

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:

13VG153400

4. DATE RECEIVED BY FEDERAL AGENCY:

08/09/13

FEDERAL IDENTIFIER:

13VGHFL001

5. APPLICATION INFORMATION

LEGAL NAME: Volunteer Florida

DUNS NUMBER: 964029677

ADDRESS (give street address, city, state, zip code and county):

401 S Monroe St
Tallahassee FL 32301 - 2034
County: Leon

NAME AND CONTACT INFORMATION FOR PROJECT DIRECTOR OR OTHER PERSON TO BE CONTACTED ON MATTERS INVOLVING THIS APPLICATION (give area codes):

NAME: Mary Register
TELEPHONE NUMBER: (850) 414-7400
FAX NUMBER: (850) 921-5146
INTERNET E-MAIL ADDRESS: maryregister@volunteerflorida.org

6. EMPLOYER IDENTIFICATION NUMBER (EIN):

611596268

7. TYPE OF APPLICANT:

7a. State Commission
7b. Other State Government
State Commission/Alternative Administrative Entity

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:

Volunteer Generation-FL BEST Volunteers

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

State of Florida

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

13. PROPOSED PROJECT: START DATE: 10/01/13 END DATE: 09/30/14

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

15. ESTIMATED FUNDING: Year #:

a. FEDERAL		\$ 366,748.00
b. APPLICANT		\$ 368,448.00
c. STATE		\$ 0.00
d. LOCAL		\$ 0.00
e. OTHER		\$ 0.00
f. PROGRAM INCOME		\$ 0.00
g. TOTAL		\$ 735,196.00

16. IS 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:

Janis Timmons

b. TITLE:

c. TELEPHONE NUMBER:

(850) 921-5145

d. SIGNATURE OF AUTHORIZED REPRESENTATIVE:

e. DATE SIGNED:

09/03/13

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Executive Summary

Volunteer Florida proposes to build on the successes of the Build-Engage-Sustain-and Transform (BEST) Neighborhoods program, funded by the CNCS Volunteer Generation Fund from 2010-2013, by strengthening the capacity of volunteer connector organizations to recruit, manage, support and retain skill-based volunteers to serve in high quality volunteer assignments. This statewide effort, called BEST Volunteers, will use evidence-based principles of service as a strategy and volunteering-as-a-pathway-to-work research to help meet escalating needs and affect change in the lives of those who serve, as well as those being served. BEST Volunteers program will target skill-based volunteers, including veterans and military families, unemployed and under-employed individuals and boomers. The benefits to this approach are three-fold: service organizations, which are especially stretched in this recovering economy, will have increased capacity; skill-based volunteers will utilize existing skills and garner new skills, which can also be a pathway to employment; and critical community needs will be met. The BEST Volunteers program will provide subgrants and conduct relevant, comprehensive training, with emphasis on increasing the number of skill-based volunteers, service hours, and types of activities. The target number of skill-based volunteers recruited is 2,100, serving 16,800 hours, and maintaining the level of retained volunteers at 30%. Volunteer Florida will strengthen the capacity of volunteer connector organizations receiving subgrants by providing a strength-based assessment to identify resources, challenges and areas of need. Subgrantees will receive a comprehensive, multi-phased training curriculum, subgrants of \$10,000 and ongoing technical assistance. Subgrantees will be measured by pre- and post-evaluations, the number of skill-based volunteers recruited, hours of service and retained volunteers, monthly reporting, and site visits.

Program Design

47.5 million Americans are currently classified as the working poor, including 23.5 million children. In 2011, Florida was among ten states that experienced an increase of 5 percentage points or more in the proportion of families classified as the working poor. (U.S. Census) Among these are white, black, Latino and Asian, men and women, in small towns and urban neighborhoods, trapped near the poverty line, where the margins are so tight that even minor setbacks can cause devastating chain reactions. The working poor face a variety of obstacles. Job opportunities are growing for high-wage work and low-wage work, but not in the middle. Many Americans who once held jobs that paid a living wage are only finding new employment in low-paying jobs. They are performing labor essential to America's comfort, but these jobs typically do not pay enough to cover basic living expenses.

