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Executive Summary

Tennessee struggles with many challenges including a poverty rate of 17.9%, which is higher than the national average of 15.9%. Although Tennessee's overall high school graduation rate has improved in recent years, African-American, Hispanic and economically disadvantaged students still lag at least 10 percentage points behind white students. These issues and other factors lead to low-performing students. While faced with these dismal statistics, TN has the additional challenge of low volunteer rates, ranked 37th in the nation in volunteerism. A concentrated effort to recruit volunteers for educational issues has high potential for increasing and strengthening volunteerism in TN and supporting the success of our school children.

To increase volunteer recruitment and expand the use of volunteers to address education challenges in Tennessee, Volunteer TN will collaborate with Volunteer Centers across Tennessee to form the TN Volunteer Generation Fund Coalition. Hands On Nashville, the United Way of Greater Chattanooga, the United Way of Greater Knoxville, the United Way of Williamson County, Volunteer Mid-South and Volunteer TN make up the TN Volunteer Generation Fund Coalition. Each of these partners will play a role in implementing the volunteer management grant with Volunteer TN serving as the lead agency. The primary goal of the Coalition is expand the use of volunteers to address education challenges.

The project goals include recruiting 7,500 volunteers to benefit 10,000 children. TN Volunteer Generation Fund Coalition will assist 30 organizations in implementing 3 or more effective management practices.

Program Design

*Expected outcomes, and how will they be measured.

The TN Volunteer Generation Fund Coalition seeks to increase the number of volunteers engaged in activities to improve educational outcomes for Tennessee's youth. Hands On Nashville (HON) will provide 6,500 opportunities to engage youth (ages 8-18) in 15,000 hours of education/civic action during out-of-school time. At least 70% of participants will be economically disadvantaged. To achieve this, HON staff and youth leaders will direct participants in three tracks: 1) Mentoring; 2) Urban Farming; 3) Ongoing Projects. HON will measure youths' positive behavioral changes in the Mentoring and Urban Farming tracks via process and summative evaluation methods, with a Logic

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Model approach and clear indicators of success in order to demonstrate HON's deep impact on youths' quality of life.

The United Way of Greater Chattanooga's (UWGC) Chattanooga Literacy Initiative Mentor Volunteer Program (MVP) will give students across Hamilton County access to free reading and mentoring services at 16 different locations inside neighborhoods at the greatest need of additional educational services. Seven adult and 30 youth peer mentors will become trained MVPs & serve Chattanooga by making personal asset-building connections with students and serving as literacy coaches. These types of relationships help youth avoid risks and increase long-term life success. Through MVP, 100% of students will demonstrate an increase in assets that lead to life success, and 85% of the children will increase more than one grade level in literacy skills.

The United Way of Greater Knoxville (UWGK) will increase engagement and better documentation of volunteer support through the 7 schools currently designated as Community Schools in the Knox County Schools system, for which there currently are more than 4,500 volunteer opportunities outside of the conventional school day. All of these schools (Christenberry, Green, Lonsdale, Norwood, Pond Gap, Sarah Moore Greene, and Vine) are Title I schools. The percentage of 3rd, 5th and 8th graders proficient or advanced in reading/language arts will increase by 5% annually in these seven schools.

Through the United Way of Williamson County's (UWWC) education program, 100% of the students in the program will see an increase in their Standardized Testing and Reporting (STAR) Scores after one year in the program. Additionally, 77% will be reading at grade level by the time they have completed one year in the Raise Your Hand after-school tutoring program. Outcomes for the program are measured by the pre and post intervening factor of tutoring and mentoring and measured change in STAR before and after the students have completed one full year in the program

Volunteer Mid-South's (VMS) partnership with the City of Memphis will revitalize the One Memphis program. One Memphis, which grew out of the Cities of Service initiative, sought to engage more volunteers in Memphis; however, it is currently dormant. The partnership will select initiatives, start up a new One Memphis website and create an active link between the One Memphis site and the VMS searchable database. The new One Memphis will generate 1,000 volunteer hits per month by the end

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of 2014 and bring Memphis Mayor A. C. Wharton's initiative and goal of increasing public service back to the forefront of the minds of Memphians.

