



## **Narratives**

### **Executive Summary**

United Way of the Bluegrass (UWBG) is an IRS 501 (c) (3) approved non-profit organization whose mission is to improve lives by mobilizing the caring power of communities. It accomplishes this through advancing the common good by focusing on education in the Bluegrass region of Kentucky. UWBG is headquartered in Lexington, Kentucky and is a current grantee under the RSVP program. UWBG has experienced significant success through its "education" focused RSVP volunteer efforts in Anderson, Clark, Scott and Woodford Counties. An estimated 150 RSVP volunteers will serve under this project in these four counties, with a federal share of \$73,496, with a non-federal match of \$32,070. The project will address significant community needs in the area of education. Kentucky lags nationally, and globally, in key education indicators. For example, Kentucky ranks 49th in the nation in the number of citizens achieving a high school diploma and 47th among those receiving a four-year college degree. Thirty-six percent of the working population in Kentucky is at the two lowest literacy levels. Working to address these education challenges, United Way works raising awareness, raising resources, matching resources to meet the needs, and implementing volunteer programs like RSVP to fill the gaps. Tutoring and mentoring, proven research-based methods that enhance a child's academic journey, will be the volunteer vehicles used to address these needs. The primary focus of implementation will be tutoring, coaching and mentoring. The secondary focus of implementation will be adult literacy. The majority of project outcomes will be concentrated in the CNCS "Education" focus area and include improved academic engagement and enhancing effective education volunteer management practices.

### **Strengthening Communities**

#### **PART II, SECTION B. STRENGTHENING COMMUNITIES**

United Way and the Community It Serves. United Way of the Bluegrass' (UWBG) mission is to

## Narratives

improve lives by mobilizing the caring power of communities. It accomplishes this through advancing the common good by focusing on education, income and health across nine counties in the Bluegrass Region of Kentucky-Anderson, Bourbon, Clark, Fayette, Jessamine, Madison, Montgomery, Scott and Woodford. UWBG is currently carrying out RSVP in the primary focus area of "Education" in Anderson, Clark, Scott and Woodford Counties in order to improve the educational journey of youth. The process will be improved by using methods that impact a child's academic success in numerous ways including, but not limited to, helping the student increase grade level performance. UWBG understands that students that perform on or above grade level, particularly during the elementary years, are more likely than those underperforming to obtain a high school diploma. Increasing the number of high school students who earn a high school diploma is a long-term strategic goal for UWBG.

UWBG continues to support other RSVP programs in the region which are serving, or hope to serve, the remainder of our nine-county area. One example of this support is naming our RSVP program "Trailblazers" to avoid a branding conflict with existing RSVP programs sponsored by other organizations that may exist within the United Way of the Bluegrass area. UWBG has been a long-time partner with the other RSVP programs in the region, including providing funding that serves as local match to their CNCS grants.

Community Demographics and Needs. The 2010 Census estimates indicate the Bluegrass region has a total population of 602,920, with 129,130 living in the four-county area for this program. The Census also indicates that 20,331 are school-age youth and 21,163 are over 55. All four counties are primarily rural although adjacent to urban areas. The proportion of children receiving free and reduced school meals among school districts located here range from 34% - 51%. The racial makeup

## Narratives

of the area ranges from 91.9%-96.5% white with the largest minority population being African Americans ranging from 2.3%-5.4% of the total population. Although small in terms of the percent of the overall population, individuals of Hispanic origin are a fast growing segment of the community with increases between the two most recent censuses of 125% - 609% among the four counties.

Rich in assets to build on, Kentucky continues to struggle with critical challenges and the Bluegrass region is no exception. Kentucky ranks 49th in the nation in the number of citizens achieving a high school diploma and 47th among those receiving a four-year college degree. Thirty-eight percent of the working population in Kentucky is at the two lowest literacy levels. Working to address those challenges, United Way is people and organizations from government, business, faith groups, nonprofits and everyday citizens, coming together to identify and address the issues that matter most, change conditions and improve lives. This is accomplished by raising awareness, raising resources, matching resources to meet the needs, and creating initiatives to fill the gaps.

