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Executive Summary

Serve DC -- The District of Columbia Commission for National & Community Service will develop and launch a volunteer generation initiative targeting men of color and organizations currently working in the areas of education, healthy futures and economic opportunity with proven success in working directly with boys and young men of color. Serve DC, in partnership with the Taproot Foundation, will leverage the CNCS investment of \$150,000 along with a \$368,400.00 match to recruit skills based volunteers to improve organizational capacity, provide volunteer management training for staff and organization's lead volunteers, and develop tools and resources to support the sustainability of volunteer generation programs targeting men of color in the Washington, DC area. This initiative will be supported with a citywide campaign to promote volunteerism and mentoring among men of color that will include a strong presence online, in social media, and print advertising.

Program Design

In February 2014 President Barack Obama launched the My Brother's Keeper initiative to address opportunity gaps faced by boys and young men of color and ensure that all young people are positioned to reach their full potential. The Serve DC - My Brother's Keeper Volunteer Generation Initiative is designed to support nonprofit organizations that work in the areas of education, healthy futures and economic opportunity working directly with boys and young men of color in the District of Columbia and their beneficiaries to close persistent opportunity gaps by leveraging volunteers. Through a partnership with the Taproot Foundation, we will take a comprehensive approach to this work with three core activities; Sub-grants & capacity building, volunteer recruitment & retention, and training.

Sub-grants & Capacity Building:

Through a transparent and competitive process, we will identify five (5) Washington, DC nonprofit organizations currently working in the areas of education, healthy futures and economic opportunity that work directly with boys and young men of color with proven success and provide three forms of assistance: skills based volunteers to improve their organizational capacity, volunteer management training for staff and their lead volunteers and a one-time grant of \$10,000 for volunteer recruitment and retention programs.

According to the May 2014 report by the Open Society Foundation, Building a Beloved Community --

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Strengthening the Field of Black Male Achievement, historically nonprofit organizations that primarily serve African American boys have struggled with organizational capacity and the pattern continues. The 2008 Ford Foundation report *Why We Can't Wait* suggests, "The life cycles and capacity of organizations that serve African-American men and boys are significant issues that the philanthropic community must address." Teams of skills based volunteers will work together to meet our five partner nonprofit organizations pressing organization capacity challenges helping them to become stronger and sustainable, realizing that the lives and futures of young boys and young men of color are depending on them.

The five nonprofit partners will receive a Taproot capacity building Service Grant and intensive training from a proven volunteer management curriculum. Each project will include a team of 5 Pro Bono Consultants (PBC's) who will donate 100 hours of service each in the areas of Volunteer Management and Pro Bono Recruitment. Using research conducted by Taproot and the Committee Encouraging Corporate Philanthropy, this service is valued at \$120/hour (\$300,000 in total pro bono value for all five projects). Throughout the year, Taproot volunteers are recruited through a highly selective online application process (only 20% are accepted) that assesses professional competencies as well as service motivation.

From kick-off to completion (about 6-9 months), Taproot will act as a steady resource, quality controller, and time manager. Utilizing a large database of project blueprints and resources, staff members will guide participants through the stages of Discovery, Drafting and Development, Delivery, Celebration, Closing, and Evaluation. Furthermore, great emphasis will be placed on integrating the deliverable into the nonprofit through significant staff and board training.

After over a decade of research and innovation, Taproot's Service Grant program has established itself as a national leader of pro bono service. Taproot staff members have used the lessons learned from over 2,600 projects to develop industry-recognized best practices. These standards are upheld by rigorous recruitment and application processes, clear volunteer and client responsibilities, and detailed project blueprints. Blueprints serve as instruction manuals for each project type, have been developed through extensive research, and are customized by Taproot's product development staff in partnership with experts in the field.

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To further enable pro bono practices, Taproot will operate the Powered by Pro Bono training program with 30 nonprofits. In a 4-hour workshop along with a suite of follow-up consultations and peer discussions, nonprofit senior staff and board members will be trained to use the Powered by Pro Bono workbook. This step-by-step guide (Jossey-Bass Publishers, 2012) draws upon over a decade of Taproot research to help organizations independently scope projects, secure the right resources, manage activities to completion, and scale them when they are successful. The session will specifically focus on pro bono and skills-based volunteer management. Taproot staff and 10 pro bono consultants will serve as an ongoing coaching resource through follow-up micro-projects and the Google Helpout tech platform. With a total of 70 service hours, this program has a pro bono value of \$8,400.

