

# Narratives

## Executive Summary

MyGoodDeed is the originator of, and the nation's leading nonprofit organization dedicated to supporting and promoting the September 11th National Day of Service and Remembrance. Each year, our programs and activities help to inspire more than 40 million Americans to engage in charitable service, volunteerism and good deeds in observance of 9/11 and in tribute to the victims of 9/11, rescue and recovery personnel, and members of the military. For three consecutive years, we have been a CNCS federal grant recipient for programs supporting the September 11th National Day of Service and Remembrance.

We are pleased to again submit our proposal in support of the 2015 September 11th National Day of Service and Remembrance ("9/11 Day"). Our request is for \$180,000, to implement an innovative program in response to CNCS' priority request to develop educational materials or curriculum for youth, including a plan for curriculum distribution and educating youth about service in observance of the September 11 National Day of Service and Remembrance.

Our program would include innovative and also proven ways to engage an anticipated 200,000+ students in a range of service-related activities for 9/11 through their schools, teachers, and mentors. Our plan includes delivering free lesson plans to more than half a million teachers in collaboration with a network of top education partners including Scholastic, America's Promise, Citizen Schools and others. We also will be inviting teachers to report their results to us and submit their own 9/11 service learning lesson plan ideas for next year.

We are well qualified to implement this program, with a tremendous existing network of partners we can tap, proven federal grant management expertise, and direct contacts and experience with members of the 9/11 community.

We appreciate and look forward to your consideration.

David Paine and Jay Winuk, Co-Founders, MyGoodDeed and 9/11 Day

## Program Design

PROGRAM DESIGN

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Since 2011, MyGoodDeed has been a leader in providing educational content to teachers to help them plan and implement projects that have inspired more than five million students to engage in service activities in observance of 9/11. These include providing free service learning lesson plans, teacher's guides and videos. We also provide access to educational content about 9/11 from a range of other partners, including the 9/11 Memorial, Youth Service America, and others. During this time, and since our founding in 2002, we have built outstanding partnerships with a range of top notch nonprofit organizations.

Our grant proposal will fully leverage our experience, partnership relationships and deep understanding of 9/11 to deliver an innovative, multi-faceted outreach effort that will engage tens of thousands of teachers in promoting service learning related activities for the September 11 National Day of Service and Remembrance.

GOALS AND OBJECTIVES -- The objectives of this grant program would be four-fold:

1. Develop and distribute education materials/curriculum to educator and youth mentors promoting service in observance of the September 11 National Day of Service and Remembrance ("9/11 Day").
2. Cultivate new methods and partnerships that prove effective at reaching and then mobilizing educators and youth mentors to organize service projects in observance of 9/11 Day.
3. Directly mobilize approximately 5,000 teachers and up to 200,000 students in documented service-learning projects in observance of 9/11 Day.
4. Leverage opportunities to incorporate into educational content projects and activities, lead time permitting, that focus on promoting a better understanding of military veterans and disaster preparedness among the educational opportunities we will promote.

TARGET AUDIENCES -- Our primary audiences for this program would be national in scope, with emphasis on major cities, targeting:

\*Teachers, school administrators, after school program coordinators, and youth mentors.

\*Students at the elementary school level, grades 3-5.

\*Students at the middle school level, grades 6--8.

PROGRAM NEED -- We have identified the following need:

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Even though it has now been nearly six years since Congress and the President joined to designate September 11 as an annual National Day of Service and Remembrance, only about 59 percent of teachers are aware of this fact, based on our most recent national research. Additionally, many of the children now at the elementary or middle school levels were not even born when 9/11 happened.

Reaching and engaging America's youth in service early and consistently in their lives is vital to long range volunteer service capacity building. 9/11 is presently one of the nation's most powerful motivators for volunteer service, and a tremendous, yet largely untapped, opportunity to connect with youth audiences to engage them in 9/11-driven service activities. However, if those of us in the national service community do not maintain and step up programs to teach future generations about 9/11 in ways that continue to promote their service interests, not only we will miss the huge opportunity to engage them in service around this day, but 9/11 as a service day may gradually be lost and, sadly, remembered only for the evil deeds done by the terrorists and not by the way our nation responded through unity and compassion.

