to our public and private partners, ARC is a valuable resource above and beyond our own areas of

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specialization. At all levels, our Red Cross volunteers are the key to the success of our recovery programs.

6. See Performance Measures section (D4 removed)

7. The client cases tracked under ARC's CAS 2.0 system are unduplicated.

8. Several tools are available to track the activities specifically performed by AmeriCorps members. In addition to having AmeriCorps members submit weekly timesheets, ARC will distinguish outcomes of efforts by AmeriCorps members through completion of quarterly Performance Measures Tracking forms which capture their accomplishments in community disaster education, capacity building (volunteer recruitment), and disaster response activities. In addition, Program Managers evaluate AmeriCorps members twice a year through the AmeriCorps Member Evaluation Form. Further, ARC's new volunteer intranet - Volunteer Connection - has the capacity to track events attended by volunteers. In order to track the numbers served by AmeriCorps volunteers, ARC's CAS 2.0 system (client database) can generate reports based on which volunteer worked on the client's case. The 2014-2015 RAP Corps program will also include a formal, internal program-wide evaluation led by a subcommittee of the Volunteer and Community Engagement Committee of the Board of Directors of ARC of Indiana. The AmeriCorps Review Committee will meet for one day in March 2015 (interim meeting) and one day in September 2015 (final meeting) to analyze data received from ARC's Client Assistance System, Performance Measures Tracking Forms, and AmeriCorps Member Evaluation Forms. The result will be a RAP Corps Interim Report released by March 31, 2015 and a final report released by September 30, 2015 (one month following completion of the program year).

D. Strategic Engagement Slots Clarification

1. While ARC-Indiana encourages initiatives that promote diversity in the workplace, it does not plan to recruit any disabled individuals for its AmeriCorps program at this time. Alternatively, ARC seeks to develop stronger relationships with disability providers in the community so that it may create a robust plan for recruiting disabled members/volunteers in the near future.

2. ARC-Indiana does not request additional MSYs to be filled by AmeriCorps members with

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disabilities.

E. No-Cost MSY Clarification

ARC-Indiana does not request any No-Cost MSYs.

F. Healthcare Clarification

1. Summit America is the health insurance provider used to insure AmeriCorps members.
2. Summit America was selected by the corporate arm of ARC, based on historical precedent.
3. To the present knowledge of ARC-Indiana, the healthcare coverage provided to AmeriCorps members will meet Minimum Essential Coverage standards.
4. N/A
5. N/A

Continuation Changes

N/A

Grant Characteristics