Providing organizations with volunteer management training will allow them to be better at recruiting volunteers, assessing volunteer skills sets and matching them to the roles where they can be most effective, increased retention rates of volunteers and opportunity for organizations to leverage the talents and abilities of their volunteers for mission driven purposes.

This capacity building support will provide nonprofits with the infrastructure and tools to engage pro bono volunteers. It will help outline internal roles well-suited for pro bono and skills-based volunteering, guide the definition of these roles, develop a plan for where and how to recruit, and provide assistance in managing and evaluating volunteers. Nonprofits will be supported in identifying ways to capitalize on their current volunteer programs and develop customized opportunities to make key improvements.

The one time financial grant to each organization will allow the individual nonprofits to plan, build and launch a unique volunteer recruitment campaign for individuals that meet their tailored pre-determined organization short and some long term needs. The organizations will develop volunteer descriptions, number of volunteers needed and will track how many they are able to recruit and retain and evaluate the effectiveness of the campaign.

Volunteer Recruitment & Retention:

In addition to the sub-grants and capacity building support to target organizations; Serve DC will launch a citywide campaign to promote volunteerism and mentoring among men of color to ensure that local nonprofits are able to recruit and retain large numbers of African American and Latino

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males to volunteer with organizations that provide support and services in the areas of education, healthy futures and economic opportunity for boys and young men of color. Anecdotally, nonprofit leaders and staff have shared stories with Serve DC, the DC Commission on National and Community Service, about the challenges they face in recruiting volunteers of color and the positive impact that is gleaned when they are successful in doing so and how beneficial it is to the young people they serve. This activity will involve two components.

The first component of the campaign will be a multipronged marketing push involving paid and earned media to promote volunteer activities, particularly those that involve mentoring boys and young men of color, targeted at African American and Latino men. The Taproot Foundation will provide Serve DC with an internal "Key Messaging and Brand Strategy" Service Grant to support the campaign. The Service grant will provide a team of pro bono messaging and brand strategy consultants to assist with the campaign's development. The pro bono team will craft unique brand positioning and tailored messages that resonate with citywide audiences. They will also review existing communication materials and train key stakeholders to be more effective champions of the campaign.

This city-wide campaign will leverage social media, broadcast radio & television and print media, along with nontraditional forms of barbershop and community outreach to get the message out. Interested parties will be directed to an online web portal that connects individuals with volunteer opportunities at organizations that support and provide services to boys and young men of color. The nonprofit organizations that post opportunities on this website will be vetted and required to provide tracking numbers of how many volunteers they were connected to through this campaign and later report on the involvement and retention of those volunteers 6 to 9 months after the campaign launch.

This campaign will include a one day volunteer recruitment fair for up to 30 nonprofit and government agencies that provide direct interaction volunteer opportunities with young boys and men of color. Organizations participating in this event will be able report to us their number of visitors, number of those who signed up to receive volunteer information and later, the number of people they recruited that day/or through the campaign that actually volunteered. This recruitment fair will also provide space to survey and produce a short report on volunteer habits and motivation of men of color

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attendees. Breakout rooms will be provided for workshops on volunteer engagement, nonprofit board leadership and how to apply for AmeriCorps, Senior Corps and other national service programs.

Training:

The second component of this activity will be the development of a training guide for best practices in recruiting and retaining African American and Latino male volunteers for short and long term nonprofit programming. This component will use a baseline model that has been created by the Taproot Foundation with the support of skilled volunteers who will enhance it to make it more culturally specific to the target communities. This training and guide can then be used as a model in other urban areas where nonprofit organizations are facing similar challenges connecting with this vital group of contributors. Three of these trainings will then be offered at no cost to organization staff from across the Greater Washington area along with a train the trainer series.

Performance Measures:

Our program will utilize 35 skills based pro-bono volunteers who will recruit and manage 250 community volunteers. Additionally, the program will recruit an additional 300 volunteers for nonprofit organizations across the District of Columbia. Hours of service contributed by the lead volunteers will total 570 hours. The number of hours contributed by the additional 300 will be at least 4 hours per volunteer.

As a result of all of our program activities 35 organizations will be implementing three or more effective management practices as a result of capacity-building services provided by CNCS-supported organizations or national service participants.

This initiative will track the performance measure targeting the number of volunteers recruited by CNCS-supported organizations or national service participants and hours of service contributed by community volunteers who were recruited by CNCS-supported organizations.