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Sociologists call it: downward mobility. It is not just the daily drudgery of work that has become tedious; it's also the hopeless feeling of life moving in the wrong direction. For Florida's working poor, both parents are often working multiple jobs; yet when a child gets sick or a car breaks down, they find themselves without the means to pay the bill. Many families go into debt to try to stay afloat, and once caught in a cycle of debt, find it incredibly difficult to break out. They become part of the "gap"- those who do not qualify for public assistance, but lack the resources, such as education, networking relationships or the emotional or financial capital to move them forward, leading to feelings of frustration, anger and hopelessness. (Working Poverty: Low Wage Workers in Florida-FIU RISEP; US Department of Labor) As the number of working poor and gap individuals grows, non-profit organizations, government agencies, faith-based and community groups are seeking new ways to leverage resources, establish partnerships, and grow their capacity to meet a multitude of needs. Volunteering, especially for unemployed or underemployed individuals, can provide a new avenue to utilize existing skills and garner new talents, while also providing services that affect change in communities. Volunteer Florida proposes to build on the successes of the Build-Engage-Sustain-and Transform (BEST) Neighborhoods program, funded by the CNCS Volunteer Generation Fund from 2010-2013, by strengthening the capacity of volunteer connector organizations to recruit, manage, support and retain skill-based volunteers to serve in high quality volunteer assignments. Volunteer Florida seeks \$366,748 in FY 2013 for this statewide effort, called BEST Volunteers, which will use evidence-based principles of service as a strategy to help meet escalating needs and affect change in the lives of those who serve, as well as those being served. This program will also provide critical human capital for nonprofits and other agencies, which are facing an increase in demand despite dwindling resources, and will help to guide these organizations on the path toward a more sustainable future. The total cost for the expanded BEST Volunteers program will be \$733,496, with the difference being provided through match funds. Volunteer Florida's BEST Neighborhoods program has exceeded its goals each fiscal year. Volunteer Florida developed this program by combining elements of the Points Of Light's Neighboring initiative, with the Asset-Based Community Development (A-B-C-D) model created by Dr. John L. McKnight at Northwestern University. The program aims to recruit, train, manage and retain volunteers of all ages, including marginalized and underserved populations, to grow capacity and meet community needs across Florida. The goals set for the three year period (FY 2010-2012) included generating 20,000 volunteers (7,000 each year), emphasizing sustainability, and a 25% volunteer retention rate in FY2012. BEST Neighborhoods also emphasizes "first time volunteers," defined as volunteers from marginalized and underserved populations who had not

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volunteered with the organization during the previous 12 months. To date, including the first 6 months of FY2012, 23 sub-grantees have generated 35,234 volunteers of all ages (176% of goal), including 18,574 first-time volunteers. These volunteers, including veterans and persons with disabilities, have thus far served 217,231 volunteer hours, or 7 hours per volunteer. Not only did Volunteer Florida exceed our goal of 20,000 volunteers by 176%, but we expect to reach 20,000 first-time volunteers by the end of FY 2012. Also, four of the 12 current FY 2012 sub-grantees are non-funded "Sustainability Partners" who have chosen to participate in the BEST Neighborhoods program and track their volunteer activities because of the value it brings to their communities. The combined, average volunteer retention rate for the first six months of FY 2012 is 38%. BUILDING ON SUCCESS

Volunteer Florida will build on the successes of the BEST Neighborhoods program by reaching out to nonprofit volunteer connector organizations in Florida through a statewide Request For Proposal (RFP) process. Volunteer Florida will award up to \$210,000 in 21 sub-grants of \$10,000 each, to be used as seed money to build the capacity of the subgrantee. Subgrantees may select one of the following options: 1-For capacity building, cash may be used for personnel to launch the program, recruit and train skill-based volunteers, leverage partnerships and grant writing. 2-To build capacity through infrastructure, cash may be used for technology and software which are directly related to the recruitment, support, management and retention of skill-based volunteers and tracking volunteer hours and activities. 3-The cash may be split for personnel and infrastructure. Volunteer Florida will have the final approval of all expenses. All subgrants will be paid on a cost reimbursements basis, based on timely submission of reports and verification of match funds. All 501(c) (3) non-profit agencies, faith-based, government and community groups in Florida will be eligible to apply. Volunteer Florida will encourage geographic diversity by actively seeking proposals from all 7 regions of the state, as defined by the Florida Division of Emergency Management (www.floridadisaster.org/county_em/county_list.htm), granting approximately 3 awards in each region (maximum 21). Volunteer Florida will strengthen and build the capacity of subgrantees to recruit, manage, support and retain skill-based volunteers using evidence-based training and evaluations that assess the strengths, resources, barriers and challenges faced by subgrantees. This comprehensive training will be based on the California Volunteers Service Enterprise Initiatives, funded by the Volunteer Generation Fund in FY 2010-2012, combined with other evidence-based models. These multi-phased training sessions are designed to provide time for implementation and hands-on, practical application to augment the participants' understanding and use of the program. Two staff representatives from each sub-grantee will attend 4, two-day training sessions. All four

