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Executive Summary

The Michigan Community Service Commission intends to use the Volunteer Generation Fund (VGF) as a catalyst to leverage volunteers and support innovative collaboration between public and private organizations. The VGF will also be used to assist youth serving nonprofits and programs with developing sustainability and improving the quality of volunteer engagement. Two design elements will comprise this initiative. The My Brother's Keeper initiative will develop programs that provide opportunities for all youth, in particular boys and young men of color. A network of Service Enterprises (SE) will be established by creating a hub of volunteer connectors that provide the training and support to ensure youth serving volunteers are being used in an efficient and effective manner. MCSC is requesting an investment of \$305,000.

Program Design

The Michigan Community Service Commission (MCSC) intends to use the Volunteer Generation Fund (VGF) as a catalyst to leverage volunteers and support innovative collaboration between public and private organizations. This application addresses the CNCS focus area of Education and Capacity Building. The VGF will also be used to assist youth serving nonprofits and programs with developing sustainability and improving the quality of volunteer engagement. The My Brother's Keeper (MBK) initiative offers the development programs that provide opportunities for all youth, in particular boys and young men of color. MCSC will utilize the VGF for the following two coordinated initiatives.

Michigan MBK Initiative:

Tackling the complex issues outlined in the national MBK Taskforce Report will require pursuing diverse strategies that combine resources from multiple organizations. Three to five partnerships will be supported in developing or enhancing Collaborative Action Programs (CAPs) that collectively focus their efforts to maximize results and make an impact for youth, particularly boys and young men of color. CAPs bring together in partnership the resources of diverse organizations, such as universities, schools, businesses, nonprofits and government entities to work collaboratively to make a positive impact on life outcomes for youth. CAPs will use mentoring to assist boys and young men of color to achieve success in school and increase access to college or employment. The CAPs will strive to develop sustainable organizational capacity, replicable models that function as service enterprises, engage volunteers, and establish programmatic best practices.

Service Enterprise Initiative (SEI):

MCSC, in partnership with Michigan Nonprofit Association (MNA)-Volunteer Centers of Michigan

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(VCM), will invest in the volunteer structures and organizational capacity of youth serving nonprofits.

A network of Service Enterprises (SE) will be established by creating a hub of volunteer connectors that will provide the training and support to youth serving nonprofits to ensure volunteers are being utilized in an efficient and effective manner.

Michigan MBK Initiative Identified Needs: The 2014 State of America's Children Report by the Children's Defense Fund provided chilling statistics for Michigan. Children of color were disproportionately poor: more than 1 in 1 Black children, more than 1 in 3 Hispanic children, and more than 1 in 5 American Indian children were poor in 2012, compared to 1 in 6 white children. Michigan ranked 37th in child poverty among states. Michigan had 1 in 9 children living in extreme poverty, which is at less than half the poverty level. In 2013, 88% of Black and 79% of Hispanic fourth graders couldn't read at grade level, and 90% of Black and 78% of Hispanic fourth graders couldn't compute.

The 2012 Schott 50 State Report on Black Males in Public Education report ranks Detroit second nationally among the lowest performing large school districts in graduating black males. According to the Michigan Educational Assessment Program (MEAP) 8th grade math results, African-American students in over 20 districts and charter schools, including Grand Rapids, Flint, and Lansing, perform worse than those in Detroit. Latino fourth-graders in Grand Rapids, Battle Creek, and Shelby, also perform worse than those in Detroit. During 2009-2010, 22.1% of Black students received at least one out-of-school suspension in comparison to 9.6% for all students. Of the youth placed in residential placement facilities, 53% were Black. Students who demonstrated college readiness by all four ACT subjects in 2013 are low, only 3% of Black students, 7% of American Indians, 12% Hispanics, 26% of white students, and 41% of Asian students.

Tom Schram, a Skillman Foundation program officer articulated it well, "Boys of color are facing an epic crisis in America and there is no single answer to the problems they face. By almost any measure, this is a demographic in trouble." The MCSC believes that Michigan's citizens have the power, desire, and ability to leverage the resources necessary to combat the challenges facing youth and in particular boys and young men of color. Progress has been made as Michigan calls itself "the come back state".