As well as the number of organizations implementing three or more effective management practices as a result of capacity-building services provided by CNCS-supported organizations or national service participants.

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Through our partnership with the Taproot Foundation, we will employ multiple assessment tools to measure impact, including internal management tools and regular participant surveys. Taproot has conducted a pilot project with the independent TCC Group and has unveiled a revised survey system in July 2013. This system seeks to measure not only project satisfaction and increased capacity but also service quality, increased nonprofit knowledge in the project subject area, and the extent of new skills-sharing throughout the organization.

Taproot's methodology allows staff members to assess the successes and challenges of programming, provide continuous feedback to volunteer team members and clients, and develop rapid course corrections when necessary. In terms of quantitative data, each nonprofit grantee completes a pre-assessment, an in-depth survey upon project and/or training completion, and follow-up assessments 3 and 9 months later. These surveys measure the satisfaction level with the project, training, and final deliverable as well as the impact on organizational capacity. Finally, nonprofits participate in project debriefs where they can speak candidly about the project, the relationships formed over the engagement, and the implementation plans for the deliverables.

Timeline:

September 2014

Announce competitive process for sub grant awards and capacity building support

October 2014

Begin development of citywide volunteer recruitment campaign branding materials

November 2014

Announce sub grant award recipients

December 2014

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Begin capacity building and volunteer generation work with sub grantees

January 2015

Launch citywide volunteer recruitment campaign

Begin offering volunteer recruitment and management trainings to community organizations

March 2015

Host volunteer recruitment event

Organizational Capability

Serve DC -- DC Commission for National & Community Service:

Serve DC is the DC Government agency dedicated to promoting service as an innovative, sustainable solution to the challenges we face as a community and a nation. Serve DC engages District communities by building partnerships and organizational capacity, serving as the local lead for national volunteer and service initiatives, and providing and promoting meaningful service opportunities throughout the year.

Serve DC supports communities across the District through federal grant funds from the Corporation for National and Community Service (CNCS), the US Department of Homeland Security, The DC Department of Health, and Cities of Service. Serve DC promotes the District's spirit of service by engaging residents in meaningful volunteer opportunities and facilitating public, private and government partnerships.

As the DC Commission on National and Community Service, Serve DC manages two AmeriCorps State grant competitions annually to support a portfolio of sub-grantees that demonstrate success in mobilizing AmeriCorps members to address identified local community needs in the District of Columbia. In the 2013-2014 program year, Serve DC awarded nine sub-grants to District-based organizations with a total of 466 AmeriCorps slots to support National Service efforts in every ward of Washington, DC. With the investment of the Corporation for National & Community Service, Serve DC sub-grants at least 2.2 million dollars each year to support growing and sustaining national service

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in the District of Columbia. Serve DC's 2014 organizational budget is 3.5 million dollars. CNCS's investment of \$150,000 to support the DC My Brother's Keeper Volunteer Generation Initiative will represent 4% of Serve DC's organizational budget.

Serve DC also convenes all streams of National Service in Washington, DC through professional development activities, advisory groups (Disability Inclusion Advisory Committee and DC AmeriCorps Leadership Council), and the collaborative District of Columbia State Service Plan which is developed by Serve DC every three years. Serve DC also manages an AmeriCorps VISTA program through the CNCS DC State Office that currently engages three VISTAs with focus areas of Economic Opportunity and Veterans and Military Families.

Program Oversight & Management:

Serve DC monitors sub grantees through monitoring site visits, trainings, frequent check-ins, and bi-weekly email reminders.

During monitoring site visits, Serve DC staff review and provide feedback on performance measures as related to tools and techniques used for data collection to ensure consistent tracking towards progress of program goals.

Site visits are conducted over a one-day period where Serve DC staff review member files, financial files and documents, and hold interviews with program staff, members and external partners. Following the visit, the Serve DC AmeriCorps Program Officer creates a visit summary and noncompliant findings related to the above-mentioned documents and standards. The program staff receives the summary and findings and has 30 days to respond and clarify information noted in the summary. Upon response, Serve DC conducts an informal 2-3 hour follow up site visit or desk audit to ensure corrective actions plans are in place.

Based on these visits, Serve DC designates each program with a risk level. The risk designation is conveyed to the site in the formal summary that outlines the corrective action plan and recommendations for continuous improvement. Based on the risk designation, Serve DC conducts follow-up in person or desk visits to ensure corrective action plans have been enacted.

