

Strategies for Developing and Using Commission Logic Models



AmeriCorps State and National 2015 Symposium



Corporation for
**NATIONAL &
COMMUNITY
SERVICE** 

PANELISTS

Karen Baker, CaliforniaVolunteers

Kristin Honz, Iowa Commission on Volunteer Service

Will Roark, Arkansas Service Commission

Emily Steinberg, OneStar Foundation



onestar
foundation

AmeriCorps State and National Symposium
September 15-17, 2015

Emily Steinberg, Director of National Service Programs

TEXAS COMMISSION: DUAL ROLE

Funder / Grantmaker

Texas State Service
Commission

\$13 million in AmeriCorps
grants/year (26 grantees)

Responsibility to manage
and evaluate grantees/
portfolio

Federal reporting
requirements

Nonprofit / Grantee

Governor's Office of Faith-Based &
Community Initiatives

Connector, Promoter, Convener of
Nonprofit Sector and Networks

Responsibility to manage, evaluate
and improve self / initiatives

State/private/internal reporting
requirements

HISTORY

Our Logic Model Trajectory

- 2003-2004: OneStar became new 501(c)(3) commission
- 2004-2011: Logic Models for individual departments/initiatives
- 2011-2013: Hiatus – organizational structure changes
- 2014-Present: Unified Logic Model across organization

LOGIC MODELS ARE...

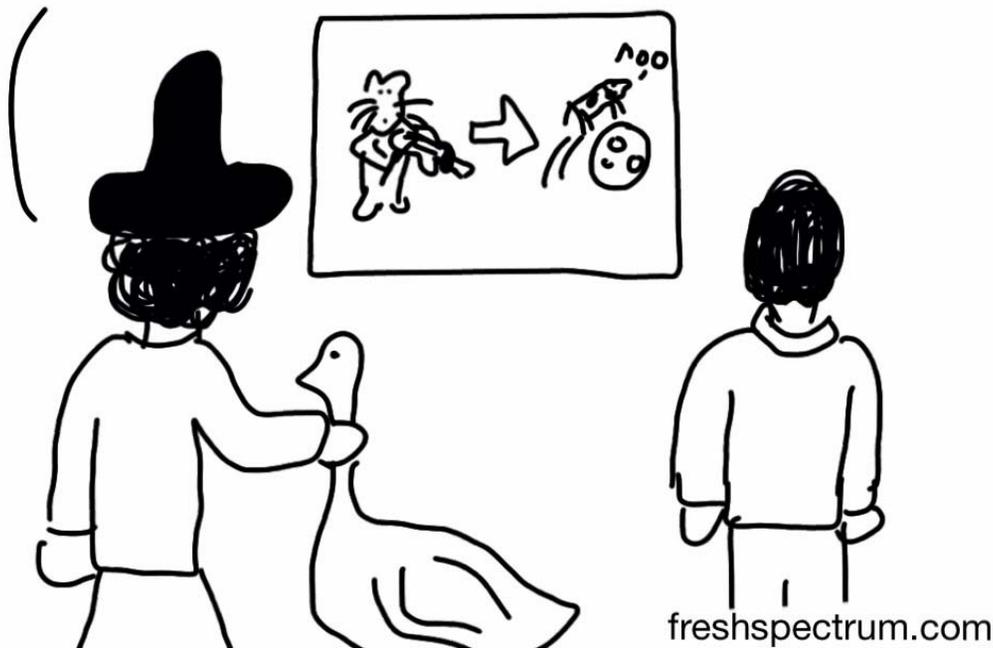
Important for:

- Shared Understanding + Accountability
- Communicating Strategy, Vision and Activities – Road map for staff, board, funders and stakeholders
- Performance Management + Goal Setting
- Fine-tuning + Making Improvements (Revisiting Impact, Goals and Activities annually)
- Learning about Impact – Driving future evaluation designs



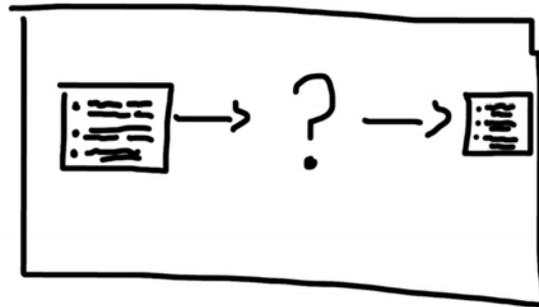
LOGIC MODELS ARE...