Coalition partners will use existing volunteer management systems to track progress towards measure G3-3.1. Volunteer TN will work with Coalition partners to develop a pre-post organizational assessment for G3-3.3. Volunteer TN will conduct periodic evaluation of these performance indicators during the grant period to ensure that the project is on track for success. If any indicators fall behind expectations, Volunteer TN will collaborate with the partners to develop a corrective action plan. In addition, Volunteer TN will work with each Coalition partner to implement periodic assessment through surveys and evaluations within their networks on the project success.

*CNCS focus areas.

TN Volunteer Generation Fund Coalition selected the CNCS focus areas of Education and Capacity Building,

*National Performance Measures & targets.

The TN Volunteer Generation Fund Coalition will use National Performance Measures G3-3.1 and G3-3.3. For G3-3.1, the Coalition will recruit 7,500 volunteers. For G3-3.3, 30 organizations will implement three or more effective management practices.

*Connection between the community needs & approach proposed.

TN struggles with many challenges including a poverty rate of 17.9%, which is higher than the national average of 15.9% (US Census). Although Tennessee's overall high school graduation rate has improved in recent years, African-American, Hispanic and economically disadvantaged students still lag at least 10 percentage points behind white students. In addition:

- TN ranks 39th in child well-being overall (Annie E. Casey Foundation)
- TN ranks 41st in teen births (Centers for Disease Control and Prevention)
- TN ranks 42nd in education (Annie E. Casey Foundation)
- Forty-six percent (46%) of TN's children live in low-income families below 200% of the poverty level (US Census)
- TN 4th and 8th graders scored below the national averages for reading and math (National Center for Education Statistics)

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-Despite significant improvements, the TN education system only received a grade of C+ (Education Week).

These factors lead to low-performing students. While faced with these dismal statistics, TN has the additional challenge of low volunteer rates, ranked 37th in the nation in volunteerism (CNCS). The Volunteer State can, and should, do better. Schools always need additional funding and supplies; however, consistent volunteers are also in short supply. A concentrated effort to recruit volunteers for educational issues has high potential for increasing and strengthening volunteerism in TN and supporting the success of our school children.

To increase volunteer recruitment and expand the use of volunteers to address education challenges in Tennessee, Volunteer TN will collaborate with Volunteer Centers across Tennessee to form the TN Volunteer Generation Fund Coalition. Hands On Nashville (HON), the United Way of Greater Chattanooga (UWGC), the United Way of Greater Knoxville (UWGK), the United Way of Williamson County (UWWC), Volunteer Mid-South (VMS) and Volunteer TN make up the TN Volunteer Generation Fund Coalition. Each of these partners will play a role in implementing the volunteer management grant with Volunteer TN serving as the lead agency. The partners in the Coalition have a great deal of experience in promoting service. With the combined effort of the members of the Coalition, we will continue to build and improve the infrastructure to support the engagement of citizens to participate in structured service activities. Each partner in this Coalition is committed to improving volunteer recruitment and expanding the use of volunteers in TN schools and afterschool settings. The primary goal of the Coalition is expand the use of volunteers to address education challenges.

Volunteer Centers bring people and resources together to meet community needs. TN's Volunteer Centers are committed to connecting volunteers, working with non-profits and promoting volunteerism. Volunteers are in a unique position to improve the quality of life through engaging in satisfying, challenging volunteer work. Volunteer Centers also offer training to nonprofits regarding volunteer management to ensure the volunteers have a good experience.

