

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: 946001347
2b. APPLICATION ID: 13VG153992	4. DATE RECEIVED BY FEDERAL AGENCY: 08/09/13	FEDERAL IDENTIFIER: 13VGHCA001

5. APPLICATION INFORMATION

LEGAL NAME: California Volunteers DUNS NUMBER: 138330852 ADDRESS (give street address, city, state, zip code and county): 770 L Street Suite 1160 Sacramento CA 95814 - 1234 County: Sacramento	NAME AND CONTACT INFORMATION FOR PROJECT DIRECTOR OR OTHER PERSON TO BE CONTACTED ON MATTERS INVOLVING THIS APPLICATION (give area codes): NAME: Anthony Chavez TELEPHONE NUMBER: (916) 324-4786 FAX NUMBER: INTERNET E-MAIL ADDRESS: anthony.chavez@cv.ca.gov
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6. EMPLOYER IDENTIFICATION NUMBER (EIN): 946001347	7. TYPE OF APPLICANT: 7a. State Commission 7b. State Commission/Alternative Administrative Entity
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8. TYPE OF APPLICATION (Check appropriate box). <input checked="" type="checkbox"/> NEW <input type="checkbox"/> NEW/PREVIOUS GRANTEE <input type="checkbox"/> CONTINUATION <input type="checkbox"/> AMENDMENT If Amendment, enter appropriate letter(s) in box(es): <input type="text"/> <input type="text"/> A. AUGMENTATION B. BUDGET REVISION C. NO COST EXTENSION D. OTHER (specify below):	9. NAME OF FEDERAL AGENCY: <p style="text-align: center;">Corporation for National and Community Service</p>
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10a. CATALOG OF FEDERAL DOMESTIC ASSISTANCE NUMBER: 94.021 10b. TITLE: Volunteer Generation Fund	11.a. DESCRIPTIVE TITLE OF APPLICANT'S PROJECT: VGF - CaliforniaVolunteers
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12. AREAS AFFECTED BY PROJECT (List Cities, Counties, States, etc): California,	11.b. CNCS PROGRAM INITIATIVE (IF ANY):
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13. PROPOSED PROJECT: START DATE: 10/01/13 END DATE: 09/30/14	14. CONGRESSIONAL DISTRICT OF: a.Applicant <input type="text" value="CA 005"/> b.Program <input type="text" value="CA 005"/>
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15. ESTIMATED FUNDING: Year #: <input type="text" value="1"/> <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 5px;"> <tr><td style="width: 20%;">a. FEDERAL</td><td style="text-align: right;">\$ 322,837.00</td></tr> <tr><td>b. APPLICANT</td><td style="text-align: right;">\$ 323,133.00</td></tr> <tr><td>c. STATE</td><td style="text-align: right;">\$ 0.00</td></tr> <tr><td>d. LOCAL</td><td style="text-align: right;">\$ 0.00</td></tr> <tr><td>e. OTHER</td><td style="text-align: right;">\$ 0.00</td></tr> <tr><td>f. PROGRAM INCOME</td><td style="text-align: right;">\$ 0.00</td></tr> <tr><td>g. TOTAL</td><td style="text-align: right;">\$ 645,970.00</td></tr> </table>	a. FEDERAL	\$ 322,837.00	b. APPLICANT	\$ 323,133.00	c. STATE	\$ 0.00	d. LOCAL	\$ 0.00	e. OTHER	\$ 0.00	f. PROGRAM INCOME	\$ 0.00	g. TOTAL	\$ 645,970.00	16. IS A APPLICATION SUBJECT TO REVIEW BY STATE EXECUTIVE ORDER 12372 PROCESS? <input type="checkbox"/> YES. THIS PREAPPLICATION/APPLICATION WAS MADE AVAILABLE TO THE STATE EXECUTIVE ORDER 12372 PROCESS FOR REVIEW ON: DATE: <input checked="" type="checkbox"/> NO. PROGRAM IS NOT COVERED BY E.O. 12372
a. FEDERAL	\$ 322,837.00														
b. APPLICANT	\$ 323,133.00														
c. STATE	\$ 0.00														
d. LOCAL	\$ 0.00														
e. OTHER	\$ 0.00														
f. PROGRAM INCOME	\$ 0.00														
g. TOTAL	\$ 645,970.00														
17. IS THE APPLICANT DELINQUENT ON ANY FEDERAL DEBT? <input type="checkbox"/> YES if "Yes," attach an explanation. <input checked="" type="checkbox"/> 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: Anthony Chavez	b. TITLE:	c. TELEPHONE NUMBER: (916) 324-4786
d. SIGNATURE OF AUTHORIZED REPRESENTATIVE:		e. DATE SIGNED: 09/06/13