This program cost effectively leverages MyGoodDeed's strong relationships with local schools, educators, mentors and other community-based service organizations, along with our established and new national partnerships, helping ensure that America's youth will continue to learn about and remember 9/11 through service, building capacity through the early recruiting, engagement and management of youth volunteers. In developing and promoting education materials, we plan to provide new elements for their use, and even offer teachers opportunities to propose to us their own ideas -- something we consider vital to generating strong participation. At the same time, lead time permitting for 2015, we will explore partnerships with other nonprofits to pilot content that serves the dual purpose of promoting some of the goals of CNCS' Strategic Focus Areas, specifically Veterans and Military Families, and Disaster Preparedness.

NATIONAL PERFORMANCE MEASURES -- Developing and distributing educational materials that engage youth in service in observance of 9/11 has been called out in the NOFA as a priority activity. We have responded specifically to that request, aligning the program with the Performance Measure goal of Capacity Building, while secondarily also supporting through the content of our educational materials the Focus Areas of Veterans and Military Families, and Disaster Preparedness. We also have included for reporting purposes an applicant-generated performance measure that aligns with the

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broader CNCS Performance Goal 1, under Education, Priority Measure 5, i.e., "... students engaged in CNCS-supported service learning."

Targeted Measures: Under our multi-faceted program, we plan to reach, recruit and manage a minimum of 200,000 students in a variety of measurable service projects in observance of 9/11, among those at the grade levels of 3 and 8. We also plan to engage approximately 100 military veterans selectively in elements of these programs subject to lead time for 2015.

Reporting: All teachers and organizers participating in the program will be asked, and in some elements, required to provide specific documented post- project reports covering what they did, the materials they used, and the number of student volunteers that participated in their programs. We have relied on reports from past programs and experience to make our estimates of the impact of our program for this year.

DESCRIPTION OF ACTIVITIES -- This program, which will be lead and coordinated by MyGoodDeed, will include two components in 2015, designed to generate meaningful immediate scale, while also cultivating and testing new and different ways to reach, inspire and enroll teachers and students in 9/11 service learning projects that accomplish the goals of CNCS. We will work with both new and existing partners to make this exciting and innovative program happen.

Concept: For this program, our intent would be to reach at least half a million teachers and mentors through two distinct, yet integrated initiatives: (1) Scholastic Educational Outreach, and (2) NPO Partnership Pilots. Both projects would include the common elements of educating students about 9/11 as a day of service and mobilizing them to participate as volunteers in age-appropriate service projects in observance of 9/11 in 2015. While we would provide turn-key materials such as lesson plans and teachers guides to all teachers, an important part of the program would include inviting teachers to submit their own service learning ideas, along with photos, videos or written documentation of what they accomplished in 2015. Those who submit these elements post 9/11 information may be eligible to win modest prizes, such as school supplies, donated technology and other related items we plan to secure. More than 100 service learning lesson plan ideas would then be selected from those submitted, and published on our website for 2016. MyGoodDeed would judge these ideas in partnership with Scholastic.

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We have estimated that the combination of these initiatives will recruit and mobilize a minimum of 5,000 teachers, and 200,000 students in service in observance of the September 11 National Day of Service and Remembrance.

Because of the very tight time frame to implement this program for 9/11 this year, we have already started the initial initiated planning needed to get started quickly. We've also had conversations with many potential education partners, with the goal of quickly assembling and activating a unique and diverse group that would be highly effective at assisting us in reaching and activating tens of thousands of teachers and mentors and, through them, potentially hundreds of thousands of students. From this process, we have identified the following organizations which would partner with us as suppliers in delivering elements of the overall program, on a timeline that allows for a feasible and yet highly effective roll-out of education programming for 9/11 this Fall. As needed we will scale the program accordingly should there be any meaningful delays in securing approval of this grant:

Scholastic National Outreach: Over the past four years, MyGoodDeed has had great success working with Scholastic to reach mid-level elementary school teachers (grades 3-6) to promote service learning activities for 9/11. We've already developed a list of more than 20,000 teachers that participate in our programs. For this CNCS supported grant program, we would expand that initiative, not only providing free lesson plans for teachers, but also inviting teachers to submit their own lesson plans to us, for the chance to win education-based prizes such as school supplies, technology, or books (lead-time permitting for 2015). We also are exploring opportunities to award a paid field trip to one classroom (chosen at random) to visit the National September 11 Memorial and Museum in NYC in 2016, budget permitting.