MBK Partnerships:

The State of Michigan is unique in that it has civic engagement partners that have a long history of working together to solve challenges. A strong partnership has been forged over 25 years ago between the MCSC, MNA, and the Council of Michigan Foundations (CMF). This civic engagement team is ready to bring together our vast networks to tackle this critical issue. In response to President Obama's

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call to action, the Michigan philanthropic community is convening its members and partners to discuss the MBK initiative and identify opportunities.

Action Plan:

Michigan's MBK aims to break down barriers to success and promote increased opportunities for youth. It will assist with developing innovative approaches to continue to make progress for all youth, including boys and young men of color. With this grant, the MCSC will hire a new staff member to lead this effort and assist with bridging the many resources to make change possible. MCSC will provide an opportunity for communities to develop or enhance Collaborative Action Programs (CAPs) to address the challenges facing boys and young men of color. CAPs will bring together their resources to collectively work on issues outlined in MBK. 3 to 5 CAPs will be chosen through a RFP process to receive a subgrant from \$30,000-\$75,000 for program development and implementation. For this RFP the CAPs must convene a minimum of 3 of the following types of organizations: colleges, universities, schools, service clubs, faith-based, corporations, small businesses, nonprofits, volunteer centers and government entities. They will engage 400 volunteers in their first year, and serve 200 youth.

The CAPs will work to develop building blocks for success across youth's key life stages. As noted in the MBK Report, "Research and experience have identified key milestones on the path to adulthood that are especially predictive of later success, and where interventions can have the greatest impact". Following the Cross-Cutting Recommendations and Areas of Opportunity of the MBK report, the CAPs will work to support comprehensive cradle-to-college and career strategies rooted in local communities that can result in jobs and pathways to the middleclass.

MBK as a Promising Approach:

The Michigan MBK CAPs approach is more promising than other alternative approaches because it brings together innovative programs that are making an impact, but collectively their resources have the ability to achieve more. It also encourages out of the box thinking and the willingness to redefine existing practices. The following programs serve as examples of organizations that could expand their efforts by forming CAPs and apply as subgrantees:

Dave Bing Youth Initiative: Former Detroit Mayor Dave Bing recently announced he is launching an intensive mentoring, education and jobs-skills program for boys and young men of color. The program has a diverse group of supporters including the NFL, the United Auto Workers-Ford National Programs Center, the city's public schools, Crime Stoppers of Michigan, former professional athletes, police officers and business leaders.

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Promoting Academic Success: A mentoring program implemented in partnership with Michigan State University and Lansing Public Schools. This intergenerational mentoring effort includes elementary boys of color mentored by struggling high school youth of color, mentored by college men of color, mentored by men of color in professional careers. The 23 high school mentors were on a track to drop out of school, but instead, all graduated from high school or received their GED.

Michigan's Pathways to Potential program: This DHS program puts the support of caseworkers in communities. Success coaches are placed in schools to help families address barriers to school attendance.

The Michigan School-Justice Partnership project: This integrated and collaborative state-wide effort is being led by multiple state government departments to reduce school absenteeism, increase graduation rates, reduce juvenile adjudications, and eliminate the "school to prison" pipeline.

Community teams are currently developing action plans.

General Motors Student Corps Inspires Communities: The program pays at-risk youth to work as interns during the summer and in addition they volunteer with their mentors. Students refurbished parks and distributed food to organizations. For many of the high school students, the internship was their first paying job.

King Chavez Parks Schools Initiatives: Lawrence Technological University has partnered with the state of Michigan's King Chavez Parks (KCP) Initiative to expand support for students who are financially or academically at risk, non-traditional or first-generation, or from traditionally underserved populations. The program is designed around Science, Technology, Engineering, and Math (STEM) model to provide students opportunities in gateway careers. Mentoring is a key component.

Year Up: The program partners with corporations to provide urban low-income young adults, ages 18-24, with a combination of hands-on skill development, college credits, and corporate internships. They receive the necessary support and training to prepare them to persist in college and be successful in a paid internship at a corporation. The program closes the opportunity divide and helps participants reach their potential through professional careers and higher education.