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phases of the training will include organizational activities designed to address challenges and provide real-world solutions. All participants will be part of work-groups and affinity groups (i.e. geographic, size, type of skilled volunteers). Volunteer Florida will also provide ongoing fiscal oversight, technical support and site visits. All sub-grantees must provide a 50% match of cash or in-kind resources. Subgrant applicants must describe the expected source of their cash or in-kind share in their applications. TIMELINE: October 1-November 30: Release RFP (schedule technical assistance calls), subgrant submissions and review process, and secure contracts for all training venues and contractors. December-Announce subgrant awards, provide feedback and follow-up for unsuccessful proposals, and begin Organizational Phase. Subgrantees complete self-assessments and pre-evaluations in preparation for Phase I training module. January-April, 2014-Phase I (January) Training, Laying the Foundation, Phase II (February) Infrastructure & Support, Phase III (March) Outreach & Sustainability, 6-Month Report due to CNCS, Phase IV (April) Successful Implementation. May-August, 2014-Full implementation, including working toward goals, reporting, evaluations and site visits and moving toward sustainability. September, 2014-Post Self-Assessments and Final Reports.

NATIONAL PERFORMANCE MEASURES In accordance with the Volunteer Generation Fund NOFO, National Priority Performance Measures, Volunteer Florida will measure the Number of community volunteers recruited by CNCS-supported organizations or national service participants and hours of service contributed by community volunteers who were recruited by CNCS-supported organizations. The target number of skill-based volunteers recruited is 2,100, serving 16,800 hours, and maintaining the level of retained volunteers at 30%. Volunteer Florida will also measure the Complementary National Performance Measures, *Number of veterans engaged in service opportunities as a national Service Participant or volunteer; and the number of organizations implementing 3 or more effective volunteer management practices as a result of capacity building services provided by CNCS-supported organizations or national service participants. Volunteer Florida's target is 210 veterans to be recruited as skill-based volunteers; ALL 21 participating subgrantees will implement three or more effective volunteer management practices. (*Although it was not a requirement to measure veterans or effective volunteer management practices as part of the BEST Neighborhoods programs, Volunteer Florida has measured veterans engaged in volunteer activities. FY2010-688; FY2011-415;FY2012-283 (thru March):1,386 total, 100% of subgrantees FY 2010-2012 implemented 3 or more effective volunteer management practices).

VOLUNTEERING AS A PATHWAY TO WORK Florida has been hit hard by job loss and long-term unemployment. Florida has 850,000 people out of work, excluding those who have given up their job

