

# PART I - FACE SHEET

## APPLICATION FOR FEDERAL ASSISTANCE

Modified Standard Form 424 (Rev.02/07 to confirm to the Corporation's eGrants System)

1. TYPE OF SUBMISSION:

Application  Non-Construction

2a. DATE SUBMITTED TO CORPORATION FOR NATIONAL AND COMMUNITY SERVICE (CNCS): 08/09/13	3. DATE RECEIVED BY STATE:	STATE APPLICATION IDENTIFIER:
2b. APPLICATION ID: 13VG153372	4. DATE RECEIVED BY FEDERAL AGENCY: 08/09/13	FEDERAL IDENTIFIER: 13VGHUT001

**5. APPLICATION INFORMATION**

LEGAL NAME: Utah Commission on Volunteers  DUNS NUMBER: 033178703	NAME AND CONTACT INFORMATION FOR PROJECT DIRECTOR OR OTHER PERSON TO BE CONTACTED ON MATTERS INVOLVING THIS APPLICATION (give area codes): NAME: Ladawn Stoddard TELEPHONE NUMBER: (801) 715-6716 FAX NUMBER: (801) 715-6725 INTERNET E-MAIL ADDRESS: ldstoddard@utah.gov
ADDRESS (give street address, city, state, zip code and county): 250 N 1950 W Ste A Salt Lake City UT 84116 - 7901 County: Salt Lake	

6. EMPLOYER IDENTIFICATION NUMBER (EIN): 876000545	7. TYPE OF APPLICANT: 7a. State Commission 7b. State Commission/Alternative Administrative Entity
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8. TYPE OF APPLICATION (Check appropriate box).

NEW                       NEW/PREVIOUS GRANTEE  
 CONTINUATION             AMENDMENT

If Amendment, enter appropriate letter(s) in box(es):

A. AUGMENTATION      B. BUDGET REVISION

C. NO COST EXTENSION    D. OTHER (specify below):

9. NAME OF FEDERAL AGENCY:  
**Corporation for National and Community Service**

10a. CATALOG OF FEDERAL DOMESTIC ASSISTANCE NUMBER: 94.021  
 10b. TITLE: Volunteer Generation Fund

11.a. DESCRIPTIVE TITLE OF APPLICANT'S PROJECT:  
 Utah Volunteers

12. AREAS AFFECTED BY PROJECT (List Cities, Counties, States, etc):

11.b. CNCS PROGRAM INITIATIVE (IF ANY):

13. PROPOSED PROJECT: START DATE: 01/01/14      END DATE: 12/31/14

14. CONGRESSIONAL DISTRICT OF:    a.Applicant     b.Program

15. ESTIMATED FUNDING: Year #:

a. FEDERAL	\$ 101,580.00
b. APPLICANT	\$ 101,580.00
c. STATE	\$ 0.00
d. LOCAL	\$ 0.00
e. OTHER	\$ 0.00
f. PROGRAM INCOME	\$ 0.00
<b>g. TOTAL</b>	<b>\$ 203,160.00</b>

16. IS A APPLICATION SUBJECT TO REVIEW BY STATE EXECUTIVE ORDER 12372 PROCESS?

YES. THIS PREAPPLICATION/APPLICATION WAS MADE AVAILABLE TO THE STATE EXECUTIVE ORDER 12372 PROCESS FOR REVIEW ON:  
 DATE:

NO. PROGRAM IS NOT COVERED BY E.O. 12372

17. IS THE APPLICANT DELINQUENT ON ANY FEDERAL DEBT?

YES if "Yes," attach an explanation.       NO

18. TO THE BEST OF MY KNOWLEDGE AND BELIEF, ALL DATA IN THIS APPLICATION/PREAAPPLICATION ARE TRUE AND CORRECT, THE DOCUMENT HAS BEEN DULY AUTHORIZED BY THE GOVERNING BODY OF THE APPLICANT AND THE APPLICANT WILL COMPLY WITH THE ATTACHED ASSURANCES IF THE ASSISTANCE IS AWARDED.

