

Narratives

Executive Summary

The Arc is the largest national nonprofit supporting people with intellectual and developmental disabilities (I/DD). Our mission is to promote and protect the human rights of people with I/DD and support their full inclusion in their communities across their lifetimes. The Arc is proposing to engage volunteers with and without disabilities in service projects around Martin Luther King, Jr. Day. A total of 10 project sites will be located in SC, NY, PA, CA, FL, WI, and MN. Each project will serve a community that has seen an increase in unemployment and the number of children living in poverty over the past 5 years. Food security, especially healthy food for children, is a concern for these communities. Each chapter of The Arc will partner with a local service club to carry out activities. Activities will focus on Healthy Futures, providing emergency food from food banks and pantries to at least 1,800 people. The Arc is requesting \$156,234 and proposing a match of \$365,585 for the first 12 months of a two-year project beginning August 1, 2015. The match includes contributions from each local site and the national office, and will be contributed in staff and in-kind resources for the proposed project. Funds from county governments and other non-federal agencies are also available in some communities. The project will recruit and manage 300 volunteers for a total of 4,500 hours in the Healthy Futures emergency food focus area. It will support ten organizations to implement effective volunteer management practices. Like Dr. Martin Luther King, Jr., The Arc understands that service is a great equalizer. People with I/DD can serve their communities alongside people without disabilities. In doing so they become more fully included in the fabric of society. The Arc is excited to apply for this grant to engage chapters, community partners, and people with and without disabilities in supporting Healthy Futures for their communities.

Program Design

A. Goals and Objectives

The Arc realizes the potential for improving the lives of people with I/DD, and the communities they live in, through service. Like Dr. King, The Arc understands that all citizens have something to contribute. The Arc is proposing to engage ten of our chapters, local service clubs, and volunteers with and without disabilities in service activities that will promote Healthy Futures for their communities. The Arc's national network includes 670 chapters located in 48 states and Washington, D.C. For this project we have selected ten chapters to engage in local service projects on and around Martin Luther King, Jr. Day in 2016 and 2017. These chapters are: The Arc of Alameda (Alameda County, CA); The Arc of the Midlands (Lexington, SC); The Arc of Luzerne County (Luzerne County, PA); The Arc of

Narratives

Racine (Racine County, WI); The Arc of Greater Twin Cities (Minneapolis, MN); The Arc of the Glades (Palm Beach County, FL); The Arc Nature Coast (Hernando County, FL); The Arc Big Bend (Madison and Jefferson Counties, FL); The Arc of Livingston-Wyoming (Livingston and Wyoming Counties, NY); and The Arc Genesee (Genesee County, NY). Each chapter will conduct its project within its designated service area (county or counties).

The Arc sought to balance geographic diversity with the demonstrated need for Healthy Futures service projects in the selected counties. The Arc used the Robert Wood Johnson Foundation's County Health Rankings and Centers for Disease Control and Prevention FastStats State and Territorial health data to substantiate the need in the selected communities. All of the locations selected have experienced a recent (over the past five to seven years) increase in two key health factors: unemployment, and the number of children living in poverty. These two trends are closely related, and together pose a serious threat to food security. Especially threatened is the availability of healthy food, including fresh fruits and vegetables, for children in low- to moderate-income households. Since the beginning of the Great Recession, all of the selected communities have seen continuing upward trends in these two measures. In some counties included here, more than 40% of children are living in poverty and unemployment is close to 10%. In addition, many are also already experiencing upward trends in obesity and physical inactivity. Several of the areas that will be served are rural and relatively poor, despite their proximity to relatively affluent urban areas (for example, rural Palm Beach County). Although a few of the selected counties currently rank average or above average in health factors and outcomes within their states, continuing increases in the factors noted here can cause immediate, short-term, or even long-term food insecurity for many families.