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Serve DC also requires sub grantees to submit quarterly progress reports, monthly volunteer generation numbers, and monthly periodic expense reports. In the quarterly progress reports, programs report on the progress of their performance measures, demographics, best practices, and successes and challenges faced over the reporting period. They also report the total number of outside volunteers in that reporting period. For the monthly periodic expense reports, sub grantees report on the funds they have expended during the previous month that are attributed to the grant. Currently all programs are required to submit supporting documentation for all funds expended in that time period.

Volunteer Generation:

Serve DC has several strategies for mobilizing the Washington, DC community in volunteer service that is responsive to immediate local needs. The agency promotes days of National and Citywide Service which include Martin Luther King, Jr. Day of Service, September 11th Day of Service and Remembrance, World AIDS Day, Global Youth Service Day, Make a Difference Day and others. These episodic days of service are a springboard for volunteers to find more sustained opportunities to serve in their communities. In the spirit of community-building, Serve DC convenes working group meetings leading up to MLK Day and Global Youth Service Day as an opportunity for resource sharing and collaboration.

Serve DC harnesses the potential of social media to mobilize and engage volunteers through platforms such as Facebook, Twitter, and YouTube. From Serve DC's website you can register for the monthly e-newsletter and volunteer bulletin as well as download a variety of tools and resources aimed to increase capacity of organizations to manage successful, inclusive, and effective volunteer service programs. In 2013, Serve DC developed "NeighborGood", an online searchable volunteer database where service opportunities can be posted and searched based on District of Columbia neighborhood, ward, and issue area. Serve DC's "AmeriCorps in DC" website serves as a hub of AmeriCorps information for the District (www.dcamericorps.org). This site features blogs from current AmeriCorps members who are also part of Serve DC's DC AmeriCorps Leadership Council (a leadership group of current members from across AmeriCorps programs who coordinate service, social, and professional development events for AmeriCorps members serving in Washington, DC).

Taproot Foundation

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Founded in 2001, the Taproot Foundation's mission is to lead, mobilize, and engage professionals in pro bono service that drives social change. Taproot seeks to fill a critical gap in the nonprofit sector: a lack of access to key marketing, design, technology, management, and strategic planning tools. In over a decade of research and experimentation, Taproot has operated award-winning programs that connect corporate talent to nonprofit need. Inspired by a commitment to innovation and high-quality programming, Taproot strives to equip nonprofits with the resources they need to accomplish their direct-level service work.

Taproot is building a robust marketplace for the exchange of pro bono services through a "do, enable, and inspire" model. Acting as an intermediary and establishing industry standards of quality and impact, Taproot "does" pro bono through its Service Grant program. In 6-9 month engagements, highly-skilled teams of pro bono consultants work with nonprofit organizations to execute capacity-building projects. Additionally, Taproot is developing a sector campaign extension for the Service Grant program whereby projects are offered to a network of aligned nonprofit organizations (e.g., charter schools, My Brother's Keeper initiative, etc.).

Taproot "enables" pro bono in three ways. First, to prepare nonprofits to participate in the marketplace, Taproot carries out the Powered By Pro Bono training program. In this 4-hour workshop along with follow-up work, nonprofits and their boards are trained to use the Powered By Pro Bono workbook. This step-by-step guide helps organizations independently scope, secure, manage, and scale pro bono projects. Most importantly, it helps nonprofit organizations make pro bono a permanent part of their operating strategies. Second, to prepare businesses to offer high-quality pro bono, Taproot manages the Advisory Services program. In partnership with local and national corporations, Taproot staff members help executives design and implement pro bono programs in order to engage a large population of employee volunteers in meaningful service. Finally, Taproot is building a comprehensive online marketplace with the tools and resources necessary to match nonprofits with pro bono providers.

To "inspire" pro bono, Taproot pursues numerous thought leadership activities, including a strong social media presence; the convening of regular workshops, panels, and conferences; and research partnerships with universities, foundations, and think tanks. Taproot further showcases the power of

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pro bono through its annual MLK Dream Lab, Global Pro Bono Summit, and Pro Bono Week.

Since 2001, Taproot has awarded over 2600 Service Grants nationally with a market value of over \$130 million and channeled over 1.3 million service hours. In DC, since its start in 2008, Taproot has awarded 189 Service Grants with a market value of \$10.2 million and channeled 110,550 hours in regional pro bono consulting. Annually, Taproot works with over 300 nonprofit organizations and over 700 pro bono consultants through its structured engagements, trainings, and single-day events. In terms of program areas, 51% of grantees have worked in social service, 29% in education, 10% in the arts, 7% in health, and 3% in the environment. Geographically, 66% have operated in DC, 20% in the Maryland suburbs, and 14% in Northern Virginia.