You're right, after thinking it through,
I'm not sure how the one leads to the other

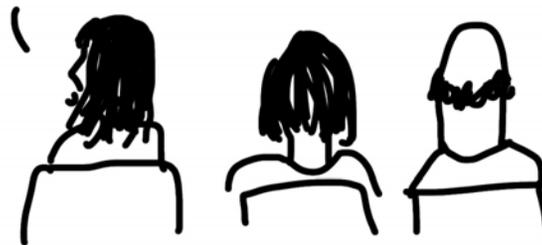


Thought-
Provoking

LOGIC MODELS ARE...



Could you provide us with a little more detail on step two?

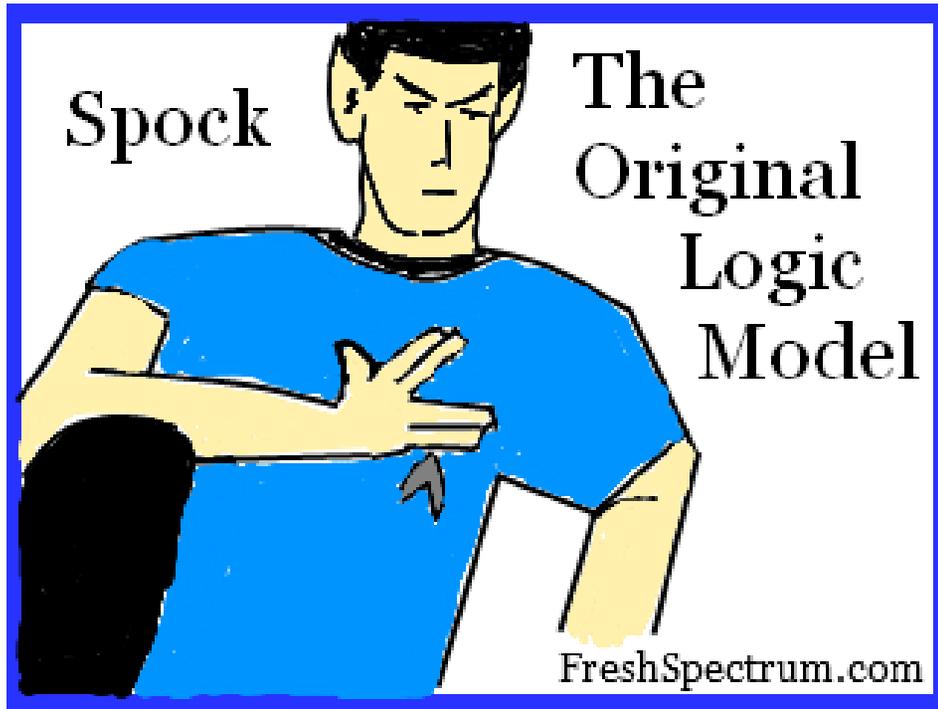


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Clarifying



LOGIC MODELS ARE...



Classic!
Timeless!

