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Executive Summary

The Florida Commission on Community Service (Volunteer Florida) is pleased to submit this application for funding from the Corporation for National and Community Service (CNCS) Volunteer Generation Fund (VGF). After four successful years as a VGF grantee, we are excited to once again propose a project that will improve lives, strengthen communities, and foster civic engagement through service and volunteering across the entire State of Florida.

From 2010-2014, Volunteer Florida utilized more than \$1,300,000 in VGF funds to support our Build-Engage-Sustain-and Transform (BEST) programs, which used evidence-based principles of service as a strategy to meet significant human needs. The BEST programs were successful in affecting positive change by offering training and capacity-building subgrants to 46 organizations, and supporting more than 43,000 skill-based volunteers. Most importantly, the lives of hundreds of Florida's neediest citizens were significantly improved by more than 270,000 hours of volunteer service.

Our current proposal builds upon the success of the BEST programs, with the goal of continuing support for existing partners while also working to identify and support new volunteer connector organizations. Our proposed project will: 1) Offer subgrants through a greatly simplified, online RFP process that is easier for subgrantees to manage and more attractive to new partners. 2) Significantly enhance our statewide marketing efforts with the goal of attracting volunteer connector organizations that are not currently affiliated with Volunteer Florida, but that have successful models focused upon the six Funding Priority areas targeted by VGF. 3) Build the capacity of subgrantees and other volunteer connectors by developing curriculum for a menu of comprehensive training programs, in partnership with the Florida Association for Volunteer Resource Management (FAVRM), and delivering a series of training sessions statewide.

Program Design

Project Overview: Building upon the success of Volunteer Florida's BEST Neighborhoods (2010-2012) and BEST Volunteers (2013) programs, our proposed 2014 program will once again identify volunteer connectors working within the six Funding Priority areas targeted by VGF, to build their capacity to recruit, train, and utilize the talents of skills-based volunteers in service.

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Going beyond our past efforts with VGF funding, however, we intend to use 2014 Funds to develop and deploy an integrated, greatly simplified online subgrantee funding model, designed to maximize the impact of VGF funding offered to subgrantees. We also intend to use this funding opportunity to significantly increase the awareness and impact of the subgrants offered, through a statewide marketing campaign aimed at expanding and growing Florida's network of volunteer connector organizations. Together with FAVRM, the statewide association for volunteer management professionals, we will again offer comprehensive and innovative training based on the Service Enterprise model developed by California with their 2010-2012 VGF funding, and other research-based and data driven models which were used in the development of the BEST Neighborhoods and Skills-Based Volunteers subgrantee trainings in each of the previous years (2010-2013). As part of our 2014 project, in partnership FAVRM, we will also add the Volunteer Management Training Certification (VMTC) program for the first time as a part of our VGF funded training. We will provide VMTC to additional organizations at three FAVRM Forums and the 2015 Governor's Hurricane Conference, significantly leveraging this important basic training. A simple and effective online subgrantee application portal, creatively and aggressively marketed by Volunteer Florida and our statewide partners, with proven volunteer management training offered to significantly more organizations than in our past programs, will allow Volunteer Florida to increase capacity for volunteer connector organizations to a much greater degree than with our past, successful VGF efforts.

Our 2014 proposed program will be open to all non-profit volunteer connectors, including faith-based, government and emergency related organizations. All current and past VGF subgrantees in good standing will be eligible to apply. A major goal of the 2014 program will be to further strengthen our partnership with FAVRM by contracting for development and delivery of a broad range of training curriculum designed to meet the training needs of a host of volunteer connectors and state and county agencies. The partnership between VOLUNTEER FLORIDA and FAVRM spans over 20 years. During this time our two organizations have forged a relationship built on combining our resources for successful outcomes and strengthening communities in Florida. Whether during the historic 2004 and 2005 Hurricane seasons, or through special projects such as the 2010 Beach Walk, Volunteer Florida continues to receive significant partnership support from FAVRM.