Volunteer mentors and tutors are effective in increasing school performance and developing character among students. A collaborative effort such as this one is promising for achieving the desired results

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for three reasons. First, focusing on a particular volunteer need in educational activities gives the concept of strengthening volunteerism a practical and concrete focus. Second, it brings together organizations which have different areas of expertise and builds capacity around those diverse skill sets and perspectives. Third, it creates a framework for continuing to strengthen volunteerism on a statewide basis by practicing collaboration between cities and by building statewide relationships.

HON's youth programming addresses critical community needs, with the support of youth leadership. The focal problems that these volunteers impact are: 1) Lack of quality after-school programming; 2) Food insecurity. Consider the following statistics:

After-School Programming:

- 1) According to Nashville After Zone Alliance, few resources exist that deliver high-quality programming to large numbers of youth. Less than 10% of MNPS middle school students participate in afterschool programs.
- 2) Recent studies suggest that 47% of youth ages 9 to 14 are regularly in self-care situations after school. (2011 Community Needs Evaluation, Metro Nashville-Davidson County Social Services.)

Food Insecurity:

- 1) The need for food is the third most frequently identified unmet need in Davidson County. (2012 Community Needs Evaluation, Metro Nashville-Davidson County Social Services.)
- 2) 72% of children enrolled in Metro Nashville Public Schools qualify for free/reduced price school lunch due to families' economic status. (MNPS 2011--2012 Annual Report.)

HON's proposed engagement will add 6,500 opportunities for increased access to quality curriculum-based after-school programming for youth, ages 8--18. Additionally, 100% of youth participants engaging in urban agriculture based programming will have increased access to fresh, healthy produce.

In order to help children succeed emotionally and academically, UWGC will provide a tiered mentoring approach to students in several neighborhoods throughout Chattanooga. In 2012 48% of students in the 3rd--8th grades in Hamilton County, could not read proficiently. Youth who cannot read by 3rd grade are at higher risk for incarceration and joblessness. Not reading on grade level in the

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4th grade and beyond means that students fall behind in all subjects. Unmarried teenage girls who read below grade-level are six more likely to have babies out of wedlock than teenage girls who read on grade-level. We know that children who read at least twenty minutes a day make better grades in school, score higher on standardized tests, attain higher educational achievement and are overall more successful when they become adults.

In 2012, 490 Hamilton County students dropped out of school before graduation. Nationally, 75% of crime is committed by those without a high school education. In order to increase graduation rates & lessen crime, UWGC will boost reading skills and graduation rates through trained youth mentors supported by adult mentors.

The Community Schools model is expanding in Knox County, with additional schools taking on the model every year. This model provides extensive opportunities for UWGC to engage volunteers with the students. There is increasing evidence that Americans are not learning life skills, so the community schools is a forum in which students can learn life skills, from cooking, cleaning and personal hygiene. This is reflective of the Knox County Schools strategic plan that is scheduled for formal adoption by the School Board in July, the first goal of which is to focus on the whole student.

With the expansion of community schools, there needs to be increased focus on engaging volunteers. Community Schools has been successful in their growth because of effective engagement with professional after-school programs such as Boys and Girls Clubs and YMCA. While the intent is certainly to have a complementary increase in volunteers working with the students, the phenomenal expansions have outpaced the increase in the needed number of volunteers. Volunteer recruitment must be accelerated.

Quantitative evidence collected during UWGC's first 3 years of Raise Your Hand (RYH) has shown a direct connection between the needs of at-risk children in 3rd and 4th grade reading and math levels, and the approach RYH takes in its after school program. A community needs assessment indicated the need for a free, after school tutoring and mentoring program for 3rd and 4th grade students who were pre-identified as at-risk for not reading at grade level in the third and fourth grades. UWGC developed a program to pair 2 qualified volunteers with one certified instructor and 15-25 students. The program met the identified need for the school systems and is implemented in 6 schools now,

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growing to 10 this year. The goal is to provide the service in 28 schools.