RSVP Service Activities and Areas of Emphasis. The RSVP program is a signature initiative of UWBG that is gaining momentum in the community as it connects the wealth of human capital with the opportunities and challenges faced by school-age youth. RSVPs help youth reach their potential by investing in their academic growth and overall development. Volunteers make this investment by fulfilling a variety of roles as identified by the Volunteer Stations. These roles include but are not limited to modeling, encouraging, helping with homework, sharing advice and perspective, assisting in navigating the educational system, helping to make academics relevant in the student's life outside of school, goal setting and helping to connect the student with other academic supports.

The CNCS Primary Focus Area served by this project is Education, with 100 percent of volunteers

## Narratives

serving in this focus area. The primary emphasis in this regard will focus on tutoring, coaching and mentoring. Students will receive academic support one-to-one or in a group setting from RSVP Volunteers. The graduation rates in the counties to be served reach as low as 74% (Source: Kentucky Department of Education, 2011 District Report Cards). With its primary focus on children who are underachieving, the program works to improve graduation rates. Tutors, coaches, and homework helpers provide a basic level of support focusing on facilitating the child's learning. If subject area expertise and skills are not specifically held by the volunteer, content expert volunteers are available to be called on to provide additional help to both the student and the RSVP volunteer. Content expert volunteers are made up of RSVP volunteers, but also students and faculty from local colleges and universities. Service activities that will be carried out in this regard include: 1) In-school and out-of school time for one-to-one and group tutoring, coaching, mentoring with emphasis on educational opportunities, challenges and academic enrichment; and, 2) In-school and out-of school summer enrichment programs.

The secondary area of emphasis will be Adult Literacy. For students to achieve their potential, youth and their adult nurturers often need additional support in helping create a minimal home environment for learning. Adults living in the counties served lack basic literacy skills at a range of 10 to 12 percent. To promote the academic success of the child, attention must be given to issues that impact the parent and their understanding of the school culture, the adult family members' literacy levels and the caregiver's ability to provide for basic needs. Addressing these issues via support from RSVP volunteers will position the youth toward greater academic success. This area of emphasis will be carried out through adult literacy program supports such as one to one and group tutoring, coaching, and mentoring with emphasis on educational opportunities, challenges, and academic enrichment. Areas where efforts will be concentrated include basic literacy skills, English as a Second

## Narratives

Language (ESL), facilitating learning at home, and supporting basic needs.

Volunteer Capacity Building will be a third area of emphasis. This is important because research indicates that the involvement of caring adults in the life of a child can make a marked difference in the outcomes we can expect in that child's life (Source: Making and Difference, An Impact Study of Big Brothers Big Sisters). Positive adult role models are important in the development of assets for children. This reality makes recruitment of adults to participate more actively in the developing lives of our young people a key concern. It also speaks to the importance of recruiting adults to support programs in the areas of critical services, asset building, health, and education as these programs often create community infrastructure essential for a child to grow and thrive. Service Activities under the volunteer capacity building category will include: volunteer recruitment; "Resource Volunteer" specific academic expertise; support to volunteer stations; serving on the RSVP advisory board; speakers' bureau highlighting education and volunteer impact on education; and, coordinating educationally focused events and service projects

Project Outcomes and Performance Measures. All of the above activities will contribute towards fulfillment of planned impacts and outcomes by the 150 RSVP volunteers who tutor, coach and mentor. These outcomes will include students reaching grade level proficiency, particularly in the areas of reading and literacy. Overall project outcomes will include improved academic engagement and enhancing effective education volunteer management practices. In terms of the CNCS performance measurement areas, it is expected that 100 percent (eg -- 150 volunteers) will focus on the primary focus area (Education). Approximately 30% of volunteers will also be involved in addressing community priorities. An estimated 10% will be involved in activities that contribute to capacity building. At least 80 percent of all unduplicated RSVP volunteers are assigned to work plans

## **Narratives**

that result in outcomes. Please see the work plan section for full details on project outcomes and performance measurement, as space limitations prohibit full details being provided here.

**Other Community Benefits and Impacts Generated by RSVP Service Activities.** Through its current implementation, UWBG has witnessed at least four major ways this program is enhancing capacity in our communities. First, it is increasing the number of children served as a result of UWBG's intentional recruitment of senior volunteers. These adults, in spite of their skills and available time, had not been the target audience of previous volunteer recruitment campaigns led by our partners. As a result of the RSVP program, capacity is built as the volunteer pool is expanded. This is essential as both youth-development and academic organizations receive increasing requests for help. Without expansion, many youth will be deprived of the impact these programs make in helping youth fulfill their potential. Secondly, the influx of volunteers with particular emphasis on the children's educational journey is allowing out-of-school time programs to enhance their capacity to address education more explicitly and to essentially become extensions of the school day for students who can benefit from additional educational support. The RSVP program also assists UWBG and its partners in collectively increasing the individual capacity of our organizations to support volunteerism, especially among seniors. Finally, RSVP enhances the capacity of organizations by connecting senior volunteers with opportunities that provide meaningful engagement that makes a positive difference in their community.