Chapters of The Arc are already involved in promoting Healthy Futures for people with I/DD, a population that experiences serious health disparities, through The Arc's CDC-funded HealthMeet project and related initiatives. Chapters selected for this project also have existing volunteer programs that engage people with I/DD and/or partnerships with local service clubs including Rotary, Kiwanis, and the Boy Scouts of America. This project will leverage chapters' focus on health as well as their partnerships with service groups to support people with I/DD in bringing better health to others around them. To implement this project, each site (chapter) will partner with a local service club to jointly recruit volunteers with and without disabilities. Each chapter and service group team will work with a community food bank, food pantry, soup kitchen, or similar hunger-focused nonprofit to

Narratives

deliver emergency food aid in the days and weeks surrounding Martin Luther King, Jr. Day. Partnerships and activities will use existing community resources, including human resources, and align with efforts already underway to promote Healthy Futures locally--such as sourcing food from community gardens, which are also often supported by chapters of The Arc, and offering information about community resources and benefits. We believe this leveraging will contribute to the impact and sustainability of these efforts throughout the project period and into the future.

The Arc has selected Healthy Futures as its focus for this effort because of the capacity of our chapters to carry out these activities. However, our chapters and many of our volunteers with I/DD also see a close connection between individual health and the health of their community. Healthy Futures activities are a natural extension of The Arc's focus on health promotion that lets people with I/DD take an active role in applying what they know for the good of others. We believe that this focus is closely connected to the life and teachings of Dr. King, not only with regard to the value of service but also with regard to the importance of health to a vibrant democracy in which good health is available to everyone, regardless of race, ethnicity, socioeconomic status, or disability. The Arc believes volunteers with I/DD can have an especially significant impact by serving other members of the community in this way.

The Arc will engage a total of 300 volunteers with and without I/DD as participants in service activities in the first project year. Volunteers will contribute a total of at least 4,500 hours to providing healthy emergency food to at least 1,800 people in need. The Arc will provide technical assistance on effective volunteer management, and will require sites to submit a management plan demonstrating their use of effective volunteer management practices. Volunteers with I/DD will be recruited from participants in chapter volunteer programs, social clubs, self-advocacy clubs, and other programs. Special attention will be paid to engaging people with I/DD who may never have participated in community service before. Volunteers without disabilities will be recruited from partnering service clubs, including Rotary, Kiwanis, and others, with the goal of forming connections that can sustain service projects and offer opportunities for people with I/DD to engage in service beyond the Martin Luther King, Jr. Day holiday weekend. Sites will engage in day-long or multi-day projects in the weeks surrounding the holiday weekend. Partnerships with service clubs and community organizations will be the key to sustaining these activities, providing ongoing opportunities for volunteers with and without disabilities to engage in service beyond the immediate impact of this project.

Narratives

B. National Performance Measures Outputs

The National Performance Measures Outputs (NPMOs) described in the Notice of Funding Availability (NOFA) are:

*G3-3.1: Number of community volunteers recruited by CNCS-supported organizations or National Service Participants;

*G3-3.2: Number of community service volunteers managed by CNCS-supported organizations or National Service Participants;

* G3-3.3: Number of organizations implementing three or more effective volunteer management practices as a result of capacity-building services provided by CNCS-supported organizations or National Service Participants.

The Arc is also proposing to collect performance measures outcomes data for the following Healthy Futures Obesity and Food Performance Measure:

*H10: Number of individuals receiving emergency food from food banks/other organizations.

The proposed program will lead to outputs under all of these measures. Project sites will recruit and manage volunteers with and without disabilities from chapters of The Arc, local service clubs, and the broader community. In addition, The Arc will provide all sites with instruction and technical assistance on effective volunteer management practices, require that three or more practices be implemented at each site, and collect data on their implementation. Volunteer hours will be spent providing emergency food through food banks and similar organizations. The Arc is proposing the following specific targets for each performance measure:

*G3-3.1: A minimum of 300 community volunteers will be recruited by CNCS-supported organizations under this effort.

*G3-3.2: A minimum of 300 (or a number equivalent to the number of total volunteers recruited) community service volunteers will be managed by CNCS-supported organizations under this effort; and

*G3-3.3: Ten organizations will implement three or more effective volunteer management practices as a result of capacity-building services provided by CNCS-supported organizations.

*H10: At least 1,800 individuals will receive emergency food from food banks/other organizations.