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searches. (Research Institute on Social & Economic Policy, Florida International University) Three out of 4 job searchers have been without work for more than a year. People who are out of work get stigmatized, according to a report updated this month by the Pew Charitable Trusts Fiscal Analysis Initiative on Long-Term Unemployment. Additionally, more than 231,000 veterans from Operations Iraqi Freedom and Enduring Freedom claim the Sunshine State as their home of record. Many are seeking employment opportunities, housing, health care, education and other earned services, benefits and support. These statistics point to an even greater need for communities to provide opportunities for high level, skill-based volunteering. This service maintains both morale and skills as service members transition to civilian life, and can connect them with new career opportunities. In June, the Research & Evaluation Office at CNCS released exciting research, "Volunteering as a Pathway to Employment: Does Volunteering Increase Odds of Finding a Job for the Out of Work?" Researchers found that volunteers have a healthy 27% higher chance of finding a job, after being out of work, than non-volunteers. Even more astounding, is that volunteers living in rural areas have a 55% higher chance of finding employment. Volunteering can serve as a catalyst to help restore the self-respect and dignity that being under or unemployed, or returning to civilian life after military service, may undermine; and helps to build confidence and empowers people to envision a brighter future. Volunteer Florida's BEST Neighborhoods results offer many prime examples of this research. Franklin County, a small, rural area in northwest Florida, once a thriving fishing community, has faced a host of natural and economic woes in the past 5 years. But, under the leadership of Franklin's Promise Coalition, a BEST Neighborhoods sub-grantee, this community is finding success through programs implemented with training and support from the Volunteer Generation Fund. More than 400 families in this coastal town make their living in the seafood industry. Displaced seafood workers, struggling to keep their homes and maintain families, have banded together to form the Seafood Management Assistance Resource and Recovery Team (SMARRT). With guidance and support from Franklin's Promise Coalition and community leaders, SMARRT has developed a business plan and created an advocacy group with the assistance of local business men and women and technology volunteers (all skill-based volunteers). These volunteers have helped SMARRT create a presentation outlining the environmental issues and effects for the future of the area. SMARRT is currently leveraging partnerships, developing research and securing funding, all through skill-based volunteers, who are united in their pursuit of regional economic sustainability through advanced aquaculture techniques and other retraining programs. By focusing on the strengths and skills (assets) of the seafood workers and recognizing them as experts of their own experiences, as well as tapping into the acumen of the

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region's business leaders, Franklin's Promise has successfully harnessed the power of skill-based volunteers. Volunteer Florida's proposal will continue to expand on previous success, by building capacity using evidence-based training designed to provide non-profit agencies with tools that will assist them to recruit, train and retain skilled volunteers. Shawn Shattuck is a veteran living in Apalachicola, FL. Shawn was employed in the seafood industry, working on a shrimp boat. While he was unemployed, Shawn decided to volunteer with Franklin's Promise Coalition's, "A Hand Up, Volunteer Emergency Assistance Program," an emergency assistance fund established to provide assistance with utilities and basic needs. Individuals who received assistance were given opportunities to volunteer in a variety of service activities. Shawn initially began as a volunteer simply "to help out." Eventually, he and his wife were helped by the program and he committed to volunteer 16 hours. He volunteered 60 hours, and brought his truck and trailer whenever needed. Agencies and the people he helped were so impressed they began to request Shawn by name, and he found that he enjoyed the wide variety of jobs. With the support of his wife, Shawn started his own business, "Shawn's Honey-Do Services, LLC." He is still volunteering and is now working with Franklin's Promise Coalition as a Volunteer Leader to help with their "Reach back" program to assist others in moving forward. Shawn and his wife recently bought a small house. There are dozens of success stories as a result of BEST Neighborhoods projects, from Key West to Pensacola. Too often, much of a community's human resources, such as veterans, unemployed or under-employed people, recent graduates, boomers and even corporate volunteers, are not tapped into by volunteer connector organizations. Many volunteer connector organizations simply lack the training and experience to understand the power of volunteers to leverage capacity and sustainability. Volunteer Florida has the experience to lead volunteer connector organizations to recruit, support and retain skilled volunteers - at all levels. Volunteer Florida will continue to build on the successful investment made possible by CNCS and the Volunteer Generation Fund. The values of volunteerism are many. The value of volunteers is priceless!

Organizational Capability

BACKGROUND The Florida Commission on Community Service (Volunteer Florida) was legislatively established in 1994 and is administratively housed in the Governor's office; allowing Volunteer Florida to serve as the state's ambassador for service and volunteerism. Governed by a bipartisan board of Governor appointed Commissioners, Volunteer Florida's mission is carried out through 3 primary areas: 1) administration of National Service program grants, 2) increasing volunteerism through grants, trainings and recognitions; and 3) coordinating Florida's volunteers and donations in response