### **Recruitment and Development**

#### **PART II, SECTION C: RECRUITMENT AND DEVELOPMENT OF VOLUNTEERS**

**Recruitment and Development Plan.** The first step on the road to a high quality volunteer starts with leadership from the constituents themselves. To that end, the RSVP Advisory Council is an

## Narratives

intergenerational committee comprised of seniors, educators and concerned individuals who serve seniors. This group is actively engaged in the implementation of RSVP every step of the way; from recruitment to volunteer acknowledgement. Furthermore, members of the UWBG Boards of Trustees in participating counties serve as an additional group of advisors and advocates that keep the community connected with the activities of RSVP, identifying community needs and helping to identify potential volunteers and beneficiaries. Collectively, this ensures that the RSVP program is executed effectively and efficiently using the best and most promising practices.

UWBG and its partners plan to leverage existing relationships when communicating the RSVP opportunity to seniors and other potential volunteers by communicating with: United Way donors over the age of 55; corporate partners and their retirees or employees; community-based senior centers and senior focused programs and their participants; and, civic and faith-based organizations and their members. UWBG will make concerted efforts to conduct outreach and recruitment among a diverse array of community groups, ethnicities, and language groups. Through its strong partnership with the Bluegrass Military Affairs Coalition, targeted outreach efforts will focus on military veterans and their family members, so they may continue their commitment to volunteerism and become more involved in their community.

The value of an existing relationship of trust cannot be underestimated in lending UWBG's RSVP program the credibility and attention needed to connect with existing and potential volunteers. UWBG is demonstrating its ability to be a transformational leader in the area of education by supporting programs to advance students' academic progress and subsequently their future job opportunities. Currently, UWBG is one of the few philanthropic organizations in the area committed to raising students' grades via STEM enrichment programming. As UWBG implements a newly initiated STEM

## Narratives

Infusion program in a RSVP Station in Woodford County, RSVP volunteer tutors will be recruited to work directly on this special initiative. In this effort, RSVP volunteers will have their own stories of how they helped prepare youth academically for the new global economy which is ripe with STEM opportunities.

**Ensuring Effective Volunteer Assignments.** Training and support towards skill development and refinement is important to all volunteers. For those matched with school-age youth, there is training in multiple areas including how to work effectively with youth and adaptable strategies to support academic success and development. Volunteers have the opportunity to be cross-trained for multiple roles. For example, tutors may learn mentoring skills and mentors may learn tutoring skills. This provides an opportunity for volunteers to stretch their skills while positioning them to provide greater impact. This not only benefits the youth, it also benefits the senior as it reflects a life-long learning opportunity. Retired teachers, by becoming trained in mentoring, stretch their teaching skills and discover the value of their experiences in the less-formal yet essential community-based academic and/or youth-development settings.

**Volunteer Retention and Recognition.** Effective placements also will lead to better retention of senior volunteers. Retention in large part relies on the development of shared and realistic expectations, assessment of placement fits, and the execution of consistent training and support. Retention is also promoted through volunteer recognition. Recognition is built in throughout the RSVP program and encouraged directly at the Volunteer Station level through small tokens of appreciation. On the program level, there is an annual, formal RSVP Trailblazers Recognition Luncheon. UWBG believes recognition plans are best developed by the volunteer advisory group and the volunteers, but will provide planning and encourage the volunteers to make final decisions on the types of recognition.

## Narratives

Partnership and Volunteer Station Infrastructure Development and Support. Achieving RSVP's education-based outcomes will require support from lead academic partners including Anderson, Clark, Scott and Woodford County school districts. Having already received the endorsement of superintendents, the RSVP program is now an integral part of these districts. Clark County Schools is a clear example. Recognized as one of America's 100 Best Communities for Young People, Clark County has embraced the RSVP program as an opportunity to continue meeting its commitment to academic excellence. Furthermore, the program has been included in the district-wide dropout prevention plan. Principal youth development partners include YMCA, 4-H, The Salvation Army after school program, Checkpoint, Girl Scout Wilderness Road Council (GS), Mentors and Meals (M&M) and various elementary and middle schools. These partners have a track record of positively impacting youth in Central Kentucky by demonstrating high impact on academic achievement of students, increased school attendance, establishing mentoring relationships and increasing family engagement.

