

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:

13VG153868

4. DATE RECEIVED BY FEDERAL AGENCY:

08/09/13

FEDERAL IDENTIFIER:

13VGHME001

5. APPLICATION INFORMATION

LEGAL NAME: Maine Commission for Community Service

DUNS NUMBER: 078447557

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

105 State House Station
111 Sewall, Rm 105
Augusta ME 04333 - 0105
County:

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

NAME: Pam Zeutenhorst

TELEPHONE NUMBER: (207) 624-7790

FAX NUMBER:

INTERNET E-MAIL ADDRESS: pam.zeutenhorst@maine.gov

6. EMPLOYER IDENTIFICATION NUMBER (EIN):

016000001

7. TYPE OF APPLICANT:

7a. State Government

7b. State Commission/Alternative Administrative Entity
State Education Agency

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 Fund

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

State of Maine

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

T/TA - Return on Investment for Managing Volunteers

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 \$ 250,273.00

b. APPLICANT \$ 261,222.00

c. STATE \$ 0.00

d. LOCAL \$ 0.00

e. OTHER \$ 0.00

f. PROGRAM INCOME \$ 0.00

g. TOTAL \$ 511,495.00

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/PREAPPLICATION 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:

Maryalice Crofton

b. TITLE:

c. TELEPHONE NUMBER:

(207) 624-7781

d. SIGNATURE OF AUTHORIZED REPRESENTATIVE:

e. DATE SIGNED:

08/09/13

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Executive Summary

With an additional year of resources from the Volunteer Generation Fund (VGF), the Maine Commission for Community Service will continue work to build a consistent, reliable infrastructure for the volunteer sector in Maine. Building upon successes from the past three years of VGF, the Commission will provide a funding opportunity to existing VGF subgrantees to expand volunteer center activities to increase the capacity of organizations to effectively engage volunteers to address critical needs in their communities and expand opportunities for skill-based volunteering.

The Commission will serve as a Points of Light National Service Enterprise Pilot Site and expand this model to rural areas of the state; assist volunteer centers implement fee for service programs; and develop a Maine Service Fellow initiative based upon the America Service Fellow as outlined in the Kennedy Serve America Act 2009.

Program Design

The Commission will report on the following national performance measures: 1) 5000 community members managed by CNCS-supported organizations or national service participants and 47,000 hours of service contributed by community volunteers who were managed by a CNCS-supported organization AND 2) 50 organizations implement three or more effective volunteer management practices as a result of capacity building services provided by CNCS-supported organizations. The Commission collects this and other performance measure and fiscal data and program progress reports from current VGF subgrantees utilizing the same on-line reporting system as it does for its AmeriCorps State grantees.

The Commission was recently selected as one of 14 National Service Enterprise Pilot Sites and is collaborating with current VGF subgrantee and HandsOn Affiliate, United Way of York County (UWYC), to implement the Service Enterprise model for nonprofits. UWYC's volunteer center will provide training and consulting services to assist five nonprofits to become certified as Service Enterprises. Research demonstrates that Service Enterprise certified nonprofits are more adaptable, sustainable, and capable of scaling their impact in comparison with peer organizations and, as a result, are able to do more to deliver on the social mission of their organization ("Positive Deviant" Service Enterprise Research Summary, TCC Group, December 2009). The Commission will develop plan to recognize certification of Maine nonprofits as Service Enterprises and partner with Points of Light to provide a train-the-trainer Service Enterprise training for volunteer center and volunteer connector organization staff and interested individuals in the fall of 2014. New England service

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commissions and volunteer connector organizations will also be invited to participate in this training.

The VGF resources have increased professional development opportunities for managers of volunteers in Maine and established three new and expanded two existing volunteer centers to provide technical assistance and training to increase effectiveness of volunteer programs. The Commission hosts two on-line courses based on "Competencies for Managers of Volunteers: Novice to Expert Continuum" (Maine Commission for Community Service, revised 2011). The novice level course targets volunteer managers new or with two years' experience in the field and provides an introduction to four categories of competencies; managing self, managing people, managing programs and projects; and leading organizations. The novice course also serves as a refresher for managers of volunteers seeking to be Certified in Volunteer Administration (CVA). The second course targets managers of volunteers with 3-5 years' experience and provides continuing Professional Development Units for individuals who are a CVA. Commission staff moderates these interactive on-line courses. With Additional year of VGF resources, the Commission will develop additional moderators by providing a train-the-trainer for current VGF subgrantees interested in offering the novice level course in their service region. Trained VGF subgrantees will have access to the on-line curriculum and may collect registration fees from participants to generate revenue to support volunteer center activities.