TEXAS LOGIC MODEL

7 Key Activities:

- AmeriCorps Texas
- Statewide VISTA Intermediary Project
- Texas Connector
- Faith-Based Community Initiatives
- Disability Inclusion
- Volunteer Generation Fund
- Disaster Services

Texas – 2015 OneStar Foundation Logic Model

NEED	INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES
<p>Texas is diverse: culturally, demographically, as well as in the extent of social challenges facing individuals and communities. This diversity is compounded by the sheer size and geographic expanse of Texas' 261,232 square miles, 254 counties and estimated population of 26,448,193.</p> <p>Texas lags behind national averages in many social indicators, such as 80.8% of the population being high school graduates or higher as compared to 85.7% nationally. The latest available Census data shows Texas was in last place among states with the lowest proportion of high school graduates (ranked 50 out of 50).</p> <p>Texas also ranks 42 of 50 states in overall volunteer rates, with only 24.7% of residents reporting that they formally "volunteered." (Volunteering in America, 2012) Texas has historically been at or below the national average in volunteer rate, volunteer hours, and volunteer retention. While metropolitan areas such as Austin, Dallas and Houston boast higher rates of volunteerism, Texas as a state continues to struggle with engaging citizens in formal service and volunteer roles.</p> <p>In comparison to other states, the diversity, geographic expanse and scale of Texas' population and the range and extent of the social challenges facing communities necessitate a more sophisticated nonprofit infrastructure and a need</p>	<p><u>OneStar's Unique Position</u> OneStar Foundation exists to build a stronger nonprofit sector for a better Texas. In the 78th Legislative Session the Texas Commission on Volunteerism and Community Service, a state agency, was abolished in favor of a new model of public/private partnership for managing and administering State programs that support volunteerism and community service. The new model was the OneStar Foundation (OneStar), a nonprofit corporation, which, by Executive Order of the Governor of Texas, manages the AmeriCorps*Texas program and the Governor's Office of Faith-Based and Community Initiatives along with other programs and initiatives that strengthen the capacity of nonprofit organizations and encourage volunteerism and civic engagement.</p> <p>OneStar bridges the gap between the public, private, and nonprofit sectors.</p> <p>OneStar is comprised of two separate 501(c)(3) corporations: OneStar Foundation, Inc. and OneStar National Service Commission, Inc., together commonly referred to as OneStar Foundation or OneStar.</p> <p>Today, OneStar is recognized statewide as the lead voice of the nonprofit sector, a neutral convener and a respected partner to nonprofits, foundations, state agencies, and the business community. OneStar is uniquely</p>	<p>As outlined in OneStar's State Service Plan (2013 – 2015): In order to enhance the infrastructure, capability, and capacity of Texas nonprofit organizations and networks to more effectively and strategically serve local communities, OneStar has chosen to implement our mission using the following strategies:</p> <ul style="list-style-type: none"> ▪ CONNECTING faith-based and community organizations, businesses, government and foundations to resources and information about the nonprofit sector; ▪ PROMOTING the nonprofit sector, innovative strategies and public-private partnerships to drive community solutions; and ▪ CONVENING statewide nonprofit networks, developing a coordinated approach to building the strongest, most impactful nonprofit sector in the country. <p>Each 2015 activity outlined in this logic model is designed to support all three strategies.</p> <p><u>AmeriCorps Texas Program Administration</u></p> <p>2015 Activities:</p> <ol style="list-style-type: none"> 1) Program Development and Outreach 2) Grant making, review, and selection 3) Pre- and Post-Award Risk Assessment 4) Monitoring (desk-based and on-site) 5) Year-Round Training and Technical Assistance 6) Visibility and Promotion of AmeriCorps/national service 	<ul style="list-style-type: none"> ▪ 24 AmeriCorps Texas Grantees supporting 2,200 TX AmeriCorps members ▪ New AmeriCorps Staff Orientations (2-3x/year) ▪ Annual Grantee Meeting and/or Regional Training Event ▪ Monthly Grantee Conference Calls ▪ Peer-Led Calls and Peer Exchange Visits ▪ NOFO Webinars 	<ul style="list-style-type: none"> ▪ Increased Resources to TX: Texas will increase its available national service resources to pilot, sustain, expand, and replicate promising program service models, including: <ul style="list-style-type: none"> - Increased AmeriCorps grant dollars - Increased number of AmeriCorps members serving with TX organizations ▪ Enrollment/Retention: Maintain or increase AmeriCorps member enrollment and retention rates for AmeriCorps programs. The goal is a statewide average of 95% enrollment and 90% retention for 2014-2015. These targets may be adjusted annually to meet or exceed national average. ▪ Asset Utilization: Maintain or increase asset utilization of AmeriCorps grant funds with a portfolio average of 97% or better. (Asset Utilization Rate is: Total Funds Expended Divided by Funds Awarded minus Funds Deobligated).