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Executive Summary

CaliforniaVolunteers (CV), the state service commission of California, proposes the utilization of year 4 Volunteer Generation Fund (VGF) support to further codify and implement the business model for long-term sustainability of the CaliforniaVolunteers Service Enterprise Initiative (CVSEI). CVSEI has been developed using year 1-3 VGF support as an evidenced-based train-the-trainer model to increase the effectiveness and impact of nonprofit organizations through the strategic engagement of volunteers. Key partners in this effort include Points of Light (POL), as the national technical assistance provider and scaling partner, as well as 8 volunteer centers (affiliates) in California who have tested the model to date. Through June 30, 2013, 68 nonprofits have been certified as service enterprises and/or completed the training and consulting program towards certification. Upon completion of year 4, affiliates participating in this initiative will be well-positioned to generate revenue from this model by selling the experience directly to nonprofits and/or scholarships to corporate and philanthropic funders in their respective communities. Combined, these efforts will support hundreds of nonprofits nationwide in increasing the effectiveness of their volunteer engagement strategies, thereby leading to greater volunteer involvement (particularly among skills-based volunteers) and greater organizational capacity to meet community needs.

Program Design

Program Design

Needs statement

Although the economy continues to recover, nonprofit organizations nationwide are still challenged to raise the necessary financial resources to support their efforts to address community needs. And yet, recent research from TCC Group, a national program and evaluation firm, demonstrates that nonprofit organizations that effectively engage volunteers outperform peer organizations on all measures of nonprofit effectiveness and organizational capacity.

In December 2009, TCC Group, analyzed the data of 652 organizations nationwide that had completed its Core Capacity Assessment Tool (CCAT). The CCAT measures a nonprofit's effectiveness in relation to four core competencies: leadership, adaptability, management and technical capabilities, as well as organizational culture. The findings that emerged far exceeded initial expectations. From TCC Group's data and analysis, it became clear that:

*Nonprofits that engage volunteers well are significantly better led and managed;

*Nonprofits that engage 50+ volunteers via a strong volunteer management model have increased

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organizational capacity;

*Such organizations are more adaptable, sustainable, and capable of going to scale; and,

*Nonprofits that engage at least 10 volunteers are as effective as their peers without volunteers, but at almost half the median budget. Specifically, organizations with between 10 and 50 volunteers have a median budget size of \$615,000, while organizations with no volunteers have a median budget size of \$1.1 million. This implies that organizations that break the barrier of 10 volunteers have as much capacity as peer organizations that do not engage volunteers, but do not require the same level of financial resources to deliver the same level of services.

Despite this compelling evidence on the link between effective volunteer engagement and organizational capacity, the TCC Group research found that less than 15% of nonprofits nationwide were operating as "service enterprises".

A service enterprise is defined as a nonprofit organization that fundamentally leverages volunteers as a core strategic function to achieve the social mission of the organization. Service enterprises go beyond engaging volunteers to provide basic administrative support or deliver one programmatic function for the organization. Instead, service enterprises, view volunteers as an integral part of their overall strategy and seek ways to engage volunteers in a variety of ways and roles to increase their capacity -- programmatic delivery, specific skills-based engagements, administrative support, and so forth. Inspired by the TCC data, and its implications for nonprofit organizations in California, CV partnered with affiliates to design the CVSEI -- a comprehensive assessment, training, and consulting model to assist nonprofit organizations reap the benefits of operating as service enterprises.

Current structure of program and deliverables to date

Building on the year 1 efforts of CV (CV), participating affiliates, and the Taproot Foundation, POL was selected as the year 2 and 3 technical assistance provider in May 2012. Since that time, POL has refined the program model to equip participating affiliates with the tools and resources necessary to effectively deliver the program model in their local communities. Currently, the program model includes: template outreach and marketing materials; electronic application for interested nonprofit organizations; a rigorous assessment tool (the Service Enterprise Diagnostic -- SED) developed collaboratively by researchers from TCC Group and the RGK Center for Philanthropy and Community Service at University of Texas at Austin; a 4 module, 16-hour curriculum designed to assist participating nonprofits in deepening their understanding of the service enterprise concept and how to apply it to their own organization, including strategies for effectively engaging skills-based volunteers; case studies of nonprofits organizations operating as service enterprises to re-enforce

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curriculum concepts; up to 10 hours of individualized consulting provided by affiliates, in areas such as re-engineering organizational processes with volunteers as well as recruiting and effectively engaging skills-based volunteers; and, a certification program for nonprofits that demonstrate mastery of the service enterprise concept.