MyGoodDeed would coordinate all details with Scholastic, manage content, and administer the contest elements, as well as secure donated supplies and prizes. Working with Scholastic, we would distribute materials three times to more than 500,000 teachers promoting the program in August and September. We would also create a custom landing page where teachers would download our materials, including lesson plans encompassing understanding of disaster preparedness and the needs of military veterans and their families. Teachers also would be able to upload their own ideas for 9/11 and service, as well as provide documentation of the projects they implemented. From these "entries"

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we would draw prize winners after 9/11. Because of our longstanding relationship with Scholastic, we have been able to secure a commitment to deliver an additional \$20,000 in tangible in-kind support for this program element.

**Partnership Pilot Programs:** This year, our plan is to work with new and existing nonprofit partners to identify innovative and additional ways to reach and engage students and their teachers in service related learning in observance of the 9/11 National Day of Service and Remembrance. We have already reached out to and discussed initial ideas with prominent groups such as America's Promise, Citizen Schools, Teach for America and Coalition of Community Schools. Each has expressed interest in working with us to reach out to teachers and enroll them in a 9/11 Day of Service program. With America's Promise, for instance, we and they would reach out to all of its affiliated community-based and national partners, inviting them to join in a nationwide Day of Service for 9/11. Through America's Promise, we'd be able to reach not only teachers, but other education-oriented youth service groups, including after school programs and youth mentors. America's Promise would assist in distributing our content, building awareness of the program, and assisting in enrolling teachers and other participants. For other groups, like Citizen Schools, Teach for America, or Coalition of Community Schools, we would work to also promote a Day of Service within their organizations, but also look to cultivate innovative lesson plans that fit their unique program models and missions. In each case, we would jointly develop the scope of work, determine what is feasible for 2015, and assign if needed most sub-grants or supplier funding to implement the agreed upon activities, and enter into formal Memorandums of Understanding with clear measures and deliverable results. Because we won't be able to start until the summer of 2015, at first these will be primarily pilot projects with limited scope, but will provide very helpful information that may lead to some or all of these pilots being candidates for expansion if this program is renewed in 2016.

**Additional Program Partners:** In addition to the core program partners that will help drive our primary initiatives described above, we also may work with additional, secondary partners to advise us in content development and certain elements of program implementation. These include:

Got Your Six and other Veteran Serving Organizations. The mission of Got Your Six is to break down the stereotypes of military veterans and educate Americans about the tremendous talents and leadership potential of military veterans. We plan to carry that mission forward in our own education

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materials and service programs, inviting Got Your Six to advise us on effective ways to engage and include military veterans in local, school supported service projects, and to educate young Americans about who military veterans really are (and not what they are perceived to be). For instance, we may look to work with Got Your Six and the History Channel to adapt the existing "Take a Veteran to School" program for use in schools on 9/11. We would also tap our existing relationships with Volunteers of America and The Mission Continues to explore ways to engage veterans as participants in our program.

National September 11 Memorial and Museum, and the 9/11 Community: The National September 11 Memorial and Museum, a longstanding partner of ours, will assist in this program, providing thoughtful, sensitive, and age-appropriate content about 9/11. We also are in a unique position to consult with influential members of the 9/11 community and ensure their strong support for this program and the overall 9/11 Day of Service in general.

### **Organizational Capacity**

#### ORGANIZATIONAL CAPACITY

MyGoodDeed has been a CNCS grant recipient for each of the past three years, and has proven highly effective at smartly managing CNCS grant programs, complying with the requirements of such programs, and maintaining tight and accountable financial and reporting systems that are necessary to run grant programs effectively. This would be the fourth consecutive year MyGoodDeed would participate in and help implement a federal grant program. We had great success in 2012, 2013, and 2014, meeting all our stated goals, staying within budget, and delivering innovative programs and new ideas. We have many years of experience working closely and collaborative with CNCS as a strong and supportive partner. We have a solid understanding of CNCS' priorities, systems and people, and we have enjoyed a fine relationship with CNCS for many years. We also have the resources, staff experience, partnerships, funding, and the singular and unique relationship with the 9/11 community beneficial for implementing this program effectively, under the support of the 9/11 community, and with the utmost sensitivity. We will be able to take this experience and build upon it in 2015 and beyond.

We also have significant experience managing multi-million private sector projects. For the 10 year anniversary of 9/11, MyGoodDeed oversaw a program budget exceeding \$2 million dollars.

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Additionally, because of the strong private sector relationships we maintain, we annually receive more than sufficient private funding to meet our match requirements.