OUTCOMES: 5 Maine nonprofits are certified as Service Enterprises; 2 train-the-trainer (1 for Service Enterprise & 1 for novice level on-line course) provided; 2 additional volunteer centers/volunteer connector organizations implement the Service Enterprise model in their regions, and Maine Service Enterprise certification implemented.

The Commission will also utilize Additional year of VGF resources to provide a funding opportunity to current VGF subgrantees to support existing volunteer center functions and to implement new or expand existing initiatives to increase opportunities for skill-based volunteering with a priority on CNCS focus areas and Commission priorities of Education, Disaster Services, and Veterans & Military Families. Points of Light defines skilled-based volunteering as service by individuals or groups that capitalizes on personal talents or core business skills, experience or education. Examples of skill-based volunteering activities may include working with businesses to establish new or support existing employee volunteer programs to provide pro-bono services to nonprofits; collaborate with regional groups such as Maine VOAD or Southern Maine COAD to develop teams of volunteers to establish and support volunteer reception centers and community wide disaster preparedness; or partner with regional career centers to support unemployed individuals with opportunities to build skills through

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volunteering. VGF subgrantees will continue to include other CNCS-funded programs in volunteer management trainings, service events, and peer networks for managers of volunteers.

Currently, VGF subgrantees receive funding for volunteer center model based on a HandsOn Network Mobilization Level Affiliate. VGF funded volunteer centers must provide five core functions: 1) Build capacity for effective volunteering by sponsoring at least three trainings on effective practices in volunteer management per year; 2) Sponsor two days of service to demonstrate the impact volunteers can have on a need by creating or collaborating on a service project in the region; 3) Connect citizens with a broad and diverse set of community volunteer and service opportunities by promoting and maintaining an online volunteer management system and providing training and technical assistance for same; 4) Sponsor a peer-to-peer network for volunteer program staff; and 5) Educate local nonprofit and public leaders on the role, impact, and value of the volunteer sector. A "volunteer center lite" model evolved naturally out of volunteer connector organizations interested in establishing a volunteer center, but not having the capacity to deliver all five core functions. Currently, three volunteer connector organizations are funded to provide at least one training on effective volunteer management practices per year; promote, maintain, and provide technical assistance for on-line volunteer management system; and support a peer network of managers of volunteers. All current VGF subgrantees have met or exceeded required performance measures, provided required volunteer center activities, and met match requirements. In 2012, VGF subgrantees provided 28 trainings to 238 participants; provided technical assistance to 102 organizations; and supported 4724 volunteers who contributed 57,272 hours.

Additional year of VGF will also provide a funding opportunity to the eight of sixteen counties not served by a VGF subgrantee to pilot Maine Service Fellow Initiative. This new initiative will be based on the America Service Fellow and utilize Break Away's Active Citizen Continuum and Eight Components of an Alternative Break that is based on best practices from the service-learning and volunteer sectors to create skills-based opportunities. All Additional year of VGF subgrantees will be required to report on national performances indicated previously.

OUTCOMES: Commission will fund 10 subgrantees with additional year of VGF resources.

Subgrantees will provide at least 20 trainings to 350 Individuals with at least 10 trainings focusing on skills-based volunteering; 5 volunteer centers create new or expand existing programs to highlight skills-base volunteering; and 4 VGF subgrantees staff members are trained to facilitate Novice Level on-line course for managers of volunteers.

Although Maine's volunteer rate is consistently higher than the national volunteer rate for adults,

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Maine is experiencing a decrease in the amount of time volunteers give on an annual basis. In 2009, hours volunteered by adults reached an all-time high of 49.3 hours per year. The following two years reflect a significant decrease -- 2010 to 42.7 hrs/yr and 37.2 hrs/yr in 2011. (Data from www.volunteeringinamerica.gov.) No known research has been conducted to determine the reason for the recent decline in hours. However, many published articles share common themes such as Susan Ellis' "Top Ten Reasons Why Volunteer Quit." In addition to citing personal issues, common themes include: volunteers feeling under-utilized, organizations not prepared for volunteers, volunteer efforts not recognized/appreciated, and volunteers don't understand how their work impacts the mission.