The City of Memphis is struggling financially. Since the economic crash of 2008, nonprofits in Memphis have struggled to make ends meet and have relied more and more on volunteers to add to the capacity of their agencies to meet the increased demand for services. Up to now, this almost always relied on unskilled volunteer labor to take the burden of day-to-day tasks from the skilled members of the nonprofit staff. While VMS and One Memphis will continue to promote general volunteering, they also hope to generate more skills-based volunteering to help our nonprofit partners with more technical tasks.

Unemployment and poverty in Memphis are at record levels. The poverty rate for the 8-county metro area rose from 19.3 to 19.9 percent, making it the poorest among metro areas with populations of at least 1 million. The poverty rate within Memphis city limits rose from 27.2 to 28.3 percent (University of Memphis). In addition, at the National Conference on Volunteering and Service, it was noted that the unemployed are 27% more likely to gain employment if they have volunteered. Partnering with the City of Memphis to promote service will help to relieve the burden on local nonprofits and will help prepare those without employment for future jobs, building skills and increasing their likelihood of gaining employment.

*What you plan to do, where and when.

As our nation continues to face historic financial challenges that have resulted in record unemployment, state and local governments and non-profit agencies increasingly look to volunteers to meet the needs of communities. This, coupled with recent natural and man-made disasters of historic proportions, is resulting in a volunteer management infrastructure that is stretching to its limits. While the need for volunteers and effective volunteer management is increasing rapidly, the capacity to meet that need is in doubt. According to the most recent Volunteering in America report, southern states, in general, have lower volunteer rates than most other parts of the country, and Tennessee ranked 38th in the nation for its volunteer rate. The TN Volunteer Generation Fund Coalition sees this as an unacceptable position for the Volunteer State.

A primary way to achieve the Coalition's goal to increase the number of volunteers addressing educational issues is to expand the capacity of volunteer connector organizations to recruit, manage

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support and retain individuals to serve in high quality volunteer assignments. The Volunteer Generation Fund grant will allow local volunteer centers to increase their capacity and expand their reach into the community. The Volunteer Centers in the Coalition represent each of Tennessee's 3 grand divisions. Through expanding the capacity of Tennessee's volunteer centers, the project would increase the number of volunteers in the state and their ability to meet the needs of local communities.

HON will provide 6,500 opportunities to engage youth (ages 8-18) in 15,000 hours of education/civic action during out-of-school time in 3 tracks: 1) Mentoring; 2) Urban Farming; 3) Ongoing Projects. Mentoring: HON will offer 2,175 opportunities to engage elementary and middle school students enrolled in after-school programming at social service nonprofits in 2,750 hours of service. At these facilities, youth interns will guide 270+ after-school projects in health, nutrition, and technology. Urban Farming: HON will offer 2,825 service-learning opportunities and 8,500 service hours to youth participating in activities at its 5-acre Urban Farm and Greenhouse. Crop City (a free, six-week summer service camp and focal point of the Farm) will be led by trained youth interns. Produce harvested from the Farm will be gifted to participants, most having limited access to fresh foods, and used in experiential taste-testing learning sessions. Ongoing Projects: Designed to provide year-round service opportunities for youth that address critical needs of 100 nonprofits, 250 youth-friendly projects will be listed on HON's Opportunity Calendar in 2014, which represents a 39% growth in available youth service opportunities since 2012. Through these projects, along with day-long events like Martin Luther King Jr. Day, 1,500 youth will volunteer and complete 3,750 service hours.

Training for the UWGC project will begin in the fall of 2014. When all 37 MVPs complete background checks and training, they will begin working directly with youth at the 16 neighborhood community centers and nonprofits to increase youth success. The youth MVPs will be supervised and coached by their adult mentors. The first year programming will run for a full year until the end of summer youth programs in September of 2015.

UWGC invests in MVP volunteers by helping them build skills around research-based, effective strategies for youth work. MVP volunteers will be trained before they are deployed in instruction & coaching on active-participatory, active learning, ask-listen-encourage, cooperative learning, planning & reflection & reframing conflict techniques and youth voice.