Objectives for this project include using 2014 VGF funds to:

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- * Develop an online subgrantee application portal that is simple to use and attractive to market, allowing us to greatly expand the number of VGF subgrantee applications from across our state;
- * Perform significant outreach and marketing that grows and expands the network of volunteer organizations in Florida;
- * Identify and support volunteer connector organizations in Florida by offering subgrants of \$10,000 to up to fifteen (15) organizations, strengthening their capacity to recruit, manage, and retain skill-based volunteers;
- * Provide our subgrantees with our volunteer management training program, designed to meet the needs identified by the subgrantees and built out to include peer sharing opportunities from past grantees, to encourage the replication of programs that demonstrate community impact and solve community problems through service and volunteering; and
- * Greatly expand our reach and impact by offering four (4) additional training and peer sharing opportunities across the state during this grant period, attended by a minimum of twenty-five (25) additional volunteer connector organizations. Training to be offered at these sessions includes material from all of the previous BEST programs training, the Excellence in Volunteer Management Certificate (EVMTS) training, and other trainings which will serve the needs identified by the subgrantees and volunteer connector organizations. These additional sessions will be offered at three (3) FAVRM Forums (Fall 2014, Spring 2015, Summer 2015) and at the 2015 Governor's Hurricane Conference (May 2015).

By achieving each of these important objectives, we believe we will be able to build a simple and effective subgrantee funding model for VGF that can be shared with and replicated by other Commissions nationwide, and that will result in valuable training that can easily be replicated and delivered across the state. These objectives will result in significant and lasting impacts on volunteer connector organizations for years to come.

Expected Outcomes, and How They Will Be Measured: The targeted outcome for this project will be to recruit up to fifteen (15) successful organizations who will receive subgrants of \$10,000, with each recruiting and managing 150 volunteers during the course of each project year, for a total number of skill-based volunteers recruited by subgrantees of 2,250 per year. Additionally, the twenty-five (25) volunteer connector organizations that do not receive subgrants but participate in one of the four (4) statewide training events will recruit and manage 100 volunteers each during the course of each

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project year, adding an additional 2,500 skill-based volunteers to our annual totals. Total number of volunteers to be recruited and managed project-wide is therefore projected to be 4,750 per year.

Each of these 4,750 volunteers will serve a minimum of 8 hours, leading to a project total of at least 38,000 volunteer hours per year. We will also provide ongoing training and support to each subgrantee, with the goal of maintaining an average level of retained volunteers at 30% or greater. Subgrantee outcomes will be measured by pre- and post-evaluations, the number of skill-based volunteers recruited, hours of service and retained volunteers, quarterly reporting, and site visits (when needed to provide additional technical assistance for subgrantees struggling to meet performance measures or who are out of conformance with reporting requirements).

Additional outcomes and measurements will include:

- * Development and release of a simple online RFP process, measured by screen shots with deployment dates reported to CNCS (target dates are listed in the timeline below).
- * Outreach activities including a dedicated VGF application/reporting/support website, emails, press releases, tweets, and Facebook postings, with outreach metrics reported to CNCS.
- * Results of our outreach, including website hits, and complete social media response metrics, will be reported to CNCS.
- * Number of subgrant applications submitted will be reported to CNCS, with the goal of increasing our number of subgrant applications received from 18 using 2013 VGF funds, to thirty (30) for the proposed 2014 program (a 167 % increase).
- * Up to fifteen (15) subgrantees and twenty-five (25) or more additional, qualified organizations will be recruited to attend comprehensive training and peer sharing events, specifically designed for this grant (one training for subgrantees, with four additional trainings held statewide). The overall goal of organizations impacted by the training and peer sharing offered events offered through this grant is a minimum of forty (40) organizations for 2014.

CNCS Focus Areas: Our 2014 project will work to identify and actively solicit subgrantees working in the following priority areas: Disaster Services, Economic Opportunity, Education, Environmental Stewardship, Healthy Futures, Veterans and Military Families, STEM-focused organizations, and programs aligned with the goals of the My Brother's Keeper initiative. We are especially interested in

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soliciting at least one organization with a STEM focus, as this will allow us to begin to expand our capacity building work into new focus areas for Volunteer Florida.

National Performance Measures and Targets: We intend to utilize all three of the performance measures listed in the VGF NOFO to assess the outcomes of our project, including:

- * 4,750 community volunteers recruited and 38,000 hours of service contributed by organizations funded through this project. (G3-3.1)
- * 4,750 community volunteers managed and 38,000 hours of service contributed by organizations funded through this project. (G3-3.2)
- * Forty (40) organizations implementing three or more effective management practices as a result of capacity-building volunteer management training offered at one (1) subgrantee training session and four (4) additional statewide sessions. (G3-3.3)
- * In addition to the National Performance Measures and Targets, we will also provide semiannual Progress Report Data as required. To ensure that we provide quality data to CNCS, the project manager will work closely with grantees to ensure that data is collected in a consistent manner and reported to us quarterly, that steps are taken to correct inaccurate or inconsistent data, and that data is reviewed before submission.