When looking at research on organizations' capacity to effectively engage volunteers, one can understand why themes mentioned previously are prevalent. TCC Group research indicates that only 18% of nonprofits score high enough to be considered Service Enterprises which do well with respect to recruiting, retaining, providing role clarity and direction, developing, valuing, and rewarding volunteers. Maine Volunteer Sector Survey (2010) indicates that 18% of nonprofits reported always implementing the 22 essential volunteer management practices ("A Guide to Investing in Volunteer Resources Management" UPS Foundation, 2002) and 52% of Maine nonprofits reported implementing 13 or fewer essential practices.

In the 2010 Maine Volunteer Sector Survey, survey respondents prioritized importance of ten volunteer center functions. The five highest ranking (Critical and Very Important) functions were: 1) Provide volunteer management trainings, consultations and direct support to nonprofit agencies and other organizations (like schools, local government, faith communities, businesses); 2) Connect people with volunteer opportunities doing centralized recruitment and referral of volunteers; 3) Educate regional policy makers and thought leaders about the impact of volunteering and issues facing the volunteer sector; 4) Create opportunities for public acknowledgment of volunteers through award programs, National Volunteer Week activities; and 5) Initiate and support mass media campaigns to promote volunteering. These functions are reflected in the required activities for current VGF funded volunteer centers in Maine.

Based on lessons learned from the first three years of VGF, the Commission will utilize a fourth year of VGF increase the capacity of volunteer centers and volunteer centers lite to continue to provide training and technical assistance on effective volunteer management practices and expand services to provide skill-based opportunities that address local needs with a priority given to CNCS focus areas (Education, Disaster Services, & Veterans) that align with the Commissions strategic plan. The

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Commission will also continue to explore and adapt best practices to reach the more rural areas in Maine where current VGF subgrantees do not serve.

ESTIMATED TIMELINE:

Mid Sept 2013 - Receipt of executed grant award

Mid-Sept to Mid Oct 2013 - State of Maine required review process of Request for Proposals

Mid Oct 2013 - Maine Request for Proposals issued (One for current VGF grantees and second for Maine Service Fellows)

Mid Nov 2013 - Applications Due to Commission

Mid- to End of Nov 2013 - Application Review

Early Dec 2013 - Award decision and announcement of awardees

Early to Mid-Dec 2013 Clarification and execution of State contracts with awardees

Jan 2014 - Subgrantees program period begins. TV/Radio advertising campaign begins & ends Mar 2014. New Grantee orientation and required monthly TA meetings begin for subgrantees.

Development on Maine certification of Service Enterprises begins.

Late Jan/Feb 2014 - Service Enterprise training for nonprofits launched & On-line Course for Managers of Volunteers begins.

Feb/Mar 2014 - Train-the-Trainer for moderators of Novice level on-line course.

April 2014 - Quarterly Subgrantee Program & Performance Measure Reports due.

May 2014 - On-line Course for Managers of Volunteers begins.

June 2014 - National Service Enterprise Pilot Site ends. First co-hort of nonprofits have received or in process of receiving certification as Service Enterprises. Launch of Maine Service Enterprise certification.

July 2014 - Quarterly Subgrantee Program & Performance Measure Reports due.

Sept 2014 - On-line Course for Managers of Volunteers begins. Sept/Oct-Service Enterprise Train-the-Trainer

Oct 2014 - Quarterly Program & Performance Measure Reports due. On-line Course for Managers of Volunteers begins. 2 addition subgrantees launch Service Enterprise Initiatives in their regions.

Jan 2015 - Final Subgrantee Program & Performance Measure Reports due.

Organizational Capability

The Maine Commission for Community Service (MCCS) was established in 1994 by the State of Maine to build capacity and sustainability in Maine's volunteer sector by funding service programs, developing managers of volunteers, raising awareness of the scope and impact of the sector, and

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encouraging an ethic of service. (5 MRSA Chapter 373, sections 7501-7504) The Commission consists of a 25-member board of volunteer leaders with support from four staff.

The Commission is fortunate that the Commissioners who shaped its culture were strong proponents of asset-based community development and partnering to implement a wide range of community-based efforts. Thus, the Commission has very few instances where it has been the "sole owner" of an initiative -- a fact that sometimes has kept the Commission's role as catalyst or facilitator obscured.