Requirements for collecting and submitting data on all of these measures will be included in subaward contracts with local sites. The Arc will require that all project sites maintain rosters of volunteers,

Narratives

including those who participate in Martin Luther King, Jr. Day of Service activities and those that maintain and expand their engagement throughout the year. These rosters will be submitted to The Arc immediately after the 2016 and 2017 Days of Service. In addition to rosters, project sites will be required to submit a management plan that identifies key staff involved in recruiting and managing volunteers and describes their management practices. In this plan sites will also identify the specific volunteer management practices they have adopted as a result of technical assistance and capacity-building services provided by The Arc. During service activities, host sites (food banks, food pantries, etc.) will be required to track the number of individuals who receive food from volunteers.

C. Description of Partner Engagement Process

The Arc's primary partners on this grant are the ten identified chapters of The Arc that will receive subawards to participate in the grant as project sites. The Arc is a national federation of nonprofits, including nearly 670 state and local chapters as well as the national office. All chapters are independent 501(c)(3) organizations that voluntarily affiliate with The Arc. The chapters involved in this project were selected based on their location and the demonstrated need of their community, including increasing trends in unemployment, child poverty, and food insecurity at the same time as health indicators show that obesity remains an intractable or increasing problem in these areas. Chapters were also asked to demonstrate the capacity to carry out the project, document the required match, and have existing connections to community service groups and local emergency food providers. Each chapter is working with a local service club or organization, such as a local Rotary Club, to carry out activities under this grant. Although many chapters of The Arc have existing partnerships with these organizations, this grant will be the first time The Arc formally engages with them on a national scale.

The Arc has conducted this type of partner engagement process several times previously on other grants, including foundation and federal grants, and has had great success with this type of structure. We have also gained insights into effective partner engagement strategies that will strengthen our outcomes on this project. In addition to local service groups, each chapter will be working with a food pantry, food bank, or similar nonprofit to carry out service activities. Our chapters are well-connected to community organizations of this kind and have ready opportunities to engage in service activities that fit the Healthy Futures focus area. The Arc will sign Memoranda of Understanding (MOUs) with included projects sites immediately after the receipt of award, and expect to have all MOUs signed by

Narratives

August 31, 2015 (within 30 days of the proposed project start date). In these MOUs we will clearly identify each chapter's service club partner and community partner (food bank, food pantry, or similar nonprofit), and describe specific activities, processes, and outcomes of each chapter's service project. We will also include the requirement for CNCS-mandated criminal background checks, and document the amount and source of each chapter's matching funds. The MOU will serve as the basis for activities to be conducted with the chapter and its partners from September -- December 2015, which will include providing technical assistance on best practices in volunteer management; setting up a data collection plan and reporting timeline; performing criminal background checks; and designing a documentation procedure for matching funds. Chapters will design and submit a volunteer recruitment and management plan by October 1, 2015, and will implement the plan between October and January in order to secure volunteers for the Martin Luther King, Jr. Day of Service activities in January 2016. The Arc will conduct meetings with chapters and their community partners at least monthly from August 2015 -- February 2016. Meetings will focus on understanding the terms of the subaward and reporting requirements, ensuring that matching funds are received and documented, preparing for Service Day activities, implementing effective volunteer management practices, and providing any additional technical assistance that is needed. Following 2016 Day of Service activities, meetings will focus on collecting needed data, consolidating partnerships formed and exploring new partnerships, sustaining and expanding engagement for the rest of the year, and planning for Day of Service activities in 2017.

Organizational Capability

A. Ability to Provide Program Oversight

The Arc's Program Innovations Group, which runs all of our national initiatives, will be responsible for managing this project. Each Group within The Arc, including Program Innovations, is overseen by a Senior Executive Officer who reports directly to the Chief Executive Officer and provides supervision and mentorship to junior staff. Each initiative is assigned to a core team of program staff. Each program team is supported by other staff from The Arc's Development, Marketing and Communications group (which includes web, print and digital communications, graphic design, copy writing, and federal, foundation, individual, and corporate fundraising) and Operations Group (which includes office management, administration, human resources, and finance). Depending on the needs of the project, staff time from these supporting may be assigned directly to the project.