a. TYPED NAME OF AUTHORIZED REPRESENTATIVE: Ladawn Stoddard	b. TITLE:	c. TELEPHONE NUMBER: (801) 715-6716
d. SIGNATURE OF AUTHORIZED REPRESENTATIVE:		e. DATE SIGNED: 08/09/13

# Narratives

## Executive Summary

Utah consistently leads the nation in volunteerism rates, as evidenced by the Corporation's own studies and statistics. While these volunteerism rates have not declined during the economic downturn, present conditions have led to a decline in the state's volunteer infrastructure. Notably, 50% of Utah's Volunteer Connector Centers (VCC) have closed their doors since 2005. Economic conditions have resulted in both a reduction in resources and an increased demand for services. VGF monies would be critical to addressing this problem by: 1) building and sustaining VCC's capacity and infrastructure, 2) improving nonprofit organizations ability to manage volunteers, 3) engage new volunteers by using national days of service.

## Program Design

### PROGRAM DESIGN

#### DESCRIPTION OF NEED

Utah enjoys a reputation as having one of the strongest volunteer traditions in the nation. Unfortunately the largest problem we face in Utah is not a lack of interest in volunteering but a decline in our volunteer infrastructure, which has resulted in issues of volunteer retention and attrition. There are a number of factors contributing to this unhealthy trend: a proliferation of new, small nonprofits; a concentration of volunteers within a narrow segment of the nonprofit landscape; a dearth of knowledge and creative ability on the part of nonprofit managers to strategically utilize volunteers; and a rapid loss of traditional Volunteer Connector Organizations (VCO's) across the state.

Generally speaking, smaller and younger nonprofits need more assistance to be successful in their missions. Over one-third of Utah's charities were founded in the past ten years and 46%, compared to 42% nationally, have annual expenses of less than \$1 million. These younger and smaller charities tend to lack the capacity needed to effectively recruit, manage, and retain high quality volunteers. Anecdotally the staff at VCO's across Utah report that many nonprofits they work with are not prepared to take the volunteers they might send.

Complicating the matter even more is the fact that 80% of all volunteers in Utah serve religious and educational organizations, a narrow segment of our entire nonprofit sector. Clearly these volunteers are making a positive contribution to the state, but this leaves a majority of the state's public charities

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being served by only 20% of the state's current volunteers.

The state of Utah has experienced a drastic reduction in both the number of VCO's and the capacity of these centers to connect volunteers to community organizations. The VCO's form a statewide, primary support system for volunteer development. Loss of funding sources for volunteer connection services has further reduced the ability of the remaining VCO's to provide quality volunteer supports to their communities.

To more fully emphasize the impact of these changes, in a recent survey conducted by UCSV 83% of the non-profits surveyed indicated that they were not familiar with the VCO in their region. In this same survey 84% of these non-profits indicated a need for volunteer management training, 76% help with volunteer recruitment and 78% volunteer retention.

The combination of all these factors paints a clear picture of the need to re-build the infrastructure of VCO's in Utah. For these reasons the Utah Commission on Service & Volunteerism (UCSV), as the states central coordinating body for service and volunteerism, feels it is critical to assume a leadership role in providing the guidance and support needed to make this happen.

### **GOALS AND OBJECTIVES**

The overarching focus for this program is to increase the capacity of community organizations to effectively use volunteers to address community needs as well as increasing the number of highly skilled and long-term volunteers serving in Utah. This aligns with the CNCS focus area of capacity building. Specific goals for the Volunteer Generation Fund program in year four are threefold:

#### **Goal 1-**

Improve Utah's volunteer infrastructure by rebuilding aspects of the network of VCO's, improving their role as highly responsive, regional training and support centers that local nonprofits can turn to for guidance: A Volunteer Connector Certification program which was developed in year one of USCV's VGF funding which will continue to be utilized to reach this goal. This training provides VCO's with expertise in volunteer management, strategic planning, adult education, and program management skills. These skills enable participants to work more effectively and cooperatively with local nonprofit personnel in addressing their specific volunteer needs. 5 VCO's will be certified.