California affiliates began field work in January 2013. Through June 2013, 118 nonprofits have submitted applications to participate in the initiative, and 68 nonprofits have met the performance measure of either receiving certification and/or completing the training and consulting portion of the program model. Given the organizational change often involved in becoming a service enterprise, it is estimated that it may take some nonprofits 6-12 months following the completion of the training and consulting portion of the program model to earn certification. To date, participating nonprofits have responded favorably to the curriculum, with 90% of training participants stating that they "gained new knowledge", "training was worth time and resources" and "recommend to others". Further, in September 2013, a follow-up survey will be administered to all nonprofits participating in the initiative to date to measure growth in volunteer engagement, particularly as it relates to skills-based volunteers. This data will be compared to data collected as part of the initial application process and will serve as an initial pre- and post-assessment of the CVSEI intervention.

In addition, POL was tasked with designing and implementing a national expansion strategy for this work. Through a national competition administered in spring 2013, 9 affiliates representing 8 states have been selected to test the model in their own communities. In 4 of these states, affiliates are partnering with their state service commissions for additional support and to determine if the model is of interest for statewide replication in the future. Utilizing year 3 VGF support, POL is providing an intensive technical assistance package to the 9 national affiliates during the summer of 2013 to prepare them to deliver the model locally beginning in the fall of 2013. It is expected that each of the national affiliates will work with a minimum of 5 nonprofits in their community during this time for a total of 45.

Year four plans and timeline

Year 4 VGF support provides the opportunity to strengthen the capacity of the participating partners (affiliates and POL) to implement a business model that continues the growth of the initiative after federal funds are no longer available to support the effort. Initially, the initiative was designed as a revenue generating model for affiliates that would market the service enterprise transformation process (assessment, training, consulting) to local nonprofits. Based on interest to date from nonprofits in California and nationwide, it is anticipated that affiliates will be able to market

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participation in this proven program model to nonprofits seeking to increase their organizational capacity and/or to the funding community (both companies and foundations) who wish to assist their grantees in further building out their organizational capacity. In addition, companies will be targeted to purchase "scholarships" for their nonprofit partners as a way to assist such organizations in maximizing the engagement of skills-based volunteers provided by the companies.

Each of the California affiliates will receive \$20,000 in VGF support (to be matched by \$20,000 in non-federal funds) to provide 5 nonprofits with access to the program model at no-cost. Currently, it is estimated that the value of this scholarship is \$2,500-\$4,000 based on the size of the community. The remainder of the funding will be utilized by the affiliate to further build out its internal capacity to support the initiative in the future. Anticipated uses of this funding include: strengthening staff capacity to fund and implement this work, building out the consulting expertise of the affiliate, and additional marketing funds to promote the initiative locally.

Points of Light will receive \$160,000 (to be matched by \$163,133 in non-federal funds) to further its efforts to implement the business plan, create systems for continued improvement and refining of the model, and implement an intensive service enterprise training session as part of the 2014 Conference on Volunteering and Service in Atlanta, GA. Funding will be utilized to deepen staff capacity related to this effort, commission an independent evaluation of the model to strengthen the model as well as to demonstrate its efficacy to private funders, implement a national marketing campaign, and build consulting templates for use by participating affiliates.

In addition, POL will work with 4 additional nonprofit partners (affiliates and state commissions) to bring the total number of non-California organizations implementing the model to 13.

The anticipated timeline for this work is as follows: October 2013 -- contracting with POL and California affiliates; November 2013-September 2014 -- POL provides technical assistance to California and national affiliates (via group conference calls and monthly individual check-in calls); January-September 2014 -- California and national affiliates deliver program model in local communities; January-September 2014 -- POL develops/secures services (as necessary) for other initiative deliverables (evaluation, marketing, consulting); July-September 2014 -- POL and California pilot sites develop and/or update business plans to support this work following the end of the grant term.