MBK Activities:

There are a variety of activities outlined in the MBK report that the CAPs can select to implement with volunteers and partners. These activities could include: encouraging youth to complete postsecondary education and training; creating opportunities for reading and expanding knowledge; assisting youth with graduating from high school ready for college and career; assisting youth with developing skills

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to enter the workforce; establishing entry-level jobs, mentorship and apprenticeship options; helping to grow and improve summer job initiatives; exposing youth to different career paths, including those in Science, Technology, Engineering, Math (STEM). There are two activities that are required to be implemented by CAP subgrantees: mentoring and youth volunteerism.

Required Activity One: Youth volunteerism is a vital component to include in the outcomes for CAP. Through service, the youth will gain skills and an understanding of the importance of giving back to one's community. At a minimum, each of the CAP's will participate in the National Days of Service. Youth who are served by the CAP organizations will be expected to participate in a minimum of 10 hours of community service.

Required Activity Two: Mentoring allows boys and young men of color to make a connection with one or more caring adults. Research has demonstrated that establishing a strong relationship is one of the most critical elements to assist with improving academics and access to opportunity. The Mentoring Effect released in January 2014 is a compelling report informed by the first-ever nationally representative survey of young people on the topic of both informal and formal mentoring. The survey showed that youth thought having a mentor in their life made a critical difference, but, they did not care if it was a formal or informal mentoring relationship. The survey demonstrated that with each additional risk factor a young person experiences, the less likely he or she is to connect with an informal mentor. This finding suggests introducing youth with risk factors to multiple mentors can be a powerful strategy for mentoring programs.

MCSC Resources:

MCSC is uniquely qualified to provide leadership for the Michigan MBK Initiative as Mentor Michigan (MM) has been part of MCSC for over ten years. MM will play an integral role in supporting the mentoring element of the Michigan MBK initiative. MM is skilled at providing resources and support to mentoring initiatives in Michigan, both formal and informal. As a state mentoring partnership, MM works closely with MENTOR: The National Mentoring Partnership. MENTOR generated the Mentor Effect report that provided needed information for the MBK Task force report and provided the foundation for mentoring to be identified as a cross-cutting recommendation.

An additional resource that MM will leverage for the MBK effort is the Black Male Achievement Curriculum currently being developed. MENTOR, will co-host an event in Detroit on Black Male Achievement with MM. MENTOR has received funding from the Open Society Foundation's Campaign for Black Male Achievement to support quality mentoring and build mentoring services specifically targeted to Black boys. MENTOR has been working closely with the White House to

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ensure that these efforts align with the MBK Initiative. MENTOR's goal is to research, develop, pilot, and publish a Black Male Achievement mentor training and train-the-trainer curriculum to support mentors of Black boys. The first step is to host a Black Male Achievement Mentoring Convenings to bring together 50-75 people that are currently mentoring Black boys to learn about best practices and recruitment and retention strategies. MM will assist with providing the Black Male Achievement curriculum to programs once it is established. It is projected to be completed by January 2015. The Michigan MBK initiative will include a sustainability focus and MCSC will provide resources for this effort. The new MCSC staff member will work with each of the programs to become SEs. CAPs will track outcomes, enhance volunteer relationships and engagement, and create a sustainability plan. Points of Light has offered to work with the MCSC to pilot this new use of SE with cross functional organizations. As part of this grant, the new MCSC staff member will support this initiative by connecting resources and managing the SE process.

Due to the target population of this effort being boys and young men of color, it is critical that volunteers receive cultural competency training. A key aspect of volunteer preparation and training will be a cultural competency module. It will include how to effectively interact with people of different cultures and socio-economic backgrounds. Cultural competence is comprised of four components including awareness of one's own cultural worldview, attitudes towards cultural differences, knowledge of different practices, and cross-cultural skills. MCSC will also provide communication staff support to all sub-grantees by sharing their stories on state and national networks. The MCSC volunteer campaign and volunteer portal, a direct result of Michigan's first VGF grant, will also be used to assist nonprofits in sharing their volunteer opportunities.

MCSC will connect the CAPs to existing resources that are evidence-based such as the New Options program supported by W. K. Kellogg Foundation that was launched in 2014. It provides innovative tools and approaches for connecting out-of-school job seekers ages 16-24 with meaningful career opportunities and employers with untapped talent.

MBK Reporting

CAPs will report the number of volunteers generated. In the first year they will recruit 400 volunteers. Volunteers will provide 11,000 hours of service. The youth will also become volunteers. Engaging youth in service, will help them to gain an understanding of giving back to their community and being an active contributor to their community. It is important for youth to know the value of what they have to offer.