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to federal and state declared disasters. ABILITY TO PROVIDE PROGRAM OVERSIGHT Volunteer Florida has been awarded numerous federal, state and private grants that include management of subgrantees. The largest federal grants managed by Volunteer Florida are AmeriCorps State programs, including the 2013-2014 grant awards of the Governor/Mayor Initiative (City of Orlando) and AmeriCorps School Turnaround. Staff has provided programmatic oversight to AmeriCorps subgrantees. Effective risk-based management systems, including written policies, training, and tracking systems are used to provide training and technical assistance, on-site and desk monitoring of sub-grantees. This program management system has met the Corporation for National and Community Service (CNCS) Standards, OMB guidelines, rules and regulations, including those related to prohibited activity at the subgrantee level. The infrastructure of these systems will be modified to manage the BEST Volunteers program subgrantees. At the invitation of the Federal Emergency Management Agency (FEMA), Points of Light Institute (POLI), National Voluntary Organizations Active in Disaster (NVOAD), CNCS and other state commissions, Volunteer Florida staff has conducted training in California, Delaware, Georgia, Illinois, Kansas, Kentucky, Louisiana, Maryland, Missouri, Montana, Nevada, New York, North Carolina, Oregon, Pennsylvania, Utah, Vermont, Washington and Washington DC. Audiences have included participants from nearly every state and several US territories. Additionally, Volunteer Florida has served as a training site for other commission staff throughout the country; hosting and training staff from New York, Ohio, Louisiana, South Carolina, and Mississippi State Commissions. STATEWIDE PARTNERSHIPS Volunteer Florida strategically develops and maintains strong working relationships with governmental agencies including: Division of Emergency Management, Departments of Health, Elder Affairs, Veteran's Affairs, Education, Juvenile Justice, Economic Opportunity; Workforce Florida and The Florida State University. Bridging the gap between governmental and nongovernmental agencies, Volunteer Florida is an integral member of a strong network of voluntary agencies, including, Points Of Light, the American Red Cross, AARP, Wounded Warriors, The Salvation Army, Florida Chambers of Commerce, the Florida Association for Volunteer Resource Management, and Florida Voluntary Organizations Active in Disasters. These organizations represent the depth and diversity of volunteerism and service in the state. These strong partnerships will strengthen the support system for the BEST Volunteers program. Previous subgrant and mini-grant programs Volunteer Florida has managed include: COMMUNITY VOLUNTEER ENHANCEMENT GRANT provided mini-grants for the purpose of supporting recruitment and placement of volunteers in targeted communities through new volunteer center development or enhancements to existing volunteer centers. Grant results

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included growth from 18 to 31 volunteer centers. PROJECT IMPACT: SERVICE WORKS is a \$240,000 three year, federally funded research initiative. The experimental, research focused, grant will determine the impact of service on the employability skills development of 100 youth with disabilities who have been identified as individuals with an Autism Spectrum Disorder (ASD). The Project Impact: Service Works initiative is funded by the Institute for Community Inclusion at the University of Massachusetts Boston and the U.S. Department of Health and Human Services and is based on Project Impact, a signature project of Volunteer Florida that utilizes a service learning model to introduce transitioning high school students with disabilities to AmeriCorps. PROJECT MANAGEMENT THROUGH TECHNOLOGY Volunteer Florida's website (www.volunteerflorida.org) serves as the statewide portal for volunteer information and activities. The website has the capacity to connect potential volunteers with volunteer connector organizations, provides sub-grantees with access to training and technical assistance resources, and serves as the central point of information for volunteers and donations in disasters. Volunteer Florida uses social networking to promote and educate the public about volunteerism. Additionally, an e-newsletter is distributed to over 7,000 recipients including the Florida Legislature, municipalities, State University system, and the disability community. BEST NEIGHBORHOODS is a \$972,721, 3-year program, funded through CNCS, as part of the Volunteer Generation Fund in FYs 2010-2012. The BEST Neighborhoods program subgranted \$732,000 over 3 years, to 23 volunteer connector organizations from across the state. Subgrantees used Neighboring and an asset-and-empowerment-based approach to volunteering, with a focus on programs engaging marginalized populations, families and residents to contribute to the improvement of their communities, and to find innovative, sustainable solutions that address local challenges with community engagement. To date, the BEST Neighborhoods subgrantees have generated 35,234 volunteers of all ages, and 217,231 service hours. This accounts for nearly \$4.1 million in volunteer service.* (*Independent Sector.org, Value of Volunteer Service-Florida, \$18.85) STAFF RESPONSIBILITIES Staff involved in managing the BEST Volunteers grant will include: CHESTER W. SPELLMAN, CEO, of Volunteer Florida, who also serves as Executive Director of the Volunteer Florida Foundation will promote BEST Volunteers grant opportunities and develop strategic statewide partnerships for sustainability while he travels around the state serving as an ambassador for volunteerism in Florida communities. NANCY KELLEY, Chief Operating Officer, who brings over 35 years of management experience at the highest levels of government while serving four Florida Governors, will provide leadership to the operational, administrative and finance responsibilities. MARY REGISTER, Volunteer Services Consultant, will continue to serve as Volunteer