Since June 2012, the Department of Education has served as the fiscal agent for the Commission. Under the civil service personnel system, all Commission positions are classified as professional, technical jobs which require higher education and two staff have master degrees. Tenure among staff ranges from 18 years (Executive Director) to 4 years (Grants Officer). Although the Planning & Research Assistant is new as Commission staff, the individual is familiar with the Commission and its work as she was also part of the State Planning Office (SPO) from 2009 to 2012 when SPO served as the fiscal agent for the Commission. The Planning & Research Assistant has an extensive background developing and coordinating trainings. All staff have direct experience as volunteer managers in programs ranging in size from 25 to 3,000 volunteers.

The Commission has administered AmeriCorps State and State Service Commission support grants from the Corporation for National & Community Service (CNCS) for nineteen years. The Commission's state service plan has consistently focused on strengthening the volunteer sector and uses National Service as a strategy to build capacity in organizations. The Commission's performance is reported annually to the Governor and Legislature in accordance with the Commission's enabling statute.

The state service plan provides a strong foundation for the Commission to build volunteer management capacity, both in national service and community volunteer programs. Examples of the Commission successes include:

Blaine House Conference on Volunteerism - Since 1994, the Commission has coordinated the annual statewide conference which focuses on professional development for volunteer program staff, board members, service-learning practitioners, funders, and sponsoring organizations. In 2012, more than 350 individuals attended the one day conference.

VolunteerMaine Partnership - Established in 2002 by Commission as part of its responsibility to be a catalyst in solving challenges faced by Maine's volunteer sector. The goal of the Partnership is to build the capacity of volunteer programs addressing four priority needs identified by volunteer sector:

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professional development/training volunteer administrators; increased sustainability and capacity to meet local needs; increased engagement of citizens as volunteers; and technical assistance for and coordination among volunteer programs.

VolunteerMaine Partners help inform the Commission on issues related to the volunteer sector in their community, collaborate with local partners to address critical local needs, and administer the statewide on-line volunteer management technology for their regions. Primary members of the VolunteerMaine Partnership include ten United Ways in Maine, Maine Emergency Management Agency, and 211 Maine. The VolunteerMaine Partnership is a long-lived example of Commission's ability to be a catalyst to engage diverse organizations that share a common goal to work collaboratively and pool very scarce resources in order to accomplish the shared goal.

VolunteerMaine VISTA Project -- From 2007 to 2011, the Commission sponsored a ten member VISTA project to create a network of organizations that would serve as "volunteer centers without walls," to connect volunteer programs with potential volunteers, prepare volunteer programs to participate in disaster service efforts, and develop resources for new volunteer centers. In 2011, the Commission partnered with the CNCS State Office for ME/NH/VT to serve as the project sponsor for single placement VISTAs in Maine. The Commission has developed and grown the original 24 member project to 34 members placed around the state providing service in Education, Healthy Futures, and Veterans & Military Families focus areas.

Core Competencies for Managers of Volunteers -- In 2008, Commission published the "Core Competencies for Managers of Volunteers: Novice to Expert Continuum." Like other occupations, a fundamental assumption in volunteer programs is that well prepared and competent managers of volunteers (both paid and unpaid) are essential to the success of a program. Competency is assessed using a continuum of ability, knowledge and skill sets that range from novice to expert. The measurement is done in the context of a person's capacity to use them adaptively in a variety of work settings and organizations. After national vetting and review, the model was published and is the basis for all Commission work with both National Service programs and community organizations. The competencies were revised in 2011 to include information and resources for inclusion of people with disabilities.

Project INVEST -- Under a CNCS Challenge grant awarded late in 2007, Commission partnered with three institutions of higher education to develop courses based on the Core Competencies for Managers of Volunteers and embed them in the departments offering business or nonprofit management studies. Three of the courses (novice, intermediate, expert) have successfully found

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permanent homes and all are online courses which eliminates any enrollment constraints based on geography. In 2013 with Volunteer Generation Fund, the Commission developed a novice-level and intermediate-level on-line courses that was debuted at the Blaine House Conference for Service & Volunteerism.

Maine HEARTH Project - In March 2009, Commission received a one year Volunteer Impact, Retention and Expansion (VIRE) grant from HandsOn Network. The purpose of the VIRE grant project was to increase the number of new volunteers and highlight the impact and value of volunteer efforts. The Commission subgranted funds to ten organizations throughout the state to convene regional networks to support residents' ability to stay safe and warm in their homes. Maine HEARTH Project partners served a key role in the redesign of the statewide Keep ME Warm project by serving as local contact points for volunteers who wanted to participate, coordinating local and regional trainings, and assigning volunteer teams to residents who were eligible for assistance. Maine HEARTH Partners recruited and supported 2600 volunteers who provided information on "how to" winterize your home, conducted energy audits, and installed interior storm windows. An additional 35 individuals served as Volunteer Leaders coordinating teams of volunteers conducting winterization activities.