RSVP also has secondary partners that serve as Volunteer Stations in the designated counties by serving individuals and families who may have the following challenges: students who have already dropped out; parents/family with low literacy levels; grandparents who must be acclimated to the school culture due to raising their grandchildren; families who are acquiring English as a second language; youth in need of additional familial support and/or advocacy; and, children in military families receiving supplemental services that are essential for the students to succeed in their academic journey. This compliments the program's educational focus, as it is understood that students perform better in school when their basic needs are met and when their parents are equipped to support classroom work during out of school time. These supports came about per the recommendation of the

## Narratives

RSVP Advisory Council and educators in participating school districts.

UWBG will use multiple avenues to promote the RSVP infrastructure and partnerships in the community. Those avenues include communications with: corporate partners and their current employees and retirees; service provision partners who reach a broad spectrum of individuals in the community including those often hardest to reach and most vulnerable; and the community at-large through vehicles like UWBG's 2-1-1 information and referral service, UWBG Volunteer Center, website, Facebook, newsletters and media releases. Reaching people (volunteers and those served) through existing networks of trust is a critical strategy that UWBG and its partners employ for every aspect of the RSVP program.

Training and Technical Assistance. Through current project activities, UWBG has provided project partners with extensive training to prepare them for their role in recruiting, screening, training, and supporting RSVP volunteers. The lead academic Volunteer Stations also have orientation and recruitment policies, some of which are being enhanced as a result of feedback from volunteers. Staff supporting senior volunteers have received, and will continue to receive, training related to their role in all those processes. After acceptance as a volunteer, RSVPs attend orientation and training sessions with both UWBG and the partnering organization. The specific training requirements can vary but typically involve discussions on program rules, expectations, relationship building, activities, and communication skills. In addition, UWBG continually secures training geared specifically for the additional emphasis on the educational journeys of children. Understanding best and promising practices in helping youth achieve their potential while navigating the educational system is important to equip volunteers for their roles and the partnering organizations' volunteer support teams. UWBG leverages existing partnerships with experts in supporting youth towards achieving their academic

## Narratives

potential and is prepared to connect both partner organization personnel and senior volunteers with additional training using our regional experts

### Program Management

#### PART II, SECTION D: PROGRAM MANAGEMENT

Volunteer Station Management Plan. The applicant partners have developed, and will continue to develop, Volunteer Station assignments from the relevant agency types. Stations include 7 elementary schools, 3 middle schools, and 7 community- and/or faith-based out-of school time programs.

UWBG and these Volunteer Stations connect volunteers with partners including senior-serving agencies, colleges/universities, local companies, faith-based organizations and others. For example, UWBG has established a partnership with Midway College to increase volunteer participation.

Particular emphasis is placed on sharing tutoring and mentoring opportunities with Midway students studying education. These teachers-in-training who will serve as community volunteers reflect UWBG's intentionality in placing the most equipped volunteers with the students so that best practices may be used in helping students improve their academic level performance. Subsequently, in the long-term they increase the possibility of students obtaining a high school diploma.

As a current RSVP grantee already working in education, if selected for a new round of funding, it is not anticipated that there will be any disruptions in programming or volunteers and their service. It is not anticipated that any current Volunteer Stations will be graduated. Transition and continuity in planning will be of the utmost importance in carrying out RSVP operations and will be seamless moving from one program agreement to the next. UWBG's RSVP program management staff has the experience to carry out RSVP operations effectively, cost efficiently and with minimal issues/problems among the pool of volunteers and their Volunteer Stations. Specific details on

## Narratives

UWBG's RSVP organizational capacity have been provided in Section E of the program narrative.

Assessing Volunteer Station Program Compliance and Performance. Rigorous ongoing assessment, evaluation and data collection will be performed at regular intervals by participating partners through the use of pre and post assessment evaluations from professionals at the Volunteer Stations. Feedback from participating organizations and individuals is sought formally and analysis of all the relevant information will form the basis of annual program evaluations with corresponding plans to improve RSVP per evaluations. Communicating the impact of the program on the community and students is a priority as are lessons learned and improvement plans. Such communication affirms the work of the partners and volunteers while supporting and encouraging the feedback loop that serves to improve the RSVP program.