National Days of Service will be a key volunteer initiative. MCSC in partnership with MNA-VCM will

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manage a mini-grant process to increase volunteers through the national days of service programs. These include 9-11, Martin Luther King Day of Service, and Global Youth Service Days. This effort will encourage nonprofits throughout the state to increase the number of people they engage as volunteers. It is the intent of MCSC to utilize Days of Service to introduce volunteering to a wide audience and encourage them to select to volunteer on an on-going basis. The Michigan MBK CAPs will be required to participate in these efforts. The National Days of Service will leverage 2,000 volunteers that generate 6,000 hours of service in the first year.

Service Enterprise Initiative (SEI)

SEI Identified Needs: Michigan currently has 42,000 nonprofits, a 13% decrease since 2011.

Michigan suffered a severe economic decline in the 2000s, culminating with the Great Recession at the end of the decade. Nonprofits are more important than ever; their impact is critical for health, human service, and education needs. It is imperative that Michigan youth serving nonprofits receive support to develop organizational capacity so they will be more able to assist with identified needs including assisting young boys and men of color. Recent research from TCC Group, a national program and evaluation firm, demonstrated that nonprofit organizations that effectively engage volunteers outperform peer organizations on all measures of nonprofit effectiveness and organizational capacity. From TCC Group's data and analysis, the following statements became evident. Nonprofits that engage volunteers well are significantly better led and managed. Nonprofits that engage 50+ volunteers via a strong volunteer management model have increased organizational capacity. Nonprofits that engage at least 10 volunteers are as effective as their peers without volunteers, but at almost half the median budget. 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 in this way.

SEI Network and Partnerships:

The second major VGF initiative will be to create a network of SE organizations that will support youth serving organizations and other nonprofits. A SE is defined as an organization that fundamentally leverages volunteers and their skills as a core strategic function to achieve the social mission of the organization. SEs go beyond engaging volunteers to provide basic administrative support or deliver one programmatic function for the organization. Instead, SEs view volunteers as an integral part of their overall strategy and seek ways to engage volunteers in a variety of roles to increase their capacity and programmatic delivery, specific skills-based engagements, and administrative support.

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SEI was developed using year 1 through 4 VGF funding through CaliforniaVolunteers, in partnership with Points of Light (POL). It is a comprehensive research based assessment, training, coaching, and certification model rooted in organizational change that increases the effectiveness and impact of organizations through the strategic engagement of volunteers. Agencies participating in the SEI are witnessing over 50% increase in volunteers engaged in service and specifically skilled-based volunteers. These organizations are also implementing strategic volunteer engagement plans. MNA-VCM piloted the SEI in Michigan at Volunteer Kalamazoo this past year. The MCSC, in partnership with MNA-VCM, will build on the success of Volunteer Kalamazoo by expanding this important and impactful model to include other organizations in our state. As a result of implementing the SEI through VGF, there will be an increased number of nonprofits in the state who are SEs who can increase services and reduce the cost of delivering services. Utilizing a model of regional SE hubs is sustainable and cost effective.

SEI Capacity Building:

Reviewing the implementation experience of SEI in California allowed MCSC to understand the needs of developing SEI hubs. It was found that it is imperative to allow organizations that will serve as service enterprise hubs to first become SEs themselves before beginning the outreach effort to nonprofits. One of the main purposes of the VGF is to build capacity. As a result, during the first year, the VGF will not demonstrate large numbers of leveraged volunteers. To begin to make an impact on important issues like the MBK initiative, it is important for a statewide structure to be created that will be able to provide the capacity for organizations to effectively support and manage volunteers. The SEI has proven that as a model it works but it needs a year to develop the essential elements to be effective.