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### Strategy-

Strengthen local infrastructure through training:

This strategy includes strengthening the capacity of VCO's as a resource for community organizations.

Each participating VCO will be trained as a trainer in the following areas; Adult Learning Styles , Social Media for Nonprofits, Volunteer Management and Organizational Assessment, Creating a Position Description and Volunteer Application, Volunteer Recruitment. Interviewing Volunteers, Orienting & Training Volunteers, Placing & Supervising Volunteers, Volunteer Motivation & Retention, Volunteer Recognition, Performance Reviews & Handling Performance Problems, Risk Management, Volunteer Program Evaluation.

### Evaluation-

The utility of the Volunteer Connector Certification will be assessed using a pre-test/post-test methodology to measure the knowledge level of the organization on strategic volunteer management.

### Goal 2-

Build capacity of Utah's nonprofits to more effectively and strategically utilize volunteers in both short and long term roles: Each certified VCO will be expected to utilize the knowledge received by implementing a training program for nonprofits in their communities. They will also serve as mentors to the nonprofit managers, helping them to use their newly-acquire knowledge most effectively. Five regional nonprofit training plans will be developed by VCO's.

### Strategy-

Strengthen local infrastructure through investment:

Strengthening the non-profit infrastructure will be accomplished through two means; the direct component of this training will be provided by the certified VCO's. The USCV will sub-grant \$5,000 to each of 5 VCO's to assist in development of a regional training plan for nonprofits in their communities. The primary roles of these VCO's will be fourfold: (1) to provide training and mentoring to nonprofit managers on assessing volunteer needs and matching those needs with the strategic goals of the organization, (2) to train nonprofit managers in how to develop relevant, competency-based volunteer roles and opportunities that attract and retain high caliber volunteers that address critical social needs in their communities, 3) to train nonprofit managers on the use of the volunteer

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matching web-based volunteer opportunities software system, and (4) to provide support to nonprofits awarded funding for national days of service projects.

### Evaluation-

Output measures, including the number of nonprofits mentored and type of training and assistance provided to those nonprofits, will be collected by the VCO's and reported, through progress reports, to the Community Engagement Coordinator at the UCSV. A survey will be distributed to all nonprofits that receive assistance from a regional VCO to ascertain how the support of the VCO improved their strategic management of volunteers.

### Goal 3-

Utilize national days of service to increase the general public's awareness of the bounty of meaningful and fulfilling volunteer opportunities in the state and allow nonprofits to identify potential long-term volunteers: Through a statewide marketing campaign, and training of VCO's on project development, the number of National Days of Service projects will increase 300%.

### Strategy-

Increase capacity of nonprofits to develop and work with large incidental service projects:

The initial focus of this component will be to prepare nonprofit managers to design projects with the capacity to engage a large number of community volunteers. The organization will also be trained to identify some of these community members as long-term regular volunteers for the organization.

Trainings will be developed to focus on recruiting and screening techniques for recruiting and screening one time volunteers for potential long term volunteering. The UCSV will partner with the UNA to create and deliver these specialized trainings across the state.

USCV will provide mini-grants for Martin Luther King Jr. service day, and the 9-11 National Day of Service, to assist nonprofits with the costs of developing service projects in their communities. In addition, USCV will reinforce the recruitment efforts of the nonprofits by increasing publicity of these National Days of Service. The purpose of this promotion is to make more Utahns aware of the breadth of service opportunities that are available and the wide variety of organizations through which they

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can serve.