Through its relationships with school districts, UWBG is able to coordinate program evaluation activities in a way that school summary student achievement reports are utilized. Confidential (non-identifiable coding) student data summary reports provide annual student change in GPA and reading and math scores in standardized testing. Districts also provide student activity summary data in the aggregate annually.

UWBG's current RSVP program uses Volunteer Reporter to manage volunteer engagement, including tracking hours. Participating organizations also have their own tracking systems and years of experience in collecting impact data, analyzing data and reporting to stakeholders on program impacts, results and outcomes. Given the history of success of the established processes for reporting, UWBG does not anticipate any issues pertaining to National Performance Measure outcome and output measurement and collection.

## Narratives

Program Resource Management Plan. In its current RSVP program, UWBG has developed an effective resource management system to ensure accountability and efficient and effective use of all available program resources. RSVP also maximizes the use of other leveraged resources (cash and in-kind) toward the success of the program. Carrying the program out in this manner helps to ensure the probability of its effectiveness as well as replication and sustainability over a number of years. The total in-kind match, documented in the budget section of the application, has been obtained demonstrating UWBG's commitment to the RSVP program and the community's investment in its success.

UWBG has a long history of securing resources to connect with efforts to improve the quality of life in the Bluegrass Region. For example, UWBG fundraising efforts secure resources from hundreds of companies and tens of thousands of individuals from across the region in any given year. Drawing from this diverse pool of supporters helps guard against any major changes from any one supporter. This lends stability to the resources RSVP would be relying on for sustainability and expansion over time. UWBG is fully committed to exploring every avenue of sustainability after CNCS funding terminates. As long as there is demand in the community for the program, UWBG will not let it die.

Program Transition. In the unlikely event that the RSVP program is to be transferred to a different entity, UWBG pledges to work very closely with that entity to ensure a smooth and orderly transition of program operations. UWBG will also communicate any transition very clearly with its partners and volunteers, and make every effort to encourage them to stay engaged in RSVP for the good of the community.

## Narratives

Graduating Stations. RSVP will be transitioning away from a secondary focus on early childhood education. An underutilized set of stations will continue to accept United Way volunteers and be in partnership with United Way but not as an RSVP Station. This will affect 5 current RSVPs. These RSVPs will be offered other options, but will be supported by this organization if they choose to remain in their current sites, but will be supported through non-RSVP resources.

### Organizational Capability

#### PART II, SECTION E: ORGANIZATIONAL CAPACITY

Proven RSVP Organizational and Management Capacity. As demonstrated through its successful RSVP implementation, UWBG is committed to robust RSVP planning and infrastructure support, resulting in sound programmatic and fiscal oversight, day-to-day operations, and rigorous data collection and performance measurement. It has over time developed clearly defined RSVP program policies and procedures that are adhered to by all program participants and stakeholders. In fact, for over 90 years, UWBG has been developing resources and investing in worthy efforts to address community needs in Central Kentucky. To date, that total investment exceeds \$150 million and it currently funds 83 partner agencies representing 145 programs. United Way unites people from across the community to work together to identify and address the issues that matter most, change conditions and improve lives.

UWBG has a very active Volunteer Center with significant organizational capacity that focuses on mobilizing people through volunteer service to meet community needs, and to connect them to meaningful volunteer opportunities. These opportunities are managed by non-profit agencies whose capacity to do so is built by and through the Volunteer Center's efforts. The Volunteer Center is the recognized "hands on" affiliate volunteer connector organization in Central Kentucky and works

## Narratives

collaboratively with UWBG's 2-1-1 Information and Referral service to connect those seeking volunteer experiences with volunteer opportunities.

Large corporations such as Lexmark International, Ashland Inc. and PNC Bank turn to the Volunteer Center to organize company volunteer engagement projects. The Volunteer Center staff is sought after to serve on committees such as the Central Kentucky Association of Volunteer Administrators and the Business & Education Network, and to speak to groups at the University of Kentucky, Transylvania University, Lexington Young Professionals Association and many others. This is because the UWBG Volunteer Center is recognized in the community as an expert and leader in civic engagement, volunteerism and service. With this vast network of private sector partners, local government and non-profit organizations, the UWBG Volunteer Center is uniquely positioned to convene a diverse set of volunteers and partners to achieve RSVP's intended outcomes.