Performance measures

The year 4 performance measures will remain primarily consistent with year 3 performance measures. Nonprofits will have either: (a) completed the CVSEI training and be working on their

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transformation to become a service enterprise, (b) completed the CVSEI training and become certified as a service enterprise, or (c) completed the CVSEI certification evaluation and qualified to be certified as a service enterprise (grandfathered-in). Also 80% of participating nonprofits will define new skill-based volunteer opportunities and see a placement increase.

Additionally as part of year four performance measures, CV will report the following:

*Forty (5 per affiliate) California nonprofits will either be certified as a service enterprise or will have completed the training and consulting portion of the program model during the grant term. Note: Depending on the starting point of the participating nonprofit, achieving certification may not be possible during the grant term. In such instances, the affiliate will continue work with the nonprofit towards certification for up to one year following the completion of training.

*Eight California affiliates will update the business plan created during year 3 of the initiative to reflect refined marketing strategies and additional capacity of staff to deliver the program model moving forward.

*Twenty (5 per affiliate) non-California nonprofits will either be certified as a service enterprise or will have completed the training and consulting portion of the program model during the grant term.

*POL will develop a business plan to continuing scaling the initiative beyond those affiliates (California and national) currently involved in the initiative.

Clarification

If awarded a grant, you will have two VGF grants that will run concurrently for a period of time. Please describe how you will ensure that all activities that occur under this award will be tracked separately.

While there is an overlap in year three and four grant periods for six months (from January 2014 -- June 30, 2014) the grant dollars for the year four expansion will be used for related but separate activities to include the following: a robust marketing campaign; time spent creating a demand for this research backed transformation model where we will highlight the CNCS, California Volunteers and Points of Light partnership and overall investment in this work; a further build out of consulting tools and resources; working with an additional four HandsOn Network affiliates to convert additional 20 nonprofits in their communities; provide additional dollars for California sites to work with an additional 40 nonprofits, SED administrations associated with these transformations; and finally further evaluation of the model.

Points of Light and CaliforniaVolunteers has a long history of managing multiple grants over multiple

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grant years. The Volunteer Generation year four grant will receive two additional accounting codes, one for direct funding and one for tracking the match. The staff that would spend time on both grants are knowledgeable about the separate activities and are equipped to document these activities according to the appropriate code. In addition to the fund reporting and tracking mentioned above, the deliverables will be tracked separately relative to the year of the associated funding.

Volunteer Generation Funds programs must choose from the required National Performance Measures. It is not evident which required measures you have selected. Please indicate the measures National Performance Measures and targets.

If selected for year 4 funding, CVSEI will tabulate the number of volunteers and their respective hours of service by requesting this information on the application (prior to becoming a Service Enterprise) and on the evaluation survey (following the transformation). This Year 4 data will establish a baseline for this type of data. As CNCS is aware, this initiative has focused for 3 years on the critical shift that needs to occur in our nonprofits--it is not about the number of volunteers you have, but instead how effective you are at identifying the right roles for volunteers, recruiting the right people, and keeping them meaningfully engaged. Therefore, the focus of our first 3-years of performance has been in this arena of building a larger body of nonprofits who are effectively managing their volunteers. We will continue to count the trainings and transformations that occur- In year 4 over 60 nonprofits will have either: a) completed the CVSEI training and be working on their transformation to become a service enterprise, b) completed the CVSEI training and become certified as a service enterprise, or c) completed the CVSEI certification evaluation and qualified to be certified as a service enterprise (grandfathered-in). By changing the paradigm from one of quantity to quality of volunteer programs, CaliforniaVolunteers recognizes that there may be a temporary decrease in the number of volunteers a nonprofit utilizes--however, this smaller number will likely to be an increase in skilled volunteers that are more tactically utilized by the nonprofit. In addition, it should be noted that the timeframe for a nonprofit to be "transformed", change its practices, and then shift behavior may result in a delayed result in the numbers-game of volunteer counting.

The targets will be informed by the baseline that will be established from the Year 4 data.

CaliforniaVolunteers proposes to utilize this data to enter the targets after the data is generated and analyzed.

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.