Donations Coordination Team (DCT) -- Since 2008, the Commission has served as co-chair with Maine Emergency Management Agency (MEMA) of the DCT which is charged with developing and implementing a statewide plan for donations (tangible goods, volunteer efforts, and cash). The Commission serves as the lead for coordination of tangible goods donations and volunteer efforts and is responsible for training and maintaining three teams capable of establishing and supporting volunteer reception centers (VRC) as needed in the State. Currently, the Commissions partners with groups, such as Southern Maine COAD and Maine AmeriCorps Alums, by providing training and technical assistance to support teams of volunteers to provide VRC operations and community disaster preparedness awareness. The Commission also supports virtual a VRC through the statewide on-line volunteer management technology. At the request of MEMA, the Commission is exploring options to support donations of tangible goods during a disaster in the same manner.

These initiatives demonstrate the Commission commitment to building capacity in the volunteer sector and its ability to leverage resources (from seed amounts to program funding). Over nineteen years, initiatives have been launched and sustained successfully because the Commission is able to attract partners who are willing to put their resources towards a common goal. Sometimes that has meant providing cash to Commission; other times, the partners have taken on part of the expense for

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the work. Until now, the strategy for sustainability has been to serve as the catalyst for development, implementation, and early organizational operation but ultimately "spin out" the work to the community to which it is most closely connected.

An additional year of resources from VGF would continue to be administered by the Program Officer, Volunteer Sector Initiatives. Responsibilities of this position include:

- * Administer contracts and grants in order to manage and monitor the expenditure of funds as well as regulatory compliance in relation to established performance objectives, goals, and benchmarks.
- * Consult with Commission members and staff colleagues to assess program performance and monitor Commission progress toward program goals.
- * Review and critique program grant/contractual proposals in order to provide comprehensive analysis to Commissioners or colleagues responsible for grant or contract selection and funding approval.
- * Plan, design, coordinate and conduct training courses and/or conferences for community agencies related to laws, rules, procedures, performance based contracting to provide effective instruction to subgrantees.
- * Serve as staff support to Commission's Excellence and Expertise Task Force and Grant Selection & Performance Task Force regarding VGF grants and activities.

Established in 2006 by the Commission, the Excellence and Expertise (E&E) Task Force is responsible for facilitating development and coordination of: accessible, consistent training and technical assistance related to volunteer program operations; sustained availability of appropriate technology that supports high quality service delivery in communities; and development of a consolidated agenda to address needs of the volunteer sector. The E&E Task force works with the Grant Selection and Performance Task Force to develop policies, procedures and guidelines to implement VGF activities.

Budget/Cost Effectiveness

The VGF budget reflects the federal assistance level needed to accomplish the outcomes identified in the Project Design section of the Narrative. The Commission's policy on required match for grantees establishes a more aggressive local match than required by CNCS. Current third year grantees of the Commission are required to match grants \$1:\$1. Six of eight current VGF subgrantees are in their third year of funding and are meeting or exceeding this required match level. Fourth year Commission grantees are required to provide local match at 60% of total grant award. Currently, two third year VGF subgrantees are providing match at this level and the Commission anticipates other

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subgrantees will be able to meet this higher match level if an additional year of funding is available.

Earlier in 2013, Maine Association of Broadcasters (MAB) provided radio advertising at stations around the state that provided a \$1:\$5 match. The Commission will contract with MAB for a similar time period in 2014 for radio and television advertising and anticipates a slight decrease in the match rate due to the higher cost of TV advertising.

Points of Light Institute will provide pro-bono two staff to conduct the Service Enterprise train-the-trainer in fall of 2014. The Commission is also working with POL to develop a fee structure for a Service Enterprise license that will enable large, rural states that do not have any or very few HandsOn Affiliates access to resources needed to implement the Service Enterprise model. The Program Officer will work with the Resource Development and Excellence & Expertise Task Forces to identify corporate or private resources to provide resources for a statewide license for the Service Enterprise curriculum.