SEI Action Plan:

In the first year, MCSC and MNA-VCM will become SEs and support 5 other organizations, in addition to Kalamazoo, to become SEI hubs. MCSC and MNA-VCM will recruit volunteer centers, higher education institutions, nonprofits, or Management Support Organizations (MSO) to become SEI hubs. Michigan has a network of 6 MSOs that serve as regional supports to nonprofits to provide capacity building training and thus they will be a tremendous resource to either serve as a hub or be contracted by a hub to provide capacity trainings. Each hub will go through the SE certification process to become SEs. As was stated earlier, MCSC and MNA-VCM will focus on setting up the SEI hubs the first year to make sure the organizations have a strong infrastructure in place before they reach out in support of additional nonprofits. The existing Volunteer Kalamazoo SEI hub will be the

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6th SE hub and support nonprofits, including youth serving organizations, all three years. The number of volunteers generated this first year will be 400 volunteers with 2,000 hours of service. In the second year, the six SEI hubs will each support 5 organizations to become SEs for a total of 30 SEs. The second year will be used to implement the outreach effort and track the results of new volunteer engagement. This will leverage 1,500 volunteers with 7,500 hours. In year three, the SEI hubs will support between 7 and 10 SEs each for a total of over 42 SEs. These will leverage 2,000 volunteers with 10,000 hours.

SEI Resources:

The SEI will increase the effectiveness of volunteer engagement strategies, thereby leading to greater volunteer involvement (particularly among skills-based volunteers) and greater organizational capacity to meet community needs. Our key partners in this effort are POL, MNA-CCM, and CMF. A cultural competency component will be added to the SE trainings. It will not just be a quick one-day presentation, but rather a more integrative look at how to address stereotypes that exist both personally and in society. Research has demonstrated that this is an important issue that needs to be addressed if we are to begin to make an impact on the issues facing boys and young men of color as well as girls and young women of color. The MCSC new staff member from this grant will be responsible for developing this curriculum and providing it as a resource to youth serving organizations.

POL will equip participating SE hubs (those organizations who will serve as "trainers of SE") with the tools and resources necessary to effectively deliver the model in their local communities. This includes:

- a template outreach and marketing materials.
- electronic application for interested nonprofit organizations where baseline data is collected.
- a rigorous research-based 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 SE 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 curriculum concepts.
- Up to 10 hours of individualized coaching provided by the SE Hub in areas such as re-engineering

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organizational processes with volunteers as well as recruiting and effectively engaging skills-based volunteers.

-a certification program for organizations that demonstrate mastery of the SE concept.

Each organization that goes through the SEI process will report the number of volunteers recruited and retained. It is estimated that through the life of the grant, 1,800 volunteers will be recruited.

SEI Costs and Sustainability:

The initiative was designed as a revenue generating model for SE hubs that would market the SE transformation process (assessment, training, consulting) to local organizations. MCSC and MNA will work with CMF to request that community foundations develop mini-grant programs which will cover the cost for nonprofits to become SEs. Corporations and foundations will be targeted to provide "scholarships" for their community partners and give funding priority to those who begin the SE process. This will assist such organizations in maximizing the engagement of skills-based volunteers. MNA-VCM in partnership with MCSC will support 6 SEI Hubs and will receive \$15,000 per year to cover the cost of the applications, certifications, and trainings for nonprofits, allowing for the development of a strong network of SEs. MNA-VCM and SEI hubs will match this with in-kind support. An additional \$15,000 of funding (to be matched with non-federal funds) will be utilized by MCSC to lead this effort and further build out internal and external capacity to support the initiative in the future. 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.

POL will receive \$4,500 to be matched by MCSC in cash or non-cash match to create systems for continued improvement and refining of the model, and implement an intensive SE training session.

MBK and SEI implementation Timeline

Summer 2014

July 17 Black Male Achievement meetings.

September-November 2014

MBK Sub-grantees:

- Issue the RFP and conduct technical assistance calls
- Manage RFP process and select the sub-grantees
- Meet with sub-grantees to offer support

Service Enterprise Initiative (SEI):

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- Select the SEI hub organizations
- SE hubs sign MOU and License Agreement to MCSC
- Enroll the SE hubs in the POL Train-the-Trainer
- Conduct monthly SE hub calls
- Conduct interview process, hire the MBK/SEI Project Coordinator
- Implement 9-11 National Day of Service Mini-grants
- Implement Coaches Challenge a state-wide mentor recruitment with a focus on men of color