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The Points of Light evaluation team collects data from several formats to measure the extent to which the performance objectives of the grant are achieved. The year 4 key performance measure is that 60 nonprofits will have either: (a) completed the CVSEI training and be working on their transformation to become a service enterprise, (b) completed the CVSEI training and become certified as a service enterprise, or (c) completed the CVSEI certification evaluation and qualified to be certified as a service enterprise (grandfathered-in). In addition, 80% of participating nonprofits will define new skill-based volunteer opportunities and see a placement increase. Points of Light evaluation staff will utilize data collected from the participating nonprofit application forms, Service Enterprise Diagnostic tool assessment data, evaluation forms from Service Enterprise trainings completed by participating nonprofits, and other documentation including evidence packages submitted by participating nonprofits to measure how many participating nonprofits and pilot sites achieve Service Enterprise certification or the equivalent. A follow up survey is scheduled to be administered to participating nonprofits 4-6 months post certification or the equivalent to measure the extent to which organizations have defined new skills-based opportunities and increased placements.

As stated previously, Points of Light will begin to track number of volunteers and number of volunteer hours on both the application (prior to becoming a Service Enterprise) and on the evaluation survey (following the transformation).

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.

Yes, we would like to be considered for forward funding so that we can receive a fifth year of funding to expand the Service Enterprise work across the country. CaliforniaVolunteers and Points of Light would like to further the partnership with Corporation for National and Community Service and continue to transform nonprofits into Service Enterprises so that they build and maintain the infrastructure to strategically engage volunteers. CaliforniaVolunteers and its partner Points of Light are confident that they can obtain the additional financial resources to provide the 50% match requirement and we will submit an updated budget that reflects the additional required match upon request.

The performance measure feature in eGrants is still under development with a launch date of late

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September. Therefore, successful applicants will enter their performance measures in eGrants at a 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.

CaliforniaVolunteers is aware of this condition and are equipped to meet this condition.

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 un-liquidated obligations should be reported as unexpended)

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

As of our July 2013 cost accounting records (August reports are unfortunately not available yet), there is a balance of \$477,177.01. This balance does not include un-liquidated obligations. The savings is attributed to two factors. The closeout of year two expenses will not be reported until Fall 2013 and CaliforniaVolunteers has not received invoices for year three funding. CaliforniaVolunteers received \$385,246 for year three funding with the project period ending June 30, 2014. As of July 2013 reports the current federal share of unliquidated obligation is \$225,122.

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

CaliforniaVolunteers anticipates full expenditure of year three funds by June 30, 2014.

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

California Volunteers is working to reconcile invoices with Points of Light (subcontractor and Training and Technical Assistance provider for CaliforniaVolunteers) for the last quarter of year two grant period ending in June 2013. CaliforniaVolunteers is confident that all but \$17,694 will be expended for the year two grant period within the next month as it works to reconcile year two expenses. These funds have been added as an addition to the year three subcontract with Points of Light to be spent on upgrades to the Service Enterprise Diagnostic tool. These funds will be expended Fall 2013.

Points of Light is working to fully transition the Service Enterprise work into the Points of Light Programs division. Until July 2013, the primary staff devoted project management of Volunteer Generation Funding for California Volunteers and Service Enterprise also led the ReimaginingService work which is an initiative "housed by" Points of Light. California Volunteers and Points of Light recognized that there were logistical challenges associated with this management structure as it was

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being managed remotely. Points of Light has been working with CaliforniaVolunteers to fully integrate their Service Enterprise partnership more fully into Points of Light since July 2013. Project Management is being transitioned to Tricia Thompson, the Vice President of Training and Consulting. Tricia sits in the Programs Division of Points of Light under the leadership of Delores Morton. Points of Light had an onboarding of two new staff members, a Federal Grants Manager and a Budget Analyst who are both housed in the finance department which caused a slight delay in budget reconciliation. The staff are now on boarded and will be her partners to ensure that Volunteer Generation funds are expended in a timely manner moving forward.

BUDGET CLARIFICATION ITEMS:

Please make the following changes directly in the application budget in eGrants:

Please provide more detail and justify the use of 247 consultant days, at \$750, to manage the project, define the curriculum, research outcomes, and create contracts and evaluate the model.