**STAFFING:** MyGoodDeed maintains a lean and agile operational and cost structure geared specifically for supporting the annual September 11 National Day of Service and Remembrance. We are not encumbered with additional staffing or overhead related to non 9/11-related volunteer service projects. Consequently, we are highly cost effective when it comes to providing 9/11 Day-related activities. How we manage activities in 2015 will be no exception. For the fourth year in a row, David Paine will act again as Project Leader, overseeing all activities related to the proposed program. David has more than 30-years' experience in communications and more than 10 years' experience running the day-to-day operations of MyGoodDeed and the 9/11 Day of Service. David will be the principal liaison with CNCS and our suppliers and partners. Coordinating with David will be Jay Winuk, co-founder of MyGoodDeed, a 9/11 family member and seasoned PR executive, who will act as Assistant Project Leader. The team will also be supported by a Project Coordinator. To track activities against a timeline, and monitor progress and milestones, David will lead weekly team meetings that will include internal staff, as well as representatives from our program partners and suppliers. Regular reports will be provided to CNCS.

**MEASUREMENT AND DATA:** We are very strong at measuring our programs and this grant project would be no exception. We will establish clear and upfront measurement tools and methods, and ensure that we carefully and thoroughly gather the data necessary to document the success and effectiveness of our program. Under both the Donors Choose and Scholastic initiatives, teachers and mentors will be required to sign up to access our materials and register their projects. They also will be required to provide post-9/11 reports that will document what they did, how many students participated, and what outcomes were observed. With our Partnership Pilots, we will also set up metrics to gather similar information.

**FISCAL OVERSIGHT:** All program-related financial and budget matters will be managed by David Paine, with direct oversight from Kathryn Schneider, MyGoodDeed's Finance Director, a CPA and former CFO. We understand that as a grant recipient, our responsibilities include the appropriate stewardship of federal funds entrusted to us. We already maintain a strong financial management system, including sophisticated software, compliant written policies, and procedures and cross

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training, which together enable us to deliver an accurate, current and complete disclosure of the financial results of our program. We adhere to Generally Accepted Accounting Practices (GAAP), including internal controls, audit trails and cost allocation procedures. Our books are reviewed in an annual compilation by an independent CPA. We also already have in place policies and procedures to ensure compliance with federal grant program requirements and recommendations. We understand and thoroughly embrace our responsibilities to ensure that our programs and activities, including those of any partners, are conducted and facilities operated in full compliance with the applicable civil rights statutes and their implementing regulations. We also will review the procedures and policies of our sub-grantees before approving our written contracts with them. We also have carefully reviewed requirements as specified under section 198K of the National and Community Service Act of 1990, as well as other important information, including 2 CFR Part 230, Cost Principles for Non-Profit Organizations (OMB Circular A-21). Additionally we have explored and reviewed valuable information already provided through the CNCS Resource Center, including relevant eCourses and Webinars.

### **Clarification Summary**

The following provides clarification on the points requested by CNCS as follows:

#### **PERFORMANCE MEASURES:**

This information has been corrected in the Performance Measures section.

#### **BUDGET ITEMS**

1. Please clarify whether your staff positions are for 12 months, and if so clarify why?

Our staffing personnel costs are only based on the months performing this project, not for 12 months. The estimated work period factored in is from June through December 31, 2015.

Additionally, these personnel expenses at MyGoodDeed are exclusively for contractors, with costs based on a negotiated hourly rate basis each month, and sometimes as fixed monthly retainers based on an agreed upon hourly estimate, which is then tracked and adjusted against actual hours. We separately break out and track all hours worked in the performance of CNCS or other federal grant

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programs. Our estimated costs budgeted for contractor staffing for this program reflects the estimated hours that will be assigned, and tracked, for this grant program just for the period of implementation.

Because these are contractor positions, not salaried, we have moved these costs to the correct Contractual and Consultant category, removing any confusion over whether these are 12 month salaried costs.

2. Why do sub-recipients need 12 month positions or laptops? This question is not applicable to our proposal, but just to clarify we are proposing to engage our contractors, such as Scholastic and select education NPOs only for a specific program period around 9/11, and any funding we propose to provide to them is for this period only.

3. Please address why the positions listed carry no costs for benefits.

The staffing positions at MyGoodDeed, as is our history, are contract only and periodic. As such these positions are not eligible to receive fringe benefits. Per #1, we have corrected our budget proposal to move these staff positions to Contractor.