December 2014 - February 2015

- Conduct site visits with MBK sub-grantees, provide support and continue to build their partnerships
- Provide on-going site support for MBK sub-grantees
- Begin conversations with MBK sub-grantees to build sustainability into model
- Conduct monthly SE hub technical assistance calls and Learning Labs
- Develop and implement trainings, including Cultural Competency, Youth Volunteerism.
- SEI hubs, including MCSC and MNA, go through process of becoming a service enterprise.
- MCSC/MM trained on Black Male Achievement Curriculum.
- MBK sub-grantees submit progress report.
- Implement Martin Luther King Day of Service and Global Youth Service Day Mini-grants
- Implement Mentor Month Activities to support recruitment efforts -targeted focus on men of color

March - May 2015

- Provide on-going site support for sub-grantees
- SEI hubs, including MCSC, MNA continue process of becoming a SE
- MCSC assists nonprofits of MBK subgrantees with becoming SE
- MCSC/MM will begin distributing Black Male Achievement curriculum
- Implement Volunteer Week Activities to support recruitment of volunteers

June - August 2015

- Conduct site visits with MBK sub-grantees provide support and continue to build partnerships
- MBK sub-grantees identify best practices and success stories that could be replicated
- SE hubs and Hub partners conduct initial outreach for selection of participating organizations
- One representative of each SEI hub attends the Annual Service Enterprise debrief meeting
- MBK sub-grantees submit progress report

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Performance Measures

In year one, seven organizations will undergo the SE certification process and participate in the national train the trainer. The seven organizations will implement three or more effective management practices as a result of capacity-building services provided by POL.

During the first year of the grant, the seven service enterprise organizations and five nonprofit organizations will recruit a minimum of 800 volunteers, who will serve at least 13,000 hours. VGF funds will also be used to support National Days of Service events, which are expected to generate a total of 2,000 additional volunteers.

Organizational Capability

The MCSC has significant experience in program and fiscal oversight of National Service programs. The MCSC has administered National Service programs since 1991 and currently manages a portfolio of over 45 national service subgrantees and an annual budget of more than \$9 million dollars. The MCSC has a successful history of program and administrative management.

The MCSC has demonstrated the creative vision and entrepreneurship to fund and launch new initiatives. In 1998, the MCSC began a major initiative to assist local volunteer clearinghouses in developing sustainable funding resources to support their ongoing volunteer management capacity. The Michigan's Volunteer Investment Grants (VIG) program served as a catalyst for the growth of Michigan's volunteer community and provided needed support to sustain our state's volunteer infrastructure.

MCSC staff will oversee the new VGF grant. The team will be led by the Mentor Michigan Director, who will supervise subgrantee selection, provide programmatic oversight, and coordinate all program reporting. MCSC's Director of Finance with more than 20 years experience, will oversee all fiscal reporting and monitoring. A system of risk-based monitoring, including site visits, progress report analysis, and ongoing fiscal reviews will constitute the infrastructure needed to ensure effective project oversight. Staff will meet monthly to review overall progress, plans for the current month, key reporting deadlines, and any needed modifications. MCSC will use a logic model to assess how identified strategies and resources contribute to short and long-term outcomes.

Ability to Provide Fiscal Oversight: MCSC currently administers almost \$9 million in federal funds. Our current operating budget of \$9.4 million is derived from federal, state and private funds. The requested VGF funds would represent less than 1% of our overall budget. MCSC is administratively housed within the Michigan Department of Human Services, a state agency that manages over \$4.5

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billion in federal funds per year. As part of DHS, the MCSC adheres to state procurement and financial management systems. The MCSC's grants management team is responsible for issuing and managing all financial aspects of the subgrants. Prior to approval of grants, they review all proposed budgets for compliance with federal requirements and appropriateness and ask for modifications as necessary. They also conduct a pre-award assessment to ensure organizations have the capacity to properly manage the federal funds requested. Subgrantees will be required to submit quarterly financial reports to MCSC. These reports will be monitored against the approved budget to ensure compliance as well as to track matching funds. MCSC adheres to State of Michigan procurement and financial management systems. All federal funds are separately tracked and maintained. Expenditures are continuously monitored and are reported quarterly to our board of directors. We have received two CNCS administrative standards reviews and have met or exceeded all of the standards.