- * Project Management -- ongoing management of project to ensure sub-contractors are meeting deadlines and all pieces of the project are moving forward in order to meet deadlines and performance measures. (35 days x \$750 daily rate)
- * Research and refining curriculum -- One last round of curriculum refinement in early Fall 2014 after national debrief meeting in June (30 days x \$750 daily rate)
- * Business Development -- Experimentation and refinement of business model that surrounds Service Enterprise (35 days x \$750 daily rate)
- * Marketing - Development of national Service Enterprise registry and POL website, updating marketing materials for affiliates, and launch national campaign to educate nonprofits and funders about Service Enterprise to create demand (25 days x \$750 daily rate)
- * Consulting -- Contracts for a small team of field experts to provide feedback and input on curriculum, diagnostic tool, business model, marketing materials, etc. (30 days x \$750 daily rate)
- * Support to four new pilot sites - Technical support and training for four new national pilot sites (27 days x \$750 daily rate)
- * Evaluation of Model - Staff to provide overall evaluation of model to collect stories of successes and lessons learned as well as evaluate success of the model to provide additional data to validate the model. (65 days x \$750 daily rate)

Section I. -- I. Other Program Operating Costs: If applicable, please add criminal history background

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checks for all employees or other individuals who receive salary, education awards, living allowance, or stipend or similar payment from the grant (federal or non-federal share).

The budget has been revised to include criminal background checks for an estimated six individuals.

The majority of current staff already has criminal background check verifications.

Additional Clarification Response:

1. Which of the following required measure will you be selecting?

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. This is the measure we are selecting.

2. This will require that you provide targets for the selected measures. Will you be able to meet this requirement?

Yes, CaliforniaVolunteers will meet this requirement. As mentioned in the clarification, the targets will be informed by the baseline that will be established from the Year 4 data. CaliforniaVolunteers proposes to utilize this data to enter the targets after the data is generated and analyzed.

3. Will you be able to provide the following data as part of their semi annual progress reports?

* Number of individuals who served as leveraged volunteers who are NEW volunteers. (Required) Yes

* Number of hours leveraged volunteers served during the reporting period that were by NEW volunteers. (Required) Yes

Organizational Capability

Organizational Capacity

CaliforniaVolunteers

As the state service commission in California, CV has both the experience and capacity to effectively administer the federal funds associated with this request.

CV is the state office that manages programs and initiatives aimed at increasing the number of Californians engaged in service and volunteering. CV staff members involved in the administration of this grant will include: Karen Baker, Chief Service Officer - Karen will work with the POL project manager to oversee the development of initiative deliverables and raise the profile of the initiative both

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in California as well as through other national networks of which she is a part.

Alice Rodriguez, Senior External Affairs Manager -- Alice will oversee all subcontracting (POL and California affiliates) as well complete all required financial reporting. The CV team will review monthly programmatic reports and invoices submitted by POL, as well as quarterly invoices and programmatic reports submitted by the California affiliates.

The year 3 VGF grant term began 7/1/13 and will run through 6/30/14. It is anticipated that year 3 funds will be fully expended through subcontracts with POL and the California affiliates. The year 4 grant request represents 1% of CV's annual budget. Although a year 4 VGF grant will run simultaneously with much of the year 3 grant term, CV will ensure appropriate tracking and reporting of activities for the different grant years.

Points of Light

As the world's leading volunteer organization, Points of Light is poised to support the objectives of the year 4 VGF request. POL's mission is to inspire, equip and mobilize people to take action that changes the world. POL is organized into three divisions: Programs, Civic Incubator, and Action Networks, which are Points of Light's expansive network of thousands of nonprofit, community, faith-based and government organizations.

POL has managed almost \$29 million in federal grant funds since 2007 and received a clean audit following its latest site visit from CNCS. Through these funding partnerships, POL has created sustainable social capital by training thousands of organizations and volunteer leaders, and by bringing together citizens to tackle problems and revitalize the civic life of their communities. All of these programs successfully demonstrate impact and represent continued organizational capacity and experience to plan and implement the proposed program. In addition, POL has an exceptional record of raising resources from diverse sources, growing that funding over time and raising matching funds for federal grants. Since 2008, POL has raised more than \$74 million -- total funding from the corporate sector, private foundations, individuals and government has steadily risen over the past several years, despite the nation's economic challenges.

Points of Light's CVSEI efforts are managed by HandsOn University, which is part of the Programs division. The POL team will be led by Vice President of HandsOn University, Tricia Thompson. As Vice President, Tricia leads training and consulting efforts inside POL. She has been with POL for five years. Tricia has been involved in POL's efforts to support the CVSEI since January 2013 and will take the lead a project manager for this effort effective 10/1/13. As project manager, Tricia will ensure the delivery of all project deliverables, be the lead in providing and/or securing technical assistance for

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California and national affiliates participating in the initiative, coordinating efforts with CV including completion of all programmatic reports and invoices, building out the long-term business plan for the continuation of this work beyond federal funding support, and coordinating the efforts of the internal POL team and subcontractors.