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VMS will partner with the City of Memphis to re-launch the One Memphis initiative with its mission to get Memphians involved in service. Originally launched several years ago as part of a Bloomberg grant, One Memphis sought to get local citizens involved and focused on just a few areas of interest: Cleaning the city; Assisting ex-felons productive re-entry into society; Increasing high school graduation rates; Expanding fitness; Reducing youth violence; Reducing domestic violence and Increasing financial literacy. Software funded by Bloomberg allowed One Memphis to post volunteer opportunities in those areas, while an arrangement with VMS allowed them to refer all other volunteer opportunities and inquiries to the VMS website. At the end of the Bloomberg grant period, the city chose to step away from the original software product and investigated developing alternative software. One Memphis went on hiatus while that process was in place and has not been active for almost two years.

VMS is poised to work with the City of Memphis to bring back and support this program, without the need or expense of creating a redundant system to the VMS website. The partnership will free up the time of the City's staff to help promote volunteering and service initiatives, rather than manage these backroom processes.

TIMELINE:

Winter/Spring

- Organize and provide statewide training on volunteer retention in collaboration with other Coalition partners and their network affiliates.
- Develop and implement a comprehensive tracking system based on existing tracking software.
- Identify local sponsors/partners.

Summer/Fall

- Recruit, train and place volunteers.
- Hold statewide volunteer meeting to engage in planning and development of retention training and best practices.

*Target population that will be recruited to participate in this project.

HON will provide 6,500 youth-friendly service-learning opportunities. Nearly 70% of participants are economically disadvantaged, attend Metro Nashville Public Schools, receive free/reduced-cost

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lunches, and are served by area social service nonprofits with which HON partners to provide positive youth alternatives during out-of-school time.

The UWWC target population for participants is at-risk students in Williamson County who are pre-identified as not reading on a 3rd grade level or 4th grade level. The beneficiaries of the program will be the students enrolled, the volunteers who are assisting the teachers, the school system, the community and the taxpayers.

*The beneficiaries of the proposed project.

Beneficiaries of the project will be 10,000 children across Tennessee.

*The extent to which this approach will be successful and why it is more promising than other alternative approaches.

HON's youth programs' excellence has been acknowledged by the Youth Volunteer Corps of America (YVCA). In March 2014, it earned "Gold Level" status from the YVCA, recognizing this service-learning programming as having the highest quality. HON has served as the Middle Tennessee affiliate of YVCA for 5 years, and in this capacity, developed and implemented diverse, service-learning programs. Additionally, it has extensive experience in reaching, engaging, and serving low-income youth. Overall in 2013, HON engaged 7,030 youth in service-learning activities, and at least 70% of these youth were economically disadvantaged. They completed a total of 17,860 hours of service, resulting in a \$395,420 economic impact, according to Independent Sector research.

Furthermore, HON strategically partners with local experts who are committed to addressing real needs at the community level. For example, youth urban agriculture programming was developed in partnership with researchers at Vanderbilt University and involved local chefs from some of Nashville's top restaurants who volunteered personal time by providing onsite cooking demonstrations and experiential food tastings for youth at the Urban Farm.

Based on past experience, One Memphis was not able to sustain under the model they were using, relying on a series of college interns to manage the program. Further, the city was relying on outside sources to provide the software and support for One Memphis. VMS offers nearly 4 decades of experience in developing and managing volunteer recruitment in our community. VMS volunteer

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management software is provided through that Points of Light/Hands on Network relationship and is built on the well-known Sale Force platform.

*Why CNCS should invest in the project.