### Evaluation-

The number of the volunteers who contributed to projects on the National Days of Service will be reported through progress reports from sub-grantees. More detailed information will be collected through an electronic survey to all nonprofits that receive a mini-grant to assess how the funding contributed to the development of their project and how well they were able to capture information on potential highly-skilled and long-term volunteers.

### Time Line and Milestones

- Solicit RFPs for VCO Training Grants -- January 2014
- Award grants -- February 2014
- VCO Certification Training -- March 2014
- Monthly TA contacts -- April -- November 2014
- Regional Training Implementation -- April -- November 2014
- MLK Day mini-grants -- January 2014
- 9/11 Day mini-grants -- September 2014

The outcomes of the activities described in this application will improve volunteerism in Utah on two levels. First, the VCO's will play a greater and more vital role as a resource for the nonprofit organizations in Utah, as they acquire training expertise in volunteer management.

Second, nonprofit organizations will have greater success in achieving their missions due to an increased ability to effectively and strategically recruit, manage, and retain volunteers. As a result of the training and support that they will receive, nonprofit personnel will be able to integrate volunteer positions into their annual strategic plans. They will know how to routinely allocate staff time and effort toward designing meaningful and strategic volunteer jobs and positions, develop appropriate promotional efforts, and build cost-effective and worthwhile internal systems of reward.

Ultimately this plan will significantly improve the recruitment, management and retention of high quality volunteers in Utah's nonprofits.

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### PERFORMANCE MEASURES

USCV will be utilizing the following Required and Complementary National Performance Measures;

-Number of community volunteers managed by CNCS-supported organizations or national service participants and hours of service contributed by community volunteers who were managed by CNCS-supported organizations.

-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.

### SUSTAINABILITY

We believe that the 50% closure rate of traditional VCO's in Utah is due in part to a decrease in funding to these centers from the USCV over the past ten years. Therefore, this program is carefully designed to avoid the development of a dependency by the VCO's on this funding from the USCV. We have designed the program to provide minimal financial support to a limited number of organizations each year. We have focused, rather, in creating increased strategic volunteer management capacity throughout the nonprofit sector in Utah. This focus will expand the impact and the sustainability of this program well beyond the years of Volunteer Generation Grant funding.

### **Organizational Capability**

#### ORGANIZATIONAL CAPACITY

For the past 19 years, USCV has successfully administered National Service programs, engaged in community collaboration around volunteerism, supported youth service initiatives, and provided volunteer management training. The Utah Commission is comprised of 20 Governor-appointed members, including the Lt. Governor and supported by four full-time staff. Commission members represent a broad and diverse range of volunteer leaders.

USCV has managed and coordinated National Service programs including AmeriCorps\*State, AmeriCorps EAP, Promise Fellows and VISTA programs, since 1994. For nearly 19 years, USCV has worked to establish high quality, competency-based training and technical assistance for these National Service programs. It has also administered the Citizen Corps program for the State of Utah which is funded through federal sources. Recent successful and innovative collaborations with other agencies and organizations have been achieved through USCV's focus on outcomes. Using the logic

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model of program development, USCV has tackled a number of community issues, including building nonprofits' volunteer management capacity, youth service, and the launching of a web-based resource to connect volunteers with volunteer opportunities.

The Department of Heritage and Arts, the fiscal agent for the Utah Commission on Service & Volunteerism, employs a fiscal staff of 15 full time equivalents. Professional staff accountants within the department monitor expenditures against appropriations, reconcile accounts, reviews and approve payments; and prepare checks for disbursement. They are responsible for financial analysis and reporting. The department manages several federal grants and understands the intricacies of federal requirements, and specified grant terms. Their work is governed by strict internal controls that comply with all federal requirements. Many of the state spending restrictions mirror federal ones and systems are in place to ensure compliance at all levels. The Commissions has a current budget of \$3.2 million of which \$2.8 million originates at the federal level. This grant request of \$100,000 would represent less than 3% of UCSV's total budget.