<p>for increased capacity levels of nonprofit providers; however, in 2014, there were 99,463 registered nonprofits in Texas, and, despite this large number, over two-thirds of the nonprofits, 67%, have revenue of less than \$500,000 (with 57.4% reporting revenue under \$100,000). This indicates a high proportion of nonprofits with limited capacity and resources to address the growing pressure on the social service system.</p> <p>Community organizations, local government and funders, such as foundations and corporations, often operate in isolation, precluding a comprehensive and collaborative approach to issues. In particular, faith-based and small service-oriented nonprofits and those operating in Texas' rural areas are particularly vulnerable to low capacity, as they are often isolated from or lack access to potential collaborative partners and capacity building resources that could assist them in strengthening the efficiency and effectiveness of their operations. A lack of awareness, collaboration and communication can result in widespread gaps in service provision, duplicative services and overall discontinuity across continua of care.</p> <p>The lack of rigorous, relevant data and information about Texas' nonprofit infrastructure and systems of support present a significant barrier to understanding the sector's current state and needs, precluding effective strategies for addressing areas of weakness.</p> <p>From 2009-2011, with funding from the Meadows Foundation, OneStar Foundation commissioned the Bush School of Government and Public</p>	<p>positioned, unlike any other entity in the state, to lead the nonprofit sector and provide strategic direction for the reform of our statewide nonprofit support infrastructure.</p> <p><u>Leadership and Organizational Capability</u> OneStar is led by 25 Governor appointed and 1 ex-officio Board Members who support OneStar's State Service Plan and oversee OneStar's work.</p> <p>OneStar's senior leadership team, including the President/CEO, Chief Operating Officer, Controller, Director of National Service Programs, and Director of Research and Texas Connector, possesses decades of experience and expertise in nonprofit management and leadership. With the support of a dedicated team of professionals, including an office manager, grants officers, project specialists, and a grant management specialist, OneStar has a host of in-house expertise and support.</p> <p>OneStar's office is located in northwest Austin, Texas, and offers over 5,000 square feet of space for program use and operations. The office can accommodate 18 employees, offers meeting room and storage space, and provides state-of-the-art computer network and technology systems for staff productivity and effectiveness.</p> <p>OneStar's Controller (a Certified Public Accountant) has extensive federal grant management and audit experience and ensures accountability of OneStar's finances. OneStar utilizes the Sage MIP Fund Accounting software, which specializes in the nonprofit need to track and report on multiple</p>	<p><u>Statewide VISTA Intermediary Project Administration</u></p> <p>2015 Activities:</p> <ol style="list-style-type: none"> 1) Site Development and Outreach 2) Site application review and selection 3) Site supervisor orientation and support 4) VISTA member recruitment assistance 5) VISTA member onboarding and support 6) Site monitoring (desk-based and on-site) 7) Year-Round Training and Technical Assistance 8) Visibility and Promotion of VISTA/national service 9) Aggregate reporting 	<ul style="list-style-type: none"> ▪ 10 of 10 VISTA member positions will be filled in 2015. ▪ 5 host sites will be identified and trained to place and support OneStar-sponsored VISTAs. 	<ul style="list-style-type: none"> ▪ Match: 100% of AmeriCorps Texas grantees will meet regulatory match; 98% of grantees will meet budgeted match. (Exceptions to budgeted match rate are rare and may be reviewed on a case by case basis.) ▪ Performance/Impact: By grant closeout, OneStar's AmeriCorps grantees will meet or exceed an average of 75% of National Performance Measures reported on across all primes. ▪ Customer Service: Based on an annual grantee survey, 100% of grantees will respond that OneStar staff "met" or "exceeded" their expectations overall. <ul style="list-style-type: none"> ▪ Increase in number of organizations that receive capacity building services (at least 5 VISTA host site organizations in Year 2 of the project, 2014-15). ▪ Increase in number of organizations reporting that capacity building helped them to be more effective or efficient (at least 5 VISTA host site organizations in Year 2 of the project, 2014-15). ▪ Increase in dollar value of cash and in-kind resources leveraged by CNCS-supported organizations or participants each year (at least \$40,000 in cash and \$35,000 in in-kind resources in 2014-15).