Liz Mahar, Program Manager for Individual and Family Support, will lead this project. Liz will have primary responsibility for the work plan, budget, and other project tasks. She will finalize Memoranda

Narratives

of Understanding with chapters, coordinate work flow and the tasks of other project team members, and lead regular meetings with chapters and their partners. Liz is currently a Program Manager for two of The Arc's health initiatives, HealthMeet and Health and Fitness for All. She joined The Arc in 2014 after working for eight years on Capitol Hill and then managing public health campaigns for federal clients at a public relations firm. The Program Manager will supervise Program Assistant Caitlin Davis, who will be the day-to-day point of contact for project sites. Caitlin will schedule check-in meetings, provide technical assistance, monitor reporting, and coordinate subaward disbursement. Key among these responsibilities will be providing technical assistance, which will be accomplished through regular meetings as well as consultation as needed. The Arc's goal is to provide this assistance proactively and to the greatest extent possible between August 2015 and January 2016, ahead of the first Day of Service, and then continuously throughout the year. Caitlin currently serves as the Program Assistant on two other national initiatives. She joined The Arc in 2015. Both the Program Manager and Program Assistant have extensive experience working with chapters of The Arc and their community partners. Each has provided extensive technical assistance to chapters on other projects, including to multiple chapters operating projects at different sites. This will be a skill critical to the success of this effort, and in particular to the success of the partner engagement plan, but it is also an area where The Arc has great capacity. The Arc's largest health project currently oversees 25 projects at chapters in six states. Both the Program Manager and Program Assistant work on this project. In the past, our initiatives have included as many as 65 different chapters conducting unique projects at different sites.

Additional support for our partners, including chapters, service clubs, and organizations hosting service activities, will be provided by The Arc's communications and marketing staff. Time from The Arc's Senior Executive Officer for Communications, Kristen McKiernan, and our Marketing Director, Vila-Sheree Watson, is budgeted to support promotion and marketing for project sites around the 2016 and 2017 Days of Service. This will be a key method of expanding the reach and impact of our work in the second year of the grant by promoting our work to new community partners, volunteers, and potential funders. The Senior Executive Officer for Communication manages all external communications through The Arc's print and digital channels, and works closely with the Marketing team. She joined The Arc in 2011 after serving as Director of Communications for Congressman Chris Murphy. As The Arc's team lead for public relations and crisis communications, she is also experienced at providing technical assistance to chapters. The Arc's Marketing Director joined our team in June

Narratives

2015, and provides strategic writing and design support to all of The Arc's projects. Both of these team members will be available to local project sites before, during, and after Day of Service activities and throughout the year, to encourage engagement with local media, advertise service opportunities to additional volunteers, and promote the work that project sites are doing and the support of CNCS to the disability community and the public.

The final key staff position related to this grant is The Arc's Director of Research and Evaluation, Amie Lulinski, Ph.D. Amie joined The Arc in 2014 and transferred to this role in 2015. She will support data collection efforts and performance measurement on this project. After receiving the Notice of Award, Amie will work with the Program Manager and Program Assistant to design a data collection plan and develop needed documents. Performance measurement and data collection procedures will be outlined in MOUs with chapters. The Program Assistant will provide all required reporting templates to project sites, will collect them from sites according to the timetable described above, and will provide the resulting data to the Director of Research and Evaluation for analysis. Performance will be reported to CNCS promptly and according to the timeline specified in the Notice of Award. Additional project functions, such as financial oversight and management, will be provided in-kind by The Arc. These functions include management of CNCS funds and subawards, fundraising assistance to chapters to increase their contribution to the project and expand and sustain their activities, and cultivation of corporate, foundation, and nonprofit partnerships at the national level that can extend the work of this project and leverage CNCS's commitment. These functions will be performed by The Arc's Senior Executive Officer for Development and Marketing, Finance Director, Operations Support Associate, and Proposal Manager.