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Florida's BEST Volunteers Program Director, responsible for the day to day management of the program including monitoring, training and technical assistance, evaluation, and reporting. Mary's career spans over 35 years in corporate and non-profit management positions. She works statewide with existing volunteer connector organizations to strengthen volunteerism and service through technical assistance and trainings, and serves as manager of the Florida Volunteer and Donations Hotline during disasters. Mary also is a recognized state and national trainer on topics relating to volunteerism. She currently serves as the President of the Florida Association for Volunteer Resource Management. ERIK STEFFEN, Communications Coordinator, who served in the Peace Corps and spent 10 years serving at an educational institution in Micronesia, will continue to oversee all promotional materials, product deliverables, and provide website maintenance and graphic design for the BEST Volunteers grant. CATHERINE (CAT) KEEN, Director of National Service Programs, formerly with The Able Trust, brings 13 years of experience in non profit service delivery and management, will assist in the development of all program monitoring tools and systems. Cat currently administers Florida's AmeriCorps State programs. JANIS TIMMONS, Director of Finance, Janis has 20 years successful experience and knowledge of grants administration and compliance in governmental and nonprofit environments. She is an accomplished trainer in accounting systems and compliance issues. Collectively, these leaders bring 118 years of knowledge and experience in program design, development and training that will be a valuable asset to project partners. SELF-ASSESSMENT AND CONTINUOUS IMPROVEMENT Volunteer Florida's record of providing quality training, technical assistance, and evaluation services is well-established, and our staff has provided training to national service program directors and members across the nation. Volunteer Florida will use the current infrastructure to develop effective systems for data collection, evaluation, and continuous improvement. We are experienced in using focus groups and advisory teams to support program and product development. As the lead coordinator for the State Service Plan, we convened statewide partners in service and volunteerism including CNCS State office, Florida Association of Volunteer Centers, and Campus Compact to develop, track, and assess the goals to promote volunteerism in Florida. EVALUATION In partnership with The Florida State University, Volunteer Florida was among the first state commissions to implement a statewide evaluation of AmeriCorps State programs, providing technical assistance and capacity building. Using this infrastructure and College/University partnerships, we will continue the data collection and evaluation of the BEST Volunteers program. Through internal evaluation systems, we have been able to develop and promote important outcomes including 88% of local organizations partnering with AmeriCorps programs

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report improved visibility in the community and improved success in attracting new resources.