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<p>Service at Texas A & M University to conduct a research study to provide a multi-layered perspective of the nonprofit infrastructure and capacity-building landscape in Texas.</p> <p>Key findings of Bush School study:</p> <ul style="list-style-type: none"> ▪ Need for use of formal networks and alliances to increase coordination and communication across the sector. Specific recommendations were to increase coordination and strengthening of the management support organizations (MSOs) and an MSO specific network, strengthen the nonprofit state association, and create nonprofit alliances to increase coordination across all types of infrastructure support entities. ▪ Need for creation of online databases for information sharing to benefit state agencies, foundations, researchers and nonprofits. Recommendations included two databases: 1) An online source for nonprofit contact information, service provision information (both functional and geographic) and financial information to assist with coordination, information and sharing, collaboration for projects and grants and nonprofit research and 2) A portal to access state funding information and share best practices. ▪ Need for expansion of nonprofit infrastructure service provision in underserved areas, including funding, resources and information sharing. ▪ Need for increased advocacy for the nonprofit sector and related funding. ▪ Need for promotion of more clear, shared terminology and vision around the nonprofit sector 	<p>funds across multiple budget periods. OneStar has cost policies and procedures for accounting, procurement, and travel in order to ensure appropriate fiscal controls.</p> <p><u>Diverse Funding</u> OneStar has diverse funding sources including grants from federal, state, private foundations, corporations and revenue from subscriptions to our Texas Connector. Funders include CNCS (AmeriCorps Texas Formula Funds, AmeriCorps Competitive Funds, Commission Support Grant, Regional Training Event Grant (SW Cluster), VGF (through 3/31/15), VISTA Intermediary/Support Grant), Texas Workforce Commission, The Houston Endowment, The Rockwell Fund, The Meadows Foundation, and Texas Council on Developmental Disabilities.</p> <p><u>Strategic Partnerships</u> OneStar has developed strong relationships with key partner organizations, such as the CNCS Texas State Office, Senior Corps, Texas Governor's Office, Texas State Agencies, Texas 2-1-1, GuideStar USA, Texas Association of Nonprofit Organizations, United Ways of Texas, Alliance for Nonprofit Management, Independent Sector, Grantmakers for Effective Organizations and several other state and national nonprofits and foundations.</p> <p>Of special note, OneStar has a strategic relationship with a team of technical developers at the North Central Texas Council of Governments who maintain and develop the Texas Connector online mapping tool.</p>	<p><u>Texas Connector</u></p> <p>In 2012, OneStar created and launched the Texas Connector online, nonprofit mapping tool. It has grown into a nationally-recognized tool offering the most robust nonprofit database of any state and a range of relevant, innovative features not available in any other single geo-mapping tool. Texas Connector is a user-friendly "one-stop shop" for highly requested data sources such as 2-1-1 Texas provider data, demographic and socioeconomic indicators, educational data, local transit data, and income and poverty-related indicators such as eligibility for and use of Free and Reduced Meal subsidies.</p> <p>2015 Activities:</p> <ol style="list-style-type: none"> 1) Ensure continuous, statewide availability of the Texas Connector tool to Texas nonprofit stakeholders increase access to community resource, demographic and socioeconomic data and the ability to map and analyze nonprofit efforts and community needs. 2) Conduct outreach and develop partnerships with large scale entities and networks to encourage broad and strategic use of tool toward pressing community challenges. 