An additional year of VGF will enable the Commission to continue to dedicate resources needed to build an infrastructure that supports volunteer programs across the state of Maine.

Continuation Narrative Updates

CLARIFICATION RESPONSES

CLARIFICATION ROUND 2

Budget increased from \$201,283 to \$250,273. Subgrantees funding level to increased and the Professional Development Funds reinstated. Professional Development Funds will provide scholarships to managers of volunteers to participate in trainings related to the Competencies of Managers of Volunteers. Preference will be given to managers of volunteers in counties not currently being served by VGF subgrantees.

CLARIFICATION ROUND 1

UNDUPLICATED VOLUNTEERS-The Commission confirms that targets proposed (hours and volunteers) are unduplicated counts, by working with the subgrantees on data collection. Subgrantees collect data from volunteer programs that operate within their unique geographic service area. Because the subgrantees service areas do not overlap, data reported regarding proposed targets is not duplicated.

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EVIDENCE BASED-In 2009, TCC Group's Core Capacity Assessment, measured the organizational effectiveness of nonprofits based on four core capacities-leadership, adaptability, management, and technical capacities. Including the organizational culture in the research, the Assessment found that nonprofits engaging 10-50 volunteers are statistically as "effective" as nonprofits that rely only on paid staff. This is especially powerful because the organizations with the volunteers had only half the budget of the others. This effective utilizing of human capital allows an organization to maximize its social impact with finite resources.

Earlier research by the Urban Institute, summarized that volunteers are a valuable resource for the sector; however, one in three paid staff volunteer managers have not received any training, including attending a workshop on volunteer management. This Volunteer Management Capacity research concludes that the value volunteers provide to organizations make the effective management of volunteers a key priority. Additionally, more than one million non-volunteers reported they would step up to provide services IF they had access to an employee volunteer program.

The Urban Institute research clearly shows the importance of linking people to organizations that need their particular skills AND the need to train staff on how to work with willing volunteers. Also highlighted in this research are the important roles volunteer centers can play in providing these services.

Subgrantees will utilize existing curricula (Competencies for Managers of Volunteers and Service Enterprise model) to support organizations increase their effectiveness to engage and support skilled volunteers.

CONFIRM DATA COLLECTION-Commission has the necessary reporting system in place to collect required data from subgrantees.

COMPLIANCE-The Commission has established policies and procedures in place that ensure compliance with federal and state regulations. Monitoring of subgrantees includes compliance visit (required during first year of funding), desk monitoring, and site visits.

SUBGRANTEES-The current eight subgrantees will be eligible to apply for one-year of funding if the Commission's application is funded by CNCS. This competitive process will be conducted per Commission policies. As noted in narrative, volunteer center activities previously funded by VGF would continue in the one-year funding period. Due to budget reduction, proposed activities to expand to new geographic areas will not be funded.

ADJUSTED PERFORMANCE MEASURES- national performance measures: 1) 3500 community members managed by CNCS-supported organizations or national service participants and 37,500

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hours of service contributed by community volunteers who were managed by a CNCS-supported organization AND 2) 40 organizations implement three or more effective volunteer management practices as a result of capacity building services provided by CNCS-supported organizations.

PROGRAM DESIGN CHANGES-As noted previously, current required volunteer center activities will continue. Due to reduced funding level, development of a Maine Service Fellow initiative will not be implemented and subgrantees will not be required establish performance measures for target groups of volunteers or issue areas. However subgrantees will identify CNCS focus areas and State Commission priorities that organizations and volunteers will address.

The Commission will build upon its previous work and support established volunteer centers to implement standardized trainings increase effective engagement of volunteers. The trainings will provide certification for organizations and individuals. A new funding condition will require subgrantees to establish new or expand existing employee volunteer program activities. Currently there is only one Employee Volunteer Council in Maine. It was established in 2012 and is supported by a current VGF subgrantee. Earlier this year, a second subgrantee initiated partnerships with local businesses to support employee volunteerism.

SPECIAL CONDITIONS-The Commission acknowledges that performance measures will be entered into eGrants at a later date.

CARRYOVER-The Commission does not anticipate any carryover from current VGF grant.

BUDGET CLARIFICATION ITEMS-Budget resubmitted as instructed at CNCS funding level of \$201,283. TRAVEL-Out-of-state travel reduced to reflect only travel required by Points of Light as a National Service Enterprise Pilot Site.

Required Documents

Document Name

Status