Connection Between Community Need(s) and the Approach Being Proposed:

Despite the enormous success of the past four years of BEST Neighborhoods and BEST Volunteers, volunteer connectors in all segments - NGO's, faith-based and government - continue to lose upwards of 40% of volunteers who are recruited and trained each year. This phenomenon is known as "the leaky bucket syndrome". One solution that has demonstrated positive results is the Excellence in Volunteer Management Training Series (EVMTS), a 6-module training certification first developed and introduced by the Points of Light Institute in 2003. The original EVMTS has been updated and modified to reflect current trends and is a proprietary curriculum. Over the past eight years, in partnership with FAVRM and other state and national partners, Volunteer Florida has identified the need for volunteer management training across all segments and demographics, from emergency management and preparedness to local nonprofits serving the needs of their communities. In 2006 Volunteer Florida, in partnership with FAVRM, began issuing certificates for completion of the EVMTS. FAVRM members serve as trainers for the 2-3 day trainings throughout the state. All attendees must participate in all six modules and demonstrate a working knowledge of the curriculum

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with a score of 85% or higher on a final test, developed and administered by FAVRM. Once certified, Volunteer Florida issues the certificates which are signed by the CEO of Volunteer Florida and the President of FAVRM. Since 2006, more than 1,000 certificates have been issued and volunteer management professionals and agencies have seen the many benefits of implementing the effective management practices which are part of the core curriculum. In 2011 the Florida Department of Elder Affairs contracted with FAVRM trainers to certify 30 SHINE Program Managers, who collectively manage 1000+ volunteers statewide, and made the EVMTS certification a requirement for all new hires in the SHINE program. But the needs are greater than ever. With additional funding in 2014 through VGF, Volunteer Florida seeks to expand the availability of the EVMTS certification through its partnership with FAVRM to deliver at least four statewide trainings, as part of the 3 FAVRM Forums and the 2015 Governor's Hurricane Conference. Additionally, this funding will build the capacity of FAVRM by providing funding for development of additional training curriculum, and train-the-trainer curriculum for the further development of seasoned volunteer management professionals. All training will be replicable. In the past 4 years more than 30 members have been offered scholarships by FAVRM trainers to attend the certification training. As 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, Volunteer Florida sees the development and expansion of training opportunities as a viable solution.

Our Plans -- What, Where, When (Project Timeline): Following is an outline of our proposed program design:

1. Contract with a VGF Project Manager and a Training Development Liaison, representing FAVRM, who will serve as the primary personnel for this project. November 2014
2. Develop an online RFP process with streamlined subgrantee application and management components, increasing the attractiveness of and access to this opportunity for new grantees statewide. Released January 2015
3. Develop and implement a robust marketing plan that captures statewide interest in our streamlined RFP process. Implemented January 2015
4. Identify up to fifteen (15) innovative subgrantees from across Florida that are currently showing success and/or promise in using skill-based volunteers to meet humans needs in the six (6) targeted

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VGF Funding Priority areas. February 2015

5. Provide each subgrantee with \$10,000 in funding, aimed at building their capacity to recruit and manage skill-based volunteers. March 2015 -- September 2015
6. In partnership with FAVRM, expand statewide training opportunities by providing training for volunteer connector organizations, required for subgrantees but open to other organizations, a concept we piloted successfully in 2013. During 2014, we will expand the training to add a significant peer-sharing component, designed to allow past grantees and other successful organizations to share best practices with other Florida organizations. April 2015
7. Through our partnership with FAVRM, four (4) additional statewide Volunteer Management Certificate trainings will be delivered, providing training to at least twenty-five (25) additional organizations. November 2014 -- September 2015.
8. Provide ongoing support and technical assistance throughout the project period to ensure project goals are met and that each subgrantee is successful in building capacity and expanding the reach and effectiveness of their programs. April through September 2015

Target Populations that Will Be Recruited to Participate in this Project: This project will focus upon providing support and capacity building to volunteer connector organizations and the populations they serve. Every effort will be made during our outreach and marketing efforts to identify and solicit applications from Florida organizations that use volunteers to provide services in the following areas: Disaster Services, Economic Opportunity, Education, Environmental Stewardship, Healthy Futures, Veterans and Military Families, STEM-focused organizations, and programs aligned with the goals of the My Brother's Keeper initiative.