The TN Volunteer Generation Fund Coalition presents a statewide effort to increase the number of volunteers focused on improving education in Tennessee. This is a clear opportunity to leverage a federal investment with local resources to multiply impact, and the strategies implemented by the Coalition are proven strategies that increase student achievement. Volunteerism is the backbone of every nonprofit, and volunteer centers are the major source of volunteer connections across the state. Additionally, the capacity of volunteers with quality placements will grow with the addition of the new volunteer-focused staff and new management software that the grant will allow.

Coalition partners offer a variety of youth opportunities to empower young people to learn, grow, and become effective community leaders. Each opportunity is designed to encourage skills development, confidence, and leadership in participants. These opportunities introduce youth to the benefits of volunteerism; offer quality, diverse service and leadership opportunities to youth during out-of-school time; and engage youth in solving community issues, which dramatically increases their propensity to continue seeking impactful service opportunities as adults. An investment in this project will allow youth to be involved in changing their own communities.

Organizational Capability

*Organization ability to provide program oversight, including the experience and infrastructure the organization has in managing similar programs.

Volunteer TN has 20 years of experience managing federal grants. All of Volunteer TN's senior staff have a minimum of 5 years of grants management experience. Volunteer Tennessee implemented a sub-grant program for volunteer centers over fourteen years ago. Through this annual Volunteer Center grant process, Volunteer TN has increased the capacity of Tennessee's volunteer centers to recruit, train, place and recognize volunteers across the state. These volunteer center grants include clear performance measures that support Volunteer TN's 3-year State Plan and advance the mission of Volunteer TN to encourage volunteerism and community service. Volunteer TN program managers work within the funding process to ensure that each sub-grantee uses a logic model to develop performance measures. The partnership with volunteer centers led to the successful creation of a statewide volunteer recognition program by Volunteer TN in 2008.

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Volunteer TN has extensive partnerships within the state and nationally, partnerships that help ensure effective project oversight. Volunteer TN has well-established relationships with corporate and non-profit partners such as the Lions Clubs International Foundation, America's Promise Alliance, Tennessee Campus Compact, and State Farm to name a few. Volunteer Tennessee also actively seeks partnerships in government sector and already has established relationships with several government agencies, including the TN Dept. of Education, the TN Arts Commission and the TN Emergency Management Agency. Twelve state agencies have ex officio representation on the Volunteer TN board. Volunteer TN's 3-year State Plan includes specific goals to generate new partnerships in the corporate and non-profit sectors. These partnerships provide a variety of resources from training to funding, but they all add to Volunteer TN's ability to achieve its own goals and those of its partners.

Volunteer TN also has an infrastructure to develop and sustain new initiatives. Volunteer TN partnered with America's Promise Alliance to provide dropout prevention summits in 7 of Tennessee's counties with high dropout rates. Using financial resources from America's Promise, State Farm and AT&T and support resources from the TN Dept. of Education, the Governor's Office of State Policy and Planning, Junior Achievement, the TN Higher Education Commission, the TN Business Roundtable and the TN Dept. of Labor & Workforce Development, Volunteer TN coordinated a statewide dropout prevention summit and then worked with seven school districts to assist them in planning local dropout prevention summits. This work will be sustained through work supported by the National Governors Association that developed a dropout early warning system. As Volunteer TN develops new initiatives, it looks for sustaining resources and appropriate partners to support the program activities.

Volunteer TN has 20 years of experience in providing training and technical assistance for sub-grantees and others in the community, and the Volunteer TN board and staff are committed to providing these key support mechanisms for the long-term. Each new project begins with a sub-grantee start-up training that covers programmatic and fiscal management. All Volunteer TN projects also include ongoing training for sub-grantees. Volunteer TN's training officer conducts an annual training needs assessment of sub-grantees to ensure that the topics of the ongoing training align with the needs of sub-grantee project staff. In addition to this training and support experience with sub-grantees, Volunteer TN has also provided training for over 6,000 teachers in the past 9 years in

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cooperation with Lions Clubs International. As a result of all of this experience, Volunteer TN can very effectively design and implement trainings that meet the needs of those attending the trainings.