B. Ability to Provide Fiscal Oversight

The Arc has deep experience managing federal grants and grants from foundations and corporations. Within the past five years The Arc has managed \$8.5 million in federal funds, either as a lead applicant or as a subcontractor on a federal award. Eight million dollars of this funding was awarded to and managed directly by The Arc as a lead applicant by agencies including the Centers for Disease Control and Prevention, Health Resources and Services Administration, Department of Justice Bureau of Justice Assistance, and Administration on Intellectual and Developmental Disabilities. We currently hold three federal grants or cooperative agreements totaling \$1.6 million annually, as well as various subcontracts that require us to manage federal funds. In addition, The Arc receives funding from a

Narratives

wide variety of private and corporate foundations, and corporate sponsorships, for our programs. We are currently managing more than \$1.8 million in grant funds from these sources, and have successfully managed several million more over the past few years. Each year The Arc undergoes a comprehensive A-133 audit to ensure that we are in compliance with federal regulations on management and use of federal funds. This audit includes our specific use of federal funds in addition to an examination of our general management processes, internal controls, and financial records for all spending done by the organization. For every year we have had an A-133 audit, The Arc has received a clean audit and unqualified opinion from our auditors. The Arc employs both a Finance Director and a consulting accountant to manage our finances, including grant funds, and our Chief Executive Officer provides close oversight of the organization's budget. Our Finance Director, Feng Zhang, has 28 years of experience in finance and works closely with both our CEO, Peter Berns, and accounting consultant, Wes Tomer. Wes is a CPA and CGMA with Veris Consulting with 18 years of experience, and Peter Berns is an acknowledged expert in nonprofit management with more than 20 years of experience as a CEO. The Arc's expert staff and financial management systems will ensure full compliance with federal regulations and CNCS guidelines. Our internal controls provide procedures and assign responsibilities for all of The Arc's accounts payable and receivable, payroll, bank reconciliation, credit card processing, recurring donations, affiliation fees, and fixed assets and align with standard accounting principles and federal regulations. The Arc will implement a careful financial management plan for the requested grant funds that follows our procedures and aligns with CNCS's requirements. All expenditures will be submitted immediately by program staff to The Arc's finance team for tracking. Reconciliation and monitoring of spending will take place at least quarterly, with more frequent check-ins during periods of significant activity (for example, disbursement of subawards). All in-kind matching contributions will be tracked using The Arc's payroll and accounting systems, where a code will be created to track hours spent by supporting staff and materials or other resources used on this project. These records and other receipts will be used to document The Arc's committed match.

The Arc is requesting \$156,234 from CNCS. In addition, we are proposing a match of \$365,585, or 70%, for a total program budget of \$521,819. This total commitment represents 4% of The Arc's FY 2015 operating budget of \$12,962,665. Of the total match, \$350,000 will be contributed by the ten project sites and \$15,585 will be contributed by The Arc. We do not anticipate that this grant, or the match, will cause financial strain for The Arc or our local project sites given our current budget.

Narratives

Cost-Effectiveness and Budget Adequacy

A. Budget and Program Design

The Arc is requesting \$156,234 from CNCS and proposing a \$365,585 match for a total program budget of \$521,819. Based on our past experience and proposed program design, these funds will be adequate to support the activities described in this proposal.

Of the federal funds, \$31,289 is requested to support the staffing plan described above. This includes staff time from the Program Director, Program Associate, Senior Executive Officer for Communications, and Marketing Director. This amount will support a total of .5 FTE in staff directly assigned to this project, and does not include support staff included in The Arc's indirect rate (operations and finance). This is necessary to ensure effective local projects, efficiency in the use of federal funds, and compliance with CNCS requirements and federal standards for managing the grant. A robust staffing plan will ensure that project sites receive all needed technical assistance, that all matching funds are appropriately documented, and that all data is collected and reported accurately. In addition, a total of \$7,822 is requested to pay for benefits for directly assigned staff, including health, dental, and life insurance, FICA, and retirement and pension costs.