3) Develop and improve training and technical assistance resources for users and potential stakeholders to increase user capacity and improve user experience. 	<ul style="list-style-type: none"> ▪ Cultivate partnerships with 2 new data source entities ▪ Update and/or addition of at least 3 key datasets into Texas Connector. ▪ Partnerships will be developed with 1 large-scale entity or network. ▪ At least 500 new users will gain access to Texas Connector. ▪ At least 2 partner-specific technical customizations will be completed and made available to users. ▪ OneStar will facilitate 35 training sessions with Texas Connector users or potential users. ▪ 5 technical assistance videos or resources will be added to Texas Connector's help resources. ▪ 2 field-specific training modules (including case studies) will be developed. 	<ul style="list-style-type: none"> ▪ Monthly login rate will increase by 50%. ▪ Monthly unique user rates will increase by 50%. ▪ Subscribing partners will achieve a 50% usage rate of at least 1 login per staff member with access to Texas Connector. ▪ At least 75% of training attendees will report an increase in knowledge and ability to use Texas Connector following training. ▪ At least 50% of user respondents will report increased benefit to their work as a result of having access to Texas Connector. ▪ At least 25% of user respondents will report an increase in their efficiency and/or effectiveness at their job as a result of accessing Texas Connector. ▪ At least 75% of user respondents will report having a positive user experience on Texas Connector.
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<p>and infrastructure to aid in its legitimacy and funding.</p> <ul style="list-style-type: none"> Need for increased internal leadership, management and fundraising trainings and opportunities for nonprofits. Need for the enhancement and promotion of the status and importance of volunteers. Need for a strategic focus on resource allocation to the whole sector, with a salutatory effect on nonprofit infrastructure. <p>In sum, Texas is a huge state with a large number of small nonprofits with limited resources that are largely disconnected from one another and from key government and private sector partners. Texas also lacks robust networks and associations to unify the nonprofit and philanthropic sector across disparate regions and statewide. Whether addressing immediate needs or economic recovery issues, such as facilitating increased access to public benefits, the lack of infrastructure and capacity are formidable and serious in their consequences. Without a strong nonprofit sector, the overwhelming responsibility of meeting social service needs would inevitably return to government where current systems are exceeding capacity.</p>	<p>OneStar also benefits from relationships with consulting partners with diverse education, experience and significant tenure, including experienced community grant reviewers.</p> <p><u>Innovative Programming</u> OneStar has several program areas designed to promote service and volunteerism and strengthen the nonprofit sector in Texas: AmeriCorps State; AmeriCorps VISTA; Texas Connector; Faith-Based and Community Initiative; Texas Connector; Faith-Based and Community Initiative, Nonprofit Networks, and Sector Development; Volunteer Generation Fund; Disaster Services, Training and Preparedness; and Disability Inclusion.</p>	<p>4) Maintain and develop the Texas Connector online platform to ensure continuous accessibility and improvements to features based on user demand.</p> <hr/> <p><u>Faith-Based & Community Initiative, Nonprofit Networks & Sector Development</u></p> <p>2015 Activities:</p> <p>1) Texas Nonprofit Summit: OneStar will partner with an Austin based MSO, Social Venture Partners, and several other organizations working in the innovation/social entrepreneurial space to host a social innovation summit (formerly the annual Texas Nonprofit Summit) bringing state and national experts to a one and a half day conference focused on teaching nonprofits to be true change agents through innovative strategies and cross sector collaboration.</p> <hr/> <p>2) Governor's Volunteer Awards (GVA): OneStar will host the 31st Annual Governor's Volunteer Awards.</p> <hr/> <p>3) Nonprofit Management Alliance of Texas: OneStar will convene the Nonprofit Management Alliance of Texas (NMAT) at least twice in the fiscal year for advanced training on capacity building.