Volunteer TN has a very stable staff with the experience and capacity to ensure success of this project. Volunteer TN staff members are very experienced in building the capacity of local organizations to meet community needs. All of Volunteer TN's staff also have training expertise and can design and deliver trainings on a wide variety of subjects. When implementing new projects, Volunteer TN also assesses its internal capacity and seeks outside support for any identified areas of need. Because Volunteer TN has extensive partnerships within the state and nationally, it can readily identify high quality resources to support areas where its internal capacity is lacking.

Jim Snell, Executive Director: Provides general oversight to Volunteer TN programs. He has 15 years of experience at Volunteer TN providing support and oversight for federal grant programs. He also served 2 years as an AmeriCorps program director. Snell has served as executive director for 7 years, and prior to that served as deputy director and AmeriCorps program manager at Volunteer TN. He has 17 years of experience with national service programs. For 15 of those years, he has been engaged in direct grant making activities, including developing and coordinating grant processes.

To be filled, TN Volunteer Generation Fund Coalition Coordinator: Volunteer TN will seek a coordinator to provide day-to-day oversight of the grant activities. We will seek someone who has volunteer recruitment and management experience, federal grants management experience and experience working with coalitions and partnerships.

Neelam Gupta, Monitoring Coordinator: Provides programmatic and fiscal monitoring of Volunteer TN sub-grantees. She has over 6 years experience monitoring sub-grants.

All of the partners in the TN Volunteer Generation Fund Coalition are experienced in recruiting and managing volunteers; however, TN's Volunteer Centers are especially well equipped to recruit and manage volunteers. Across the state, Volunteer Centers bring people and community needs together. The Volunteer Centers have the capacity to connect people with the opportunity to serve, build the capacity for effective local volunteering, promote volunteering, and participate in strategic initiatives that mobilize volunteers.

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In addition, Volunteer TN has a long history of connecting concerned citizens with national and community service opportunities. Through its AmeriCorps programs, Volunteer TN facilitates the connection of thousands of volunteers to their communities each year. The majority of the Volunteer TN staff have served as AmeriCorps members and/or as staff at local AmeriCorps programs and have a deep understanding of volunteer management.

*Organization ability to provide fiscal compliance oversight; experience and infrastructure the organization has in managing grants.

The State of Tennessee has a long-standing record of properly managing public funds and Volunteer TN has very effectively managed federal funds since 1994. To ensure effective fiscal oversight, TN uses a comprehensive enterprise resource planning system for accounting purposes. This system allows independent tracking of each of Volunteer TN's grants. To ensure proper segregation of responsibilities, F&A's Office of Business and Finance staff enter information into this system and process payments to vendors and sub-grantees. In turn, Volunteer TN program managers review grant expenses on a monthly basis and track expenses in a separate system that allows comparison of actual expenses against the budget. This monthly expense tracking system is reconciled with the State enterprise resource planning system on a regular basis. In addition, the executive director reviews grant expenses at least twice per year. As mentioned above, Volunteer TN's monitoring coordinator conducts on-site fiscal reviews of sub-grantees.

Volunteer TN had a successful Corporation for National and Community Service Inspector General Audit in 2005 in which only 0.5% of costs were questioned. In addition, Volunteer TN was one of only a few states that had a National Standards Review in 2008 that required no action at the end of the on-site review.

Volunteer TN has managed formula and competitive program grants from the Corporation for National and Community Service since 1994, including AmeriCorps*State, AmeriCorps Promise Fellows, Learn & Serve America Community-based and School-Based, and Homeland Security Special Volunteer Program. In addition, Volunteer TN has directly received or administered grants from America's Promise, National Governors Association, National Youth Leadership Council, Lions Clubs International Foundation, Safe and Drug Free Schools, State Farm, TN Arts Commission and Youth

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Service America. As mentioned above, Volunteer TN has 20 years of experience managing sub-grants and conducts ongoing continuous improvement to ensure that its grants management systems are as strong as possible. The Volunteer TN Board sets an annual plan based on its 3-year State Plan and reviews progress towards the annual plan at its quarterly board meetings. Volunteer TN staff address continuous improvement issues at monthly staff meetings. At these monthly staff meetings, staff also review progress towards meeting goals contained in the State Plan.