Budget/Cost Effectiveness

Our proposed program provides tangible deliverables in the areas of Pro Bono Recruitment and Volunteer Management. The grants will provide nonprofits with the infrastructure and tools to engage pro bono volunteers. It helps outline internal roles well-suited for pro bono, guides the definition of these roles, develops a plan for where and how to recruit, and provides assistance in managing pro bono. The Volunteer Management grant identifies ways for nonprofits to capitalize on their current volunteer programs and develop customized opportunities to make key improvements. Nonprofits learn the best ways to manage their more widespread skills-based volunteer workforce, including how to align volunteer work with mission, who the right people are to recruit, where to find them, how to retain the best of them, what tools they need to succeed, and how to measure success.

Additionally, Taproot will provide an internal "Key Messaging & Brand Strategy" Service Grant to support Serve DC's larger volunteer initiative. The pro bono team will craft unique brand positioning and tailored messages that resonate with citywide audiences. They will also review existing communication materials and train key stakeholders to be more effective champions of the campaign.

Participating organizations will be assigned a team of 5 Pro Bono Consultants (PBC's) who will donate 100 hours of service each. Using research conducted by Taproot and the Committee Encouraging Corporate Philanthropy, this service is valued at \$120/hour (\$360,000 in total pro bono value for all six projects).

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The value of hundreds of volunteers from a targeted high need volunteer population recruited through the marketing campaign, web portal and volunteer fair with additional national services workshops and the hours of service that these activities will yield from men of color working with and for boys and young men that look like them is immeasurable and few if any other jurisdictions have taken such a thoughtful and aggressive approach to meeting this need. What will be done in Washington, DC becomes an invaluable model to other local, state and national nonprofits and governments.

Continuation Narrative Updates

a. Budget clarification items. Please make the following changes directly in the application budget in eGrants:

1. Please move the line item for subgrants from Section I.E. Supplies to Section I.I. Other Program Operating Costs.

Completed

2. Per the application instructions, please provide a cost for required criminal history background checks for all staff members including commission staff supported by this grant and/or organization match.

Completed

3. Please itemize costs for training materials in Section I. E. Supplies.

Completed

b. Budget Clarifications: Please respond in your Clarification Responses section.

1. Please ensure that all items in the budget are reflected accurately in the narrative, specifically the number of service grants.

This has been corrected.

c. Programmatic Clarifications: Please respond in your Clarification Responses section.

1. Please elaborate on the role and implementation of the online web portal. Does this portal exist?

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Who will manage it? How will the portal be able to track the success of specific media/outreach activities? If there are costs associated with this programmatic aspect, please include in the budget.

The proposed web portal does not currently exist; but will be developed and maintained by Serve DC's Communications & Special Initiatives team for this project. The web portal will be utilized as the primary online source of information about the initiative and the citywide campaign. In addition to being able to register for volunteer opportunities the web portal will host information on volunteering best practices and resources on supporting programs working with young men of color. Traditional website analytics will be used to track the correlation of integrated marketing and community outreach tactics to website traffic and interaction along with relevant measurable insights.

2. Please clarify the infrastructure and plans in place to provide programmatic and fiscal oversight, day-to-day operational support and data collection to the VGF project. Please describe the role commission staff will play in supporting this initiative.

The fiscal oversight and day-to-day operational management and data collection for the Serve DC "My Brother's Keeper" Volunteer Generation Fund Initiative will be managed and supported by full-time commission staff with some part-time contract support. The District's Chief Service Officer, Jeffrey Richardson, will serve as the primary project manager providing supervision for the initiative's management and performance tracking and timelines for sub-grantees and the initiative's citywide campaign. The project management team will include Serve DC's Communications & Special Initiatives Director, who will provide day-to-day management of the citywide volunteer recruitment campaign with contract support; and Serve DC's AmeriCorps Program Officer and Program Associate, who will track and manage sub-grantee compliance, reporting, and data collection for sub-grantee projects and initiatives. The Initiative's fiscal oversight will be managed by Serve DC's Director of Finance & Grants management with support from the finance associate.