Budget/Cost Effectiveness

BUDGET ADEQUACY AND COST EFFECTIVENESS Volunteer Florida's annual program budget exceeds \$21 million. This grant request of \$366,748 represents 2.0% of the total organizational budget. The financial management team is led by Janis Timmons, the Director of Finance, who is responsible for fiscal accountability and management of all grants and subgrantees. Sage Management Information Processes (MIP) accounting software is used to ensure all funds are appropriately accounted in compliance with federal regulations and General Accepted Accounting Principles (GAAP). MIP software is the preferred nonprofit financial management solution used to plan and manage budgets and maximize grant resources. Financial oversight for sub-grantees will include regular on-site and/or desk monitoring, training and technical assistance, resource development including a financial management handbook and complete review of supporting documentation. Volunteer Florida utilizes a comprehensive General Assessment Questionnaire for organizations to determine risk and monitoring plans. All subgrantees are required to complete a self-assessment using this tool to measure their financial systems capacity to meet grant requirements. Financial management systems will ensure the highest level of accountability and adherence to federal and state policies. This proposal is a cost-effective model for leveraging state and local resources to expand the capacity of volunteer connector organizations in Florida. Independent Sector estimates the current dollar value of volunteer time in Florida to be \$18.85 per hour. With 2,100 new and retained skill-based volunteers serving at least 16,800 hours the CNCS funds investment will be valued at over \$316,000. Federal funds will also be leveraged by sub-grantee match of 50%. Subgrants will strengthen volunteer connector's capacity to recruit, train and expand the number of volunteers serving specific neighborhood needs. State investments through the Florida Department of Education and local partnerships will strengthen and diversify the funding availability to sustain the BEST Volunteers program. The proposed budget adequately provides for oversight, training and technical assistance to meet targeted goals and is modest, ensuring that Federal funds are maximized to the fullest extent possible in building local communities. Direct costs are a modest 1.12% due to Volunteer Florida's strong infrastructure which was developed by leveraging other resources to ensure program success. A full-time Volunteer Florida Consultant will lead the project with oversight by the Chief Operating Officer. To ensure accountability and cost effectiveness, funds are budgeted to monitor programs and provide an evaluation of the project to determine its effectiveness and inform future funding decisions.

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For the total requested amount of \$733,496, almost 70% of these funds will be tied to procured subgrantees. The program budget is designed to provide reasonable administrative support for the program, but to focus the majority of funds on the training for recruitment and management in the field of skill-based volunteers by the subgrantees. We have identified 100% of our match sources required for FY13-14. Approximately 25% of the funding identified for match will be from state and foundation funding. The remaining match will be the requirement of our contracted subgrantees that will be secured through competitive funding. If needed, Volunteer Florida is capable of providing 100% of the match dollars at contract inception through our State of Florida Department of Education, State of Florida Division of Emergency Management and Volunteer Florida Foundation funding. As we move into the program year, through our upcoming RFP, we will require a minimum of 60% match from our contracted subgrantees.

Continuation Narrative Updates

Question 1. Yes, Volunteer Florida is interested in being considered for an additional year of funding. We would utilize the same sources of match funds that are being utilized during the 2013-2014 funding cycle. With one caveat, we would not want this award of 2nd year funding to prevent us from being eligible for future NOFOs within the Volunteer Funding arena. Describe the activities. The primary 'activities' leading to enhancing the capacity and sustainability of the volunteer connector organizations will be: participation in a customized, innovative training curriculum, designed to build capacity by developing Skills-Based Volunteer (SBV) programs. Activities throughout the nine month period, from January -- September, will include hands-on implementation of skills, techniques and strategies for recruiting, training and managing a cadre of SBV Leaders, with emphasis on Veterans, Education (Mentoring), Economic Opportunity, (including Service- as- a-Pathway-to-Work), Healthy Futures, and Disaster Preparedness, (CNCS focus areas) corporate volunteers and Pro Bono. Other activities may consist of targeted approaches to developing proficiency with technology, marketing or social media, board development or other types of training or mentoring. Sustainability will be enhanced by putting each training module into practice, providing guidance, and a chance to make adjustments through lessons-learned and a team approach before moving on to the next module. Putting the training into practice, step-by-step, along with the sub-grant award of \$10,000, to be used for personnel or infrastructure costs, will enhance the sustainability of the organizations. Volunteer Florida is using a Strength-Based Assessment (SBA) approach in working with volunteer connector organizations. The strength-based assessment approach, used by the BEST Neighborhoods Program, focuses on the strengths of the organization (or community) and seeks ways to leverage those