As previously mentioned, we want to make a special effort with 2014 funding to identify and engage STEM-based programs that recruit volunteers to promote and engage students from groups traditionally underrepresented in STEM careers and/or engage STEM professionals as volunteers.

Beneficiaries of the Proposed Project: Direct beneficiaries include: the up to fifteen (15) subgrantees who will each receive \$10,000 to be used for capacity-building and a significant amount of training and technical support; an additional twenty-five (25) volunteer connector organizations who will be recruited to participate in additional training and peer-sharing events; Volunteer Florida as we are enabled to develop and implement an integrated, online subgrantee funding and marketing model

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that expands our presence and the awareness of CNCS programs and initiatives statewide; and FAVRM who will be enabled to significantly expand their annual certificate training offerings. Indirect Beneficiaries include the 4,750 skill-based volunteers who will be recruited and managed by the supported organizations, and the thousands of individuals in Florida's neediest populations who will receive 38,000 hours of service.

Why We Expect Success, and Advantages Over Alternative Approaches: Our four (4) years of utilizing VGF funds to support BEST projects in Florida have proven that targeted capacity-building funding and training, provided to organizations with a proven success record of recruiting and retaining skill-based volunteers, can have a significant and lasting impact on these organizations. By having State Commissions offer small subgrants to known and/or vetted volunteer connector organizations through competitive processes, CNCS has a greater assurance that funds will be spent wisely and with substantial oversight, and that the per dollar impact of grant funding will be increased.

Why CNCS Should Invest in the Project: Offering subgrants to volunteer connector organizations through State Commissions is a proven way that CNCS can use their limited resources to support and expand volunteer connector organizations, allowing for maximization of resources. 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. After four years of meeting and exceeded our performance measures for VGF funds, investing in Volunteer Florida offers a good return on investment for CNCS and will allow these funds to impact a minimum of forty (40) volunteer connector organizations, a minimum of 4,750 volunteers, and will directly enable more than 38,000 hours of volunteer skill-based service in Florida. These goals represent a 190% increase in organizations impacted, and a 226% increase in both volunteers recruited/managed and in volunteer hours, as compared to the goals we are projecting that we will meet with 2013 VGF funds.

This proposal, requesting \$364,732 in CNCS funding, 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 \$21.24 per hour. With

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4,750 new and retained skill-based volunteers serving at least 38,000 hours, the CNCS funds invested will be used to leverage at least \$807,000 in valuable skill-based service in Florida. Federal funds will also be leveraged by a dollar for dollar grantee and sub-grantee match of \$364,733 ensuring that the requested CNCS funding would have a total impact of at least \$1,171.853 which represents a 3.2 to 1 return on investment (ROI). Given that Florida has a history of greatly exceeding our targets with VGF funding, actual ROI will likely exceed this projection.

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.

Organizational Capability

Volunteer Florida's Capacity to Initiate and Manage the Proposed Program: 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 to federal and state declared disasters.

Volunteer Florida's record of providing quality training, technical assistance, and evaluation services is well-established, and staff members have 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.

The Florida Association for Volunteer Resource Management (FAVRM) was initially formed as The Florida Association of Volunteer Centers, Inc. (FAVC) in July 1983. The Articles of Incorporation were filed with the Florida Secretary of State on November 29, 1983. The initial purpose of the

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organization, as stated in the Articles, was to: strengthen and increase the growth of volunteerism in Florida; provide a network of support and professional development among directors of Volunteer Centers; conduct educational training programs; and dispense all funds exclusively for charitable or educational purposes. The formation of FAVC some 30 years ago was visionary and served Florida well through the dedication of its members, who have remained committed to professionalism and engaging Florida's citizens in volunteerism and service in their communities. In 2009 FAVC embarked on a process to refine and refocus the mission of the association to be more inclusive of all volunteer resource management professionals. This new focus was approved by the membership on January 6, 2010 with changes to the association's bylaws. The change in name to the Florida Association for Volunteer Resource Management was approved by the membership on May 14, 2010 at the Spring Forum. Since then FAVRM continues to grow into an association committed to engaging and supporting organizational leaders and volunteer resource management professionals who inspire, equip and mobilize others to take action that changes the world.