Partnerships will be a key part of the success of the USCV program. Key partnerships include the Nonprofit Academy for Excellence, the Utah Nonprofits Association, and Utah Campus Compact. The Nonprofit Academy for Excellence at the University of Utah is a professional education program that has been in operation for over three years. The program has trained nearly 200 professionals in nonprofit leadership and governance, human resource management, fund development and financial management. Courses are designed and taught by local nonprofit leaders and academicians with unparalleled experience and education. The primary component of the partnership with the Academy will be their participation in evaluation of the VCO Certification training. The Utah Nonprofits Association (UNA) is the statewide association for public charities in Utah. UNA will play a major role in helping USCV to outreach with Utah's charities. Another important partner will be the Utah Campus Compact (UCC). Their members include nine of the colleges and universities in Utah. The UCC works to promote opportunities for service-learning and community-based research for college students throughout the state. UCC will serve as a partner in both the evaluation of the grant program and in the days of service projects.

### **Budget/Cost Effectiveness**

#### BUDGET/COST EFFECTIVENESS

The project budget supports 5 VCO's that participate by providing funding to cover cost of personnel

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for training plan development. VCO's that participate in Certification and receive the \$5,000 sub-grants will be required to provide a 100% in-kind or cash match.

The grant funds also include a \$1,500 grant for up to 20 VCO's to build capacity to organize local National Days of Service projects for non-profits in all regions of the state. Each VCO or nonprofit participant, in order to be eligible for mini-grant funds, will provide a 100% in-kind or cash match to support their local activities.

In addition, the Commission will seek support from other state, public and private partners and is confident they will provide resources to support the VCO's initiatives, such as local donations of cash, facilities, materials, and time. USCV continues to be a proactive community partner, aligning with the Utah Community Foundation along with the above mentioned partner organizations to maximize use of resources. We have worked with the Lt. Governor to include high profile Commissioners who have access to funding sources previously untapped.

The Commission has actively raised match for a number of federal awards over the past 16 years. It is most successful in garnering three types of match: 1) funds to be re-granted to partners in a project, 2) funds associated with time limited projects, and 3) in-kind goods or services. Examples of success include \$50,000 raised annually to support the statewide Conference on Service, Utah's Emergency Management's funding of initial and ongoing Citizen Corps Council development (\$200,000 annually), Media One in-kind promotion of Summer of Service & Conference on Service (\$275,000), consulting services for a marketing plan valued at \$50,000.

### **Continuation Narrative Updates**

If selected for funding, CNCS may consider your application to forward fund for an additional year of funding. To be considered for this potential opportunity, you would need to be able to match the additional funds at the 50% match rate. Are you interested in being considered? If so, please confirm that you can obtain the necessary financial resources and upon request can submit a revised budget that reflects the required match.

The Utah Commission on Service & Volunteerism is interested in being considered for an additional year of funding and will be able to meet the 50% match requirement.

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Please provide targets for the National Performance Measures that were chosen.

-Number of community volunteers managed by CNCS-supported organizations or national service participants and hours of service contributed by community volunteers who were managed by CNCSsupported organizations.

1200 volunteers

3500 hours

-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.

150 organizations

Please describe selection criteria for the five volunteer connector organizations that will be funded and trained.

Applicants are willing to commit an individual(s) to completing all modules of the Volunteer Connector Trainer Certification.

Applicants currently serve as a connector in their community and are willing to do the following:

-Help citizens connect to volunteer opportunities through community-based not-for-profit organizations.

-Provide training to volunteer leaders and nonprofit partners on a consistent basis.

-Give guidance and support to corporate partners on effective practices in employee volunteer engagement.

-Engage the community in National Days of Service.

Connector organizations have the organizational capacity to manage federal funds.

Connector organizations use the state website and post opportunities on Volunteer Solutions.

Applicants provide evidence regarding the number of not-for-profit organizations that could be impacted by training in their community.