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strengths (assets) to address the needs and challenges of the organization, as identified and prioritized by the organization, and not by an outside entity (funder, trainer, etc.). The volunteer connector organization (community), as experts of their own experiences, will identify and prioritize the skills and training necessary to build a Skills-Based Volunteer (SBV) Program to maximize the needs of those being served, which will enhance the capacity and sustainability of the organization. Describe the training. Volunteer Florida will use an evidence-based training curriculum, based on the "California Volunteer Service Enterprise Initiative (CVSEI) Training Series," (funded by CNCS Volunteer Generation Fund, in FY 2010-2013), "Skilled-Volunteering 101: Is Your Organization Ready to Engage?", (Common Impact and CapitalOne Investing for Good), and other research-based surveys and articles. The training is necessary for organizations selected because it serves as the cornerstone of developing a SBV Program to strengthen, build capacity and provide sustainability for the organization. How subgrantees are selected. Subgrantees will be selected through a competitive process that has been used by Volunteer Florida for other subgrants, including BEST Neighborhoods, (FY 2010-2013), and AmeriCorps grants. Volunteer activities within the CNCS focus areas? Volunteer activities will be determined based on the needs of the successful (volunteer connector organizations) subgrantees. The RFP will focus on recruiting skills-based volunteers (sbv) in the CNCS focus areas of education, veterans, disaster preparedness and healthy lifestyles. Define skill-based volunteers. For the purposes of this grant proposal, Volunteer Florida's definition of skill-based volunteers was taken from the following sources: <https://www.nationalserviceresources.org/sbv> (CNCS, National Service Knowledge Network) and Skills-Based Volunteering: A New Generation of Service (PDF) (Corporation for National and Community Service, and HandsOn Network Describe the impact of the program on the previous year's volunteers? or the impact of the volunteers on the communities in which they served. Impact on previous year's volunteers. As we stated in our proposal, there are literally hundreds of stories about the impact the BEST Neighborhoods program has had on the lives of volunteers. Building upon our current program design, we are proposing to use lessons-learned and successful components of the Build--Engage--Sustain--and-Transform (BEST) program and changing the focus from neighborhoods to individuals, emphasizing skills-based volunteers. The BEST Neighborhoods sought to engage new volunteers in projects in their communities and trained volunteer connector organizations to act as 'facilitators'. BEST Neighborhoods was more external by design. It was intended to engage residents as volunteers and build project leaders. It was not designed to advance the volunteer connector organizations (subgrantees). Conversely, the BEST Skills-Based Volunteers is

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designed to strengthen and build the capacity of volunteer connector organizations by focusing on advancing the subgrantees with innovative training and by providing the tools to create a skills-based volunteer program. Now, instead of building-engaging-sustaining-and-transforming neighborhoods, we will shift the focus to building-engaging-sustaining-and-transforming volunteer connectors to build sustainable Skills-Based Volunteer Programs. Explain why the program model shifted from recruiting 7,000 volunteers/year to recruiting 2100 skill-based volunteers/year. Reasons for the shift: 1-The BEST Neighborhoods goals focused on generating volunteers, from marginalized and under-served populations, not a specific, targeted group. 2-BEST Neighborhoods was not focused to advance the agencies (subgrantees). 3-BEST Neighborhoods was part of a THREE year grant. Volunteer Florida committed to generate 20,000 (7,000 per year). 4-The NOFA specified that all proposals were for a period of ONE year. The current goals, at least 2,100 skills-based volunteers, serving 16,800 hours were based on a timeline, beginning in Oct. with a RFP process. The training program begins in Dec. with a pre-training evaluation and in Jan. with a hands-on training program, customized to leverage and enhance strengths. The majority of the recruitment and establishing the SBV programs will take place from April to September. Setting a minimum of 2,100 sbv was a realistic goal for a one year period. Using the BEST Neighborhoods program as a foundation, Volunteer Florida will refine and update all aspects of the BEST Volunteers from the RFP to the training and monthly reporting and conference calls. We confirm that Volunteer Florida has the necessary data collection and data management policies and practices to meet this requirement. Volunteer Florida acknowledges that we are aware of this special condition and are equipped to meet this special condition once a launch date has been established. 1.Volunteer Florida has not expended all of the current year funding. We currently have \$120,296.20 remaining on our 2012-2013 VGF funded grant. 2.Volunteer Florida will expend all of their current year funding. The remaining dollars are tied to contracts with our current sub-grantees. Each sub-grantee will have an additional 45 days beyond the end of the contracted period to submit their remaining invoices. We are currently reviewing July 2013 invoices that were received in August. We still have 2 months of invoicing remaining for 8 sub-grantees. 3.Volunteer Florida will have \$0 remaining at the end of this fiscal year.

Required Documents

Document Name

Status