The Dept. of Finance & Administration Office of Business & Finance provides fiscal support for Volunteer TN. Each partner in the Coalition also has the infrastructure and experience to insure successful implementation of this grant project.

Neelam Gupta, Monitoring Coordinator: Provides programmatic and fiscal monitoring of Volunteer TN sub-grantees. She has over 6 years experience monitoring sub-grants.

*Current organizational budget and the percentage of the budget this grant would represent.

Volunteer TN has an operational budget of \$506,072 and will make sub-grants totaling \$4,682,093 for a total organizational budget of \$5,188,165. This grant request represents 6% of Volunteer TN's organizational budget.

*Describe plans to ensure compliance with federal requirements.

Volunteer TN has systems in place to manage all of its grants to ensure timely submission of reports, compliance with federal requirements (including provisions and OMB Circulars), and proper accounting of funds. All of Volunteer TN's senior staff have a minimum of 5 years of grants management experience. In addition to its internal compliance systems, Volunteer TN benefits from multiple layers of oversight from state government systems. Because Volunteer TN is administratively attached to the TN Dept. of Finance and Administration (F&A), it is part of the annual state audit process. In addition, the connection with F&A also provides Volunteer Tennessee with oversight from F&A's Internal Audit and support from F&A's Office of Business and Finance.

Volunteer TN also has a Monitoring Coordinator who conducts risk-based monitoring of sub-grants that includes on-site review of financial and programmatic records. To ensure separation of duties, the Monitoring Coordinator publishes a monitoring report with any findings or observations from the on-

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site review, and the program managers work with the sub-grantee to resolve any issues in the report. All monitoring issues are resolved prior to closing out sub-grantee contracts.

Budget/Cost Effectiveness

*How the proposed program budget reflects the program's goals and design.

The main program budget includes \$30,000 for Volunteer TN staff to coordinate and support the project and partners. Each partner in Coalition will play a critical part in achieving the goals of the proposed program. The main program budget reflects this in that the majority of the funds (\$278,400) will be sub-granted to Coalition partners. Although not detailed in the main budget, each partner budget will directly support the desired outcomes of recruitment of volunteers and capacity building through implementation of effective volunteer management practices. Partner budgets will devote a sufficient amount of funds to staff to support the grant activities. The volunteer centers will use these funds to increase their capacity and expand their reach into the community. This structure allows these local organizations to maximize the federal resources by using them to leverage local matching resources. The local volunteer centers will provide the majority of non-grant-funded resources.

*Identify the non-CNCS funding and resources necessary to support the project.

The TN Volunteer Generation Fund Coalition will generate \$204,200 in non-CNCS funds to support the project.

*Indicate the amount of non-CNCS resource commitments (in-kind and cash) secured to date and the sources of these commitments. Indicate plans for securing additional resource commitments, potential sources, and timeline.

The TN Volunteer Generation Fund Coalition partners have secured \$132,560 in cash commitments (Scarlett Foundation - \$30,000; Patricia Hart Foundation - \$50,000; Middle TN Electric -\$5,900.00; HCA - \$6,600; Volunteer Knoxville Strategic Giving - \$30,000; and the Weikert Center - \$10,000). The Coalition partners will provide \$14,200 in-kind match.

The Coalition partners have potential cash match sources of \$57,500 (Mott Foundation - \$5,000; Kiwanis Club - \$2,500; Cal Turner Foundation - \$25,000; Joe C. Davis Foundation - \$25,000).

Continuation Narrative Updates

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Clarification Responses

Grant Characteristics