4. Please provide a calculation on all figures in the budget not already outlined.

Contractor staffing: We are using a calculation based on the assumption that the Project Leader will spend approximately 300 hours dedicated to implementing this program from July through October. The Project Leader would be paid \$105 per hour, for a total of \$31,500. The Assistant Project Leader is forecast to spend 50 hours on this project, at an hourly rate of \$85.00, for a total of \$4,250.

5. Please move all administrative costs to the Indirect Cost Line.

All administrative costs are already part of the Indirect Cost line item.

6. Please clarify the calculations for the sub-grantee (other supplier) plan:

SCHOLASTIC: Scholastic has submitted to us a program budget of \$145,000 (including \$20,000

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donated), which will include the following elements:

Teacher Microsite with lesson plans - \$25,000

Management of Teacher "Call for Lesson Plans" and prizes - \$20,000

Distribution of program materials/lessons to 500,000 teachers - \$60,000

Program online advertising (banners, button ads, other) - \$15,000

Full-page Ad in Instructor magazine (reaches 525K Readership) - \$5K

Scholastic In-kind Donation:

Teacher Content Integration on Scholastic.com (500K Digital Impressions) - \$10,000

Two (2) editorial mentions in Scholastic Instructor (reaches 350K teachers each time x 2) - \$5,000

Additional Teacher Button Ads on Scholastic.com (500K impressions) - \$5,000

TOTAL: \$145,000 (incl. \$20,000 in matching funds)

EDUCATION NPO PILOT PROJECTS: We have requested \$35,000 for sub-grants to be provided to select education nonprofits, to assist in developing innovative content ideas and to assist in distributing information about our program to teachers, parents and mentors, with the goal of generating additional youth service projects for 9/11. We would provide approximately \$7,500 each to America's Promise, Mentor, and Citizen Schools, and possibly one other group to be determined. Additionally, we are reserving \$10,000 to support larger scale youth service projects in Washington DC and New York City. The remainder of the budget is allocated for miscellaneous expenses associated with this project activity.

7. Please utilize the agencies' Indirect Cost rate and provide documentation of the same.

We have adopted 10% of MTDC in our proposal and submitted that information in eGrants. Our total permissible Indirect Costs for the estimated program period is \$62,340.40, of which we have taken 10% or \$6,234 as our Indirect Costs.

8. Please be sure to include the costs of Criminal History Background checks.

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We have included a separate allowance for these checks under Supplies.

9. Please include in the budget staff travel for two staff members for a grantee meeting in Washington DC.

We have included these costs in our budget proposal.

10. Please complete the Source of Funds section of the budget.

This has been has been added.

11. Please submit your indirect cost rate agreement to Sept11@cns.gov.

We have submitted an email to CNCS confirming that we have established a 10% of MTDC indirect cost rate through eGrants.

### NARRATIVE ITEMS:

1. Please specify more clearly a range of dates during which you will require events to occur.

All of our education service events will be directed for implementation on 9/11 itself, or the week leading up to, or after it. Events that do not happen specifically on 9/11 will be clearly linked and branded as events in observance of the September 11 National Day of Service and Remembrance.

Planning for all our events and activities will begin promptly upon the award of funding and continue through September/early October (for reporting). Some of the program activities we have proposed will be scaled to reflect the tight time frame for implementation this year.

In October and November, we will gather information and supporting documentations to track and report our Performance Measures to CNCS, with final reports submitted by no later than December 15, 2015 or sooner.

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2. For CNCS Program Initiative in the Applicant Info section of eGrants, please select "none."

This has been corrected.

### **Cost Effectiveness and Budget Adequacy**

In developing our budget plan, our goals are:

1. Include diverse, non-Federal resources to support program implementation and sustainability, such as leveraging innovative efforts to secure and apply meaningful in-kind services, and the allocation of non-federal match funding by MyGoodDeed and its program partners.
2. Create a program that would lend itself potentially to incremental private sector in-kind contributions and other funding in Year Two, if extended, to add scale and value for the program impact.
3. Provide a sufficient level of combined funding from federal and non-federal sources to implement the program based on our years of experience creating and implementing volunteer service projects around 9/11.

MATCH SOURCE. Approximately \$60,000 would be provided in matching funds for this projects, coming from four sources:

- (1) Tangible in-kind contributions by other partners, including Scholastic.
- (2) MyGoodDeed's current funds.
- (3) Donated supplies and services by MyGoodDeed partners.

Together these sources will ensure that we meet or surpass the minimum 25 percent share of the total budget for this program.