Staffing Plan. UWBG already has in place clearly defined UWBG staff positions. These staff members have excellent experience in successfully managing RSVP operations, and will work very hard to ensure that success extends into future years. The names and positions of RSVP staff and details on their job responsibilities are provided below.

Jon Parker, MSW, UWBG Vice President of Community Investments, provides overall organizational leadership, management, and holds overall accountability for engaging a successful project. He is the primary initiator of all project contracts. Mr. Parker has worked for United Way of the Bluegrass since 2007 and has successfully managed the implementation of several initiatives including 2-1-1 Information and Referral, Success By 6 and Assets for Independence. Previously, Mr. Parker served as Manager, Program Development at Community Action Council in Lexington. At the Council, he

## Narratives

provided successful oversight to a number of federal initiatives including Welfare to Work, AmeriCorps, and Foster Grandparents.

Nathan Thompson MSW, UWBG Director, Community Impact, provides leadership for program implementation, sustainment and growth. Mr. Thompson has been employed by the organization for the past ten years. He provides oversight to 2-1-1 Information and Referral and manages over 82 grants and contract agreements with local agencies that receive funding from the organization.

Tina Murphy, Director, RSVP Trailblazers, manages the day-to-day operations of the RSVP program. Previously, Ms. Murphy had worked for Community Action of Southern Kentucky as Director of the Foster Grandparent Program. She has a track record of establishing partnerships with community organizations serving youth and senior adults. Ms. Murphy has worked in the non-profit sector for fifteen years and has served in the capacity of Director for such agencies as the March of Dimes and Best Buddies. She was hired by UWBG in August, 2011 for the RSVP program.

Two Volunteer Recruiters (part time) Erin Faherty and Emily Doyle, spend all of their time directly in the counties served by the program. They are responsible for recruitment efforts in Anderson, Clark, Scott and Woodford Counties, as well as all the training and follow-up associated with the volunteers in those counties. These positions work an average of 20 hours per week.

Susan Reese, UWBG 2-1-1 Information and Referral Specialist. Ms. Reese will be responsible for receiving incoming calls to the 2-1-1 Information and Referral Line (of UWBG) that relate to RSVP. She will forward those calls to a RSVP staff person for action. Her time may also be utilized in making calls to recruit new volunteers. This position is budgeted at 10% of FTE.

## Narratives

Vicki Seale, Vice President, Finance and Administration. Ms. Seale will be responsible for keeping track of the program's accounts receivable and accounts payables. She will also maintain personnel records and manage the distribution of paychecks and employee benefits. Her time may also be utilized in running financial reports for the Sponsor Agency and Program Director.

Organizational Infrastructure. UWBG has a very strong organizational infrastructure that includes: Tangible assets; Extensive governance structures and operations; Very active community participation, including an already established RSVP Advisory Council; and, Robust management systems and past experience managing federal grant funds. UWBG's Board of Directors has established policies and procedures regarding all of the areas listed. Further, the Board and its relevant committees regularly review those policies and update or revise them as needed. At every level of administration of this grant, resources are secured and expended to foster effective and efficient programming.

UWBG has a significant amount of experience operating grant-funded projects. In addition to its current RSVP grant, UWBG is currently managing a \$1,000,000 Asset for Independent project through the U.S. Department of Health and Human Services. UWBG has also successfully implemented initiatives funded by grants from J.P. Morgan Chase Foundation, Knight Foundation, Anthem Foundation as well as Kentucky state-level grants and contracts. UWBG will be the grantee of record and lead implementer of the project. Fiscal management of the project will be handled through United Way of the Bluegrass' Administration and Finance department that operates under the direction of the Board finance and audit committees. Rigorous financial management practices and policies have been set in place that ensures appropriate separation of duties and checks and

## **Narratives**

balances. The Board of Directors for United Way of the Bluegrass, through its regular meetings, is engaged and at the helm of all RSVP major policy and financial decisions.

Non-Federal Share. The non-federal share for the project is \$32,070. Details on the nature of this funding (cash vs. in-kind, sources and amounts, etc.) and UWBG's plans for adequately sustaining the non-federal share have been provided in the Budget Narrative section of the proposal.

### **Other**

n/a

### **PNS Amendment (if applicable)**

n/a