Mary Register, Program Director for the BEST projects for the past four years, will serve as a part-time Training Development Liaison for this project. She will be responsible for the refinement and further development of the training curriculum developed for the 2013 VGF grant that will serve as the base curriculum for the 2014 VGF training. She will also serve as the liaison to FAVRM and other statewide partner organizations to implement the additional statewide training sessions at the three (3) FAVRM Forums and the Governor's Hurricane Conference. Mary's career spans over 35 years in corporate and non-profit management positions. She currently serves as the President of FAVRM. Mary also is a recognized state and national trainer on topics relating to volunteerism.

Erin VanSickle, External Affairs Director for Volunteer Florida, will be responsible for significantly increasing the awareness of our online RFP and multiple training sessions across Florida, utilizing our extensive database of statewide partner organizations, our state agency partners, and our recently enhanced website and social media tools. Erin is a recent addition to the Volunteer Florida team, and comes to us from the Florida Medical Association where she served as Vice President of Communications and Marketing. Prior to that she served as the Founder and Managing Partner of Capitol Energy Communications, a full-service Florida communications firm, and has also served as Press Secretary and Communications Director at the Republican Party of Florida and as Press Secretary for the Florida Senate Majority Office.

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Erik Steffen, Communications Technology Specialist for Volunteer Florida, served in the Peace Corps and spent 10 years serving at an educational institution in Micronesia. He will continue in his role of oversight for all promotional materials and product deliverables for the VGF grant, and will provide website maintenance and graphic design for the 2014 VGF program.

In addition to the support from the listed personnel, we also plan to hire a full-time VGF Project Manager who will be responsible for the day to day management of the project and will report to our Chief Operating Officer. We will be seeking a qualified individual with the technical and financial expertise to help design and build an online grant portal for this year's RFP process (a first for Volunteer Florida), and also handle all of the financial monitoring aspects of this 2014 VGF project (additional information provided below in the Fiscal Oversight section). These will be the two primary responsibilities of this position. This individual will also coordinate with Erin VanSickle and Erik Steffen to provide assistance with the marketing aspects of the project, and with Cat Keen and her National Services team to assist with program monitoring, training, technical assistance, evaluation, and reporting (more information on Program Oversight and our National Services team is provided in the next section).

Our ability to provide program oversight, including the experience and infrastructure the organization has in managing similar programs: 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. Our National Services team provides programmatic oversight to AmeriCorps subgrantees using effective risk-based management systems, including written policies, training, and tracking systems to provide training and technical assistance, and on-site and desk monitoring of sub-grantees.

Catherine (Cat) Keen, Director of National Service Programs and formerly with The Able Trust, brings 14 years of experience in non-profit service delivery and management to Volunteer Florida. Cat and her National Services Team, who currently administer Florida's AmeriCorps State programs, will assist in the development and implementation of all program monitoring tools and systems. Cat will provide primary oversight for the program monitoring aspects of this project, with assistance from the

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VGF Project Manager.

Previous subgrant and mini-grant programs Volunteer Florida has successfully managed in the recent past include:

* 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 utilized funding to allow Volunteer Florida's website (www.volunteerflorida.org) to serve 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 was a \$972,721, 3-year program, funded through CNCS, as part of the Volunteer Generation Fund in FYs 2010-2013. The BEST Neighborhoods program subgranted \$732,000 over 3 years to more than 40 volunteer connector organizations from across the state. Subgrantees used 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. The BEST Neighborhoods subgrantees generated 43,560 volunteers of all ages, and 272,347 service hours. This accounts for nearly \$5.8 million in volunteer service value, using the 2013 Independent Sector estimate of volunteer time in Florida at \$21.24 per hour.

* BEST Skills-Based Volunteers program is currently being implemented using Volunteer Florida's fourth year of VGF funding. We are on target to meet or exceed all of the project outcomes, which

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include generating 2,100 volunteers, and 16,800 hours of service valued at \$356,832 (at \$21.24/hr). (As in past years and based upon results to date, we are projecting that we will once again greatly exceed our targeted outcomes, so figures for the 2013 VGF grant are likely to increase substantially from the listed amounts.)