Data Collection and Focus on Outcomes: MCSC has extensive experience with outcome evaluation and comprehensive evaluation of the effects of the first three years of the VGF program. We have learned through our grantmaking that high quality assessment is associated with positive outcomes including academic outcomes, civic dispositions, leadership skills and problem solving skills. In addition, staff work with individual subgrantees to develop performance measures that track not only outputs but short and long-term outcomes. Objectives are re-evaluated each year to ensure continuous program improvement and to provide evidence of impact across programs and statewide. Analysis of outcomes inform future grant making decisions. Subgrantees will collect and report on the national performance measures outputs and outcomes using existing technology platforms.

MCSC has a track record of partnership and collaboration and will utilize existing networks to broaden this effort. The best example is the creation of the Connect Michigan Alliance (CMA). CMA united four model organizations in an innovative partnership between the public and private sectors that strengthens and expands the foundation of Michigan's volunteer efforts. Through CMA and its \$20 million endowment, the four partners - MNA, Michigan Campus Compact (MiCC), VCM, and the MCSC - can accomplish more together than separately. CMA was established in June 2000 after Michigan's governor and legislators provided a \$10 million challenge grant to build the CMA endowment. An additional \$10 million was raised from the private sector.

MCSC also has extensive experience supporting youth initiatives. One such initiative developed is MM, housed within MCSC. This statewide network of 250 mentoring organizations supporting more than 25,000 youth annually, created program standards for quality youth mentoring, provided ongoing training on quality mentoring, and annually track the scope and nature of mentoring in Michigan.

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Since its inception 10 years ago, MM has raised more than \$1.6 million from foundations and corporations to support its efforts.

MCSC was successful in demonstrating strong accomplishments from the VGF 2010-2013. During the grant subgrantees achieved 129% of the stated goal for leveraging volunteers and achieved 145% of the goal for skilled based volunteers. They assisted volunteer connector organizations become more proficient at using web-based technology and understanding it as an essential to recruiting, connecting, and mobilizing volunteers. Sub-grantees also successfully increased community partnerships, participated in local collaborative groups, and implemented sustainability plans to allow continued growth. Subgrantees fell just short of the goal of retaining volunteers (82%), but they made progress each year. MCSC has continued with its success in successfully managing VGF grants, as its most recent VGF grant, 2013-2014, all sub-grantees are on track to meet their goals.

Budget/Cost Effectiveness

The proposed budget aligns with the overall goals and objectives proposed in the application. A significant portion of the funds will be subgranted to nonprofit agencies to run "Michigan My Brother's Keepers" programs that will include some of the following effective elements; mentoring, career support, youth volunteering, education support and access to college and support in college. The subgrantees will be required to provide a dollar for dollar match towards their grant. The match may be non-federal cash or in-kind. Additional match will be provided from the MCSC's state general fund budget, VCM's in-kind and private funds, and from additional private funds obtained from local community foundations.

Continuation Narrative Updates

Clarification Responses

b. Budget Clarifications:

This grant does not have any mini-grants to support national service. We support national service events through other means of funding.

c. Programmatic clarifications:

1.The 7 organizations that will be counted as undergoing SE certification include the MCSC and the MNA-VCM. This was noted on page 10 of the application, "In the first year, MCSC and MNA-VCM will become SEs and support five other organizations..."

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2. The 5 nonprofits that will contribute to the 800 volunteers are the nonprofits that will be selected through a subgrant process. They will be identified to work specifically with the My Brother's Keeper (MBK) initiative.

3. MBK was selected because: As stated in the NOFA, "The 2014 VGF Notice also prioritizes grant-making to programs that are likely to generate significant, measurable improvements in the number of volunteers generated and retained. Initiatives that specifically recruit train and deploy volunteers as a specific strategy to address a clearly identified need will receive priority..." MBK was identified as an example. This aligns with the needs of MI. This can be a significant source of volunteers, because our Mentor Michigan initiative has paved the way for creating strong mentoring components, resources and support for nonprofits. This grant will allow us to focus on this special population. The time is right for collaboration as MENTOR has received funding from the Open Society Foundation's Campaign for Black Male Achievement to support quality mentoring and build mentoring services. The opportunities presented through collaboration and structured training and support increase opportunities for outreach, recruitment, and support of volunteers. This will also generate volunteers through replication of this program across other programs. This program differs from what would be funded under the formula competition because it does not readily fit into a CNCS focus area. This program does not seek national service participants but rather volunteers from the community. There will not be one central location for, but rather several locations all receiving their own subgrant to infuse training and sustainable resources.

Grant Characteristics