Other key POL team members will include: Lori Jean Mantooth -- Director, Training Programs, who has played a lead role in developing and refining the CVSEI curriculum and supporting materials currently in use by the California affiliates; and, Brandee Menoher -- Senior Director, Evaluation and Performance Measurement, who has taken the lead role in designing the evaluation plan for the initiative since POL's involvement. In addition, Brandee has played a critical role in overseeing the development of the SED assessment tool in coordination with the subcontractors, TCC Group and the RGK Center.

As Director of Training Programs, Lori Jean is responsible for the development and delivery of training and technical assistance services to nonprofit and government organizations. She develops training, tools, curricula, online courses, newsletters, and other capacity-building materials to help individuals and organizations more effectively engage volunteers.

Brandee has 11 years of experience working with nonprofit organizations and the public sector (state and federal) in the evaluation of programs and services. Her background in program evaluation and policy analysis has focused on civic engagement and volunteerism, in-school and afterschool educational programs, adult literacy and training, and organizational adoption of technology products.

In addition, POL President of Programs, Delores Morton, will provide in-kind support to the initiative, primarily in the form of long-term strategy development and business planning. Delores' 15+ years of expertise in nonprofit capacity building will contribute to these efforts.

Affiliates

The 8 California affiliates receiving subgrants from the year 4 VGF grant all are part of the year 3 VGF grant (and 7 of the 8 have been part of the initiative since its inception). The affiliates include: Center for Volunteer and Nonprofit Leadership (Marin county), The Volunteer Center Serving San Francisco and San Mateo Counties, Volunteer Center of Santa Cruz, HandsOn Central California, Volunteer Center of Kern County, Volunteer Los Angeles, LA Works, and OneOC. Each of the participating affiliates have extensive experience administering federal grants and have long-term funding relationships with CV.

The 4 national affiliates included in this proposal will not receive a subgrant, but will track time

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devoted to this initiative as in-kind match towards the grant requirements. In exchange, for the in-kind match, these affiliates will receive extensive technical assistance from the POL team and a one-year license for the program model and supporting materials to test the program in their respective service areas. These 4 affiliates were selected as part of the national expansion application process administered by POL in spring 2013 that assessed organizational capacity and plans to secure non-federal funds to support the affiliates' involvement in this work. POL will collect and review quarterly programmatic and financial reports from the affiliates to ensure sufficient progress on program deliverables and appropriate tracking of matching funds. The participating affiliates include: Nonprofit Center of Milwaukee (Milwaukee, WI), United Way of Dane County (Madison, WI), United Way of Eastern Iowa (Cedar Rapids, IA), and Volunteer Center of Johnson County (Coralville, IA). These affiliates are supported in this effort by their state service commissions (Serve Wisconsin and the Iowa Commission on Volunteer Service), and any VGF support received from their state commissions will not be utilized in support of the work affiliated with this grant.

Budget/Cost Effectiveness

Budget and Cost Effectiveness

Total funding to support this effort in year 4 is estimated at \$645,970 -- \$322,837 in federal CNCS funding and \$323,133 in non-federal match. Of this amount, \$15,000 will be retained by CV to support staff time for its oversight and administrative responsibilities. POL will receive \$160,000 in federal funds and provide \$163,133 in match. Anticipated match sources include: \$1,500 in-kind staff time provided by POL leadership on program strategy and other staff (marketing, training, and evaluation) in support of project deliverables, \$36,600 in match provided by the 4 participating national affiliates, \$48,750 in private funds to be secured by the POL development team for evaluation efforts, \$37,500 for SAVE registration fees, and \$38,783 in indirect match.

The California affiliates will each receive \$20,000 in federal funds and provide \$20,000 in match. Each affiliate takes a different approach in securing the required match, but to date, match in support of this initiative has included in-kind staff time as well as local corporate and philanthropic investment.

The funds requested through this application will build capacity both locally and nationally to institutionalize these efforts and lay a solid foundation for growing these efforts without federal funds. POL will utilize the funds to build a business plan that will allow it to solicit and secure corporate and philanthropic funding to engage more affiliates in this work moving forward.

Required Documents

Document Name

Status