Our organization's ability to provide fiscal compliance oversight, and our experience and infrastructure in managing grants: Our financial management team is led by Janis Timmons, Finance Director, who is responsible for fiscal accountability and management of all grants and subgrantees. Janis has 21 years of successful experience and knowledge of grant administration and compliance in governmental and nonprofit environments. She is an accomplished trainer in accounting systems and compliance issues.

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 subgrantees will include regular desk monitoring, training and technical assistance, resource development including financial training assistance, and complete review of supporting documentation.

Our current organizational budget and the percentage of the budget this grant would represent: Volunteer Florida's annual program budget currently exceeds \$10.9 million. This grant request of \$364,732 would represent approximately 3% of the total organizational budget.

Our plans to ensure compliance with federal requirements: The financial management systems we already have in place will be utilized for our proposed VGF funded program, and will ensure the highest level of accountability and adherence to federal and state policies. Our proven program management system continues to meet the Corporation for National and Community Service (CNCS) standards, OMB guidelines, rules and regulations, including those related to prohibited activity at the subgrantee level.

Our past performance against VGF program objectives: In the previous four years of VGF funding, Volunteer Florida has met or significantly exceeded all of our performance measures. Although the

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figures for the 2103 VGF grant are not yet complete, we are on target to greatly exceed our performance measures. For the precious 3 years of VGF funding we exceeded our target of leveraged volunteers by 218%, and our volunteer hours by 170%.

Budget/Cost Effectiveness

How our proposed program budget reflects our program's goals and design: For the total requested amount of \$364,732, over 40% of these funds (\$150,000) will be offered as pass-through subgrants to competitively selected volunteer connector organizations. An additional \$124,576, or 34%, will be utilized to develop and deliver volunteer management training statewide. 75% of the requested funds will therefore be spent on direct services to volunteer connector organizations. The program budget is designed to provide reasonable administrative support for the program, but to focus the majority of funds on training designed to increase recruitment and management of skill-based volunteers, and at increasing the capacity of volunteer connector organizations, in keeping with the goals of the VGF funding program.

Non-CNCS funding and resources necessary to support the project: Because an award with 2014 VGF funds would be Volunteer Florida's fifth year receiving funding from this program, we will be required to provide a dollar for dollar match. We have identified 100% of our match sources required for our \$364,732 funding request. At least 25 % of this match, or \$89,733, will be from State and/or Foundation funding. The Volunteer Florida match dollars can come from several sources, including State of Florida Department of Education, State of Florida Division of Emergency Management, and Volunteer Florida Foundation funding. The remaining match of up to \$275,000 will be a requirement for our contracted subgrantees that will be secured through a competitive RFP funding process, and volunteer connector organizations who will attend our four (4) statewide training sessions. Our fifteen (15) subgrantee will be required to provide \$10,000 each in match (total match of \$150,000), and our twenty-five (25) training recipients will be required to raise \$5,000 each (total of \$125,000).

Amount of non-CNCS resource commitments (in-kind and cash) secured to date and the sources of these commitments: The following funding sources are already committed, and will be utilized to cover the Volunteer Florida portion of the match: Florida Department of Education, \$683,180; Florida Division of Emergency Management, \$300,000.

Our plans for securing additional resource commitments: Additional match will be available if needed

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through the Volunteer Florida Foundation, which raised in excess of \$300,000 during the State Fiscal Year which ended on June 30, 2014, and is projected to raise \$375,000 during the current 2014-2015 State Fiscal Year. \$150,000 in match funding will be provided by the fifteen (15) subgrantees that will be competitively selected through an online RFP process, with an additional \$125,00 in match secured through the other twenty-five (25) organizations that will be provided with training using funding from this grant. This dollar for dollar match requirement will be explicitly stated in the RFP guidance as we select organizations to receive subawards and training.

CLARIFICATION RESPONSES:

We also plan to hire a full-time VGF Project Manager who will be responsible for the day to day management of the project and will report to our Chief Operating Officer. We will be seeking a qualified individual with the technical and financial expertise to help design and build an online grant portal for this year's RFP process (a first for Volunteer Florida), and also handle all of the financial monitoring aspects of this 2014 VGF project. These will be the two primary responsibilities of this position.

Due to space limitations, all responses to clarification questions were submitted via e-mail/letter.

Continuation Narrative Updates

Clarification Responses

Grant Characteristics