Applicant submits a quality, comprehensive plan for ongoing training and support of community not-

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for-profit organizations.

Connectors can identify and prioritize the needs in their community.

Please provide a baseline number of national days of service. It is unclear what this means

In 2013 there are will be 12 National Day of Service projects happening and we would like to see this grow by about 300% or to 36. 20 of these will be supported by the Commission through grants, the rest will happen as a result of the VCO's outreach and support.

Please describe how objectives were met during the last full year of program operation.

In the second year of the operations we were able to implement a highly successful Volunteer Management Train the Trainer program, which resulted in 11 Volunteer Connector organizations receiving certifications and providing 33 regional trainings.

We had over 6500 volunteer participate in National Days of Service, 2000 of which were new. These volunteers provided 155,000 hours of service to their communities.

Please describe the approach to using data to modify and improve strategies and services for future years.

As noted in the evaluation section of the budget, we will be using evaluators to look at all aspects of the program and will be adjusting the program based on the recommendations that come from that evaluation

Please describe how the Utah Commission on Volunteers will avoid duplicating the count of community volunteers managed by CNCS-supported organizations that exist without the VGF program and the volunteers managed by CNCS-supported organizations that would be uniquely supported by the VGF training.

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The data collection instrument we have program complete distinguishes between VGF volunteers and other volunteers recruited and managed by CNCS supported organizations.

Please provide brief professional background on the staff who will be working on this program. If they haven't been selected, provide the criteria that will be used in their selection.

The individual, who will lead the implementation of this project, is an established leader with several years in training and curriculum development, delivering training, designing courses, leading teams of trainers, and directing organizational initiatives. They will have a proven track record of significant improvements in learning processes, productivity, quality, and customer satisfaction. The Coordinator is responsible for developing training programs and courses of instruction in the field of volunteer and community service program operations, volunteer administration, and inclusion

At the time of the FFR for period ending 3/31/13, the reported match contribution was 31.89%. What is your match rate at this time?

We are at 40% match at this point.

Is the proposed program similar or different from your current program design e.g. change in number of volunteers, hours, activities? If it builds upon your current program design please discuss how. If applicable, please explain any significant differences between the proposed required performance measure targets as compared to the number of volunteers and hours reflected in recent progress reports.

We anticipate focusing on number of volunteers managed rather than new volunteers recruited as a performance measure. We are hoping that these will be long-term volunteers and not just one time project type volunteers. Our current program design also lends itself well to the performance measure of -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. Because of this there will be no significant changes from our current model.

The performance measure feature in eGrants is still under development with a launch date of late September. Therefore, successful applicants will enter their performance measures in eGrants at a

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later date. If you are awarded a grant then your award will be special conditioned with a date by which performance measures must be entered into eGrants. Please acknowledge that you are aware of this special condition and will be equipped to meet this special condition.

We are aware that we will need to enter performance measures in eGrants at a later time and will ensure that this happens in the required time frame.

CNCS is committed to managing our funds efficiently and effectively. In review of your current FY12 grant activities, please respond to the following: (Note: For the purposes of this exercise only, all unliquidated obligations should be reported as unexpended)

1) Have you expended all of your funds at this time and if not how much is remaining?

No, we have a remaining balance of about \$35,000.

2) If you have not expended all of your funds, how do you plan to expend the remaining funds and what is your timeline?

We have requested an extension through 12/31/3013 and plan to begin the new VGF grant year on 1/1/2014

3) Approximately how much will you have remaining that will not be expended for this program by the end of your project period?

0

Grantees will be expected to report the number of new volunteers leveraged and number of new volunteer hours. Please confirm that if selected for funding, you have the necessary data collection and data management policies and practices to meet this requirement.

We utilize progress reports from all organizations within the program to gather necessary data. We also provide training to these organizations on how to collect and measure the data they submit through the reports.

## Required Documents

Document Name

Status