Monitoring site visits will be conducted by Serve DC's AmeriCorps Program Officer, Program Associate, Serve DC's Director of Finance & Grants management. In addition to trainings and capacity building support provided by the taproot Foundation, grantees will be encouraged to participate in additional Serve DC volunteer and national service training opportunities. The District's Chief Service Officer will conduct frequent check-ins with sub-grantee staff and leadership as well as

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at least two formal program observation visits during the grant period. Grantees will also receive bi-weekly email reminders and announcements of VGF related activities and resources.

3. Please describe a monitoring plan to ensure the five organizations receiving subgrants are in compliance with VGF regulations.

Serve DC will conduct frequent check in calls with the five organizations receiving subgrants as well as receive updates from the Taproot Foundation as they work with the organizations. Serve DC will conduct site visits in the beginning of 2015 with the organizations, as mentioned in the grant application, as well as a follow up site visit if it is deemed necessary. Additionally, Serve DC will require quarterly reports to ensure that the organizations are on target to meet the measures set forth in the application.

4. Please discuss the commission's track record for raising matching funds to support grant activities.

Serve DC -- The Mayor's Office on Volunteerism has had an excellent track record of raising matching funds in support of grant activities. Serve DC receives an appropriation of local funding in support of grant activities. A local fund appropriation is District-taxpayer money appropriated by the District of Columbia Government.

d. Performance Measure Clarifications: Please make the following changes in the performance measures screens in eGrants:

1. Output G3-3.1 must be paired with output G3-3.7. Please add G3-3.7.

Completed

2. For 3-3.1, please indicate the level of activity or participation necessary to be considered "recruited" (i.e., what minimum number of hours or days will a volunteer serve in order to meet the threshold to be counted as a recruited volunteer?).

Completed

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3. Please describe the specific volunteer management practices to be captured under G3-3.3. Please describe in more detail the organizational assessment tool to be used to gather data for this measure. Please confirm that the same tool will be used by all participating organizations. Please confirm that the pre-assessment will be administered before capacity building services are provided and that the post-assessment will be conducted after services are provided.

The volunteer management practices to be captured under measure G3-3.3 -- measuring the number of organizations implementing effective volunteer management practices will be based upon the taproot Foundations nationally respected volunteer management toolkit. The toolkit provided guidance and best practice on understanding the volunteer lifecycle, volunteer-staff relations, volunteer role definition, recruitment, screening and selection, training & orientation, communication & supervision, retention, recognition & rewards, and risk management. The toolkit aligns with the volunteer management assessment tool that will be utilized for organizations pre & post assessments.

The taproot Foundation's Volunteer Management Assessment Tool will be utilized to gather data for measure G3-3.3 -- measuring the number of organizations implementing effective volunteer management practices for all organizations participating in the initiative. The assessment will be administered before and after capacity building services are provided.

The tool measures training and orientation encompassing the design and delivery of learning that improves volunteer and organizational performance. The tool focuses on training and orientation because organizations utilize training and orientation to ensure that volunteers have an understanding of the organization as well as the skills and knowledge to meet volunteer objectives. The tool assesses organizations in three primary categories, onboarding, volunteer training, and employee training. Upon completion of the assessment, organizations are assigned a level status for each category between level 1 and level 4 (level 1=Needs Attention, level 2=Basic Capacity, level 3=Moderate Capacity, level 4=high capacity).

Example Level 1 Rating:

Onboarding - Nonexistent onboarding = New volunteers are introduced to their supervisors and given a list of duties; Integration is expected to happen on-the-job, but often volunteers don't feel integrated into the organization, and sometimes struggle to adjust to organizational culture.

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Volunteer Training - Minimal Training = Volunteers may meet with a member of the staff and be apprised of the duties expected of them; They may be confused about their roles and responsibilities and unsure about whom to go to with questions.

Employee Training - Ad hoc training = Employees are notified about their supervisory role for volunteers and are provided with a list of the volunteers' duties and responsibilities; Employee training is provided on an as-needed basis.

4. Grantees must be able to track and report the results of VGF activities separately from other programming, including other national service programs (e.g., AmeriCorps State/National, VISTA, Senior Corps). Please explain how your performance measurement and data collection will segregate the activities and results for the VGF grant.

The sign in sheets and timesheets used to collect volunteer information will be recorded and filed separately from other program data. The Taproot Foundation's data on the sub grantees will be housed separately as well and, as the Taproot Foundation is not currently working with our AmeriCorps State grantees, we are confident that this data will only report on the results of the VGF grant.

Grant Characteristics