The Arc is requesting \$1,045 in travel expenses to allow project staff to conduct site visits for project sites that request in-person technical assistance. This expense was budgeted based on The Arc's past travel costs and current GSA rates in possible site visit locations. This amount anticipates two site visits, and budgets \$745 for a long-distance or cross-country trip (one staff person, one night: \$400 airfare, \$145 hotel, \$70 ground transport, \$65 per diem * 2 days for \$130 per diem) and \$300 for a local or regional trip (one staff person flying out and back the same day: \$235 airfare, \$65 per diem). The Arc does anticipate providing the majority of technical assistance remotely via teleconference or videoconference, but also understands that site visits are important for both strengthening relationships with community partners and reinforcing compliance with established processes and protocols. The requested travel funds will support limited in-person technical assistance in cases where remote TA is not sufficient to resolve an identified issue.

The Arc is requesting \$100,000 in federal funds to provide \$10,000 subawards to 10 local project sites. Each project site has budgeted \$45,000 to carry out their community service activities, leveraging this \$100,000 to contribute an additional \$350,000 in private and in-kind matching funds at the local

Narratives

level, for a project budget of \$45,000 per site and a total local project budget of \$450,000. Additional information on subawards and local matching funds is outlined in the next section.

A total of \$10,165 is requested from CNCS to cover allocated expenses incurred by The Arc. These expenses include rent, printing costs, website maintenance and hosting, and telephone and internet service that are not included in our indirect. Each cost is based on The Arc's actual expenses from the previous fiscal year, divided by the number of staff, to find a projected cost per person. This cost per person is then multiplied by the total staff FTE assigned to this project, which in this case is .5. These expenses are itemized in the budget and the calculations are as follows:

Occupancy: $.5 \text{ FTE} \times \$15,297 = \$7,649$

Postage, freight and mailhouse: $.5 \text{ FTE} \times \$699 = \350

Telephone and Internet: $.5 \text{ FTE} \times \$1196 = \598

Website and Computer expenses: $.5 \text{ FTE} \times \$2281 = \1141

Storage: $.5 \text{ FTE} \times \$114 = \57

Small equipment maintenance and rent: $.5 \text{ FTE} \times \$440 = \220

Printing: $.5 \text{ FTE} \times \$303 = \152

The final requested funds from CNCS are for a portion of The Arc's federally negotiated indirect rate, which is 14.3%. The Arc is not taking any indirect on the \$350,000 in matching funds contributed by chapters, and subtracted this from the total direct expenses of \$500,321. An indirect of 14.3% was then calculated on the remaining \$150,321 for a total indirect of \$21,496. Of this cost, The Arc will provide \$15,272 in in-kind resources, including support staff and materials, and is requesting the balance of \$6,224 from CNCS. This brings the total funds requested from CNCS to \$156,234, and the total proposed match to \$365,585 for a total project budget of \$521,819.

Please note that no funds are included in this budget for staff travel to the required trainings in September 2015 in Washington, DC. This is because The Arc's headquarters is located in Washington, DC and The Arc does not anticipate billing the project for any travel costs for this training. The Arc understands the need to attend this training and is prepared to make staff available for this training.

B. Proposed source of match

Narratives

The Arc is proposing a total match \$365,585 to the requested \$156,234, for a 70% match. Matching funds include cash and in-kind resources from non-federal sources, including county funds and other nonprofits. The Arc's national office will contribute \$15,585 in staff time, materials, and related costs to support administration and management of the project from its operating budget. The remaining \$350,000 in matching funds will be contributed by project sites. Each site will receive a \$10,000 subaward using CNCS funds and will provide an additional \$35,000 in cash and in-kind matching funds. These contributions will be documented site by site.

This is a very efficient use of federal funds because it dedicates the majority of CNCS funds to the local level to support service projects directly and leverages these funds for a diverse match. Based on past experience, The Arc knows that the selected chapters have the capacity to provide and document the required match. Distributing subawards in this way allowed The Arc to tie in more diverse sources of matching funds, including county funds and in-kind resources. Spreading the responsibility for the total proposed match in this way also opened the door for more chapters and partner organizations to participate, and helped The Arc engage chapters that have smaller budgets but serve areas of great need. The Arc is confident that this design will result in the best outcomes, providing a robust return on investment for CNCS.

Other

There is no additional narrative.