</p>	<ul style="list-style-type: none"> 5 new user-requested technical modifications will be developed and made available to Texas Connector users. Texas Connector will successfully complete migration of its data and applications to cloud-based storage functionality. <hr/> <ul style="list-style-type: none"> At least 300 attendees will participate in the Summit. <hr/> <ul style="list-style-type: none"> Revise GVA with input from Governor's Office and seek to engage new First Lady as Honorary Chair. Create at least 1 Google AdWords Ad Campaign for GVA. <hr/> <ul style="list-style-type: none"> 75% NMAT members will participate in at least 1 training. 	<ul style="list-style-type: none"> 25% of user respondents will report utilizing a new feature or function on Texas Connector. 75% of user respondents will report satisfaction with the loading speed of the Texas Connector online tool. 75% of user respondents will report overall satisfaction with the Texas Connector interface. <hr/> <ul style="list-style-type: none"> 70% of attendees surveyed will indicate an intent to change the way they approach their mission as a result of the conference. At least 80% of attendees will respond that sessions were either good or great. <hr/> <ul style="list-style-type: none"> Increase number of applications started on website. Increase number of GVA website page views. Increase complete nominations by 25%. <hr/> <ul style="list-style-type: none"> 20% of NMAT members will adopt new practices or programs to increase their offering to their nonprofit clients.
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		<p>4) Academic Affinity Group: OneStar will convene an Academic Affinity Group (AAG) of universities with accredited certificate or degree programs in the field of nonprofit management, philanthropy, volunteerism and civic engagement or that are active in research and evaluation of the nonprofit sector to facilitate their learning from one another, and to promote research to practice. OneStar will convene a joint meeting of AAG and NMAT.</p> <p>5) Interagency Coordinating Group: OneStar will direct the Interagency Coordinating Group (as chair) of 25 state agencies to: 1) address gaps in services; 2) identify duplication of services; 3) improve relations with nonprofits; and 4) streamline the state contracting process.</p> <p>OneStar will coordinate the work of the ICG with the Texas Nonprofit Council (TNC) to ensure that the above activities are guided by input from the nonprofit sector.</p> <p><u>Disability Inclusion</u></p> <p>2015 Activities:</p> <p>1) Austin Interfaith Inclusion Network (AIIN): OneStar will engage AIIN members in discussions regarding the sustainability of the network after OneStar and Texas Council on Development Disabilities ends on 3/31/2015.</p>	<ul style="list-style-type: none"> ▪ At least 13 colleges/universities will participate in the AAG. ▪ OneStar will design a joint session at the annual social innovation summit for AAG and NMAT members to explore innovative strategies for funding and capacity building across sectors. <hr/> <ul style="list-style-type: none"> ▪ The full ICG will meet at least twice this fiscal year. ▪ Three working committees: Best Practices (between state agencies and nonprofits); Strengthening Relationships; and Improving Contracting will meet at least three times in the fiscal year and report back to the full ICG. ▪ A member of the ICG and one from the TNC will co-chair each committee. ▪ OneStar will draft and submit a report to the state legislature December 1, 2015 to report on the progress of the ICG. <hr/> <ul style="list-style-type: none"> ▪ Hold 1 final OneStar-supported meeting of the AIIN. ▪ 20 community leaders will be engaged at the meeting. 	<ul style="list-style-type: none"> ▪ 100% of attendees to the joint session will express a better understanding of the potential to leverage partnerships of both NMAT and AAG member entities. <hr/> <ul style="list-style-type: none"> ▪ Best practices for collaboration between government and nonprofits will be identified and shared. ▪ The work of the TNC/ICG and the impact of the nonprofit sector will be shared during the legislative session to increase visibility with elected officials. ▪ Contracting modules will be expanded to include FAQs and definitions to further demystify contracting with state entities. TNC will provide input and ensure final product is user friendly to faith and community groups. Modules will be posted to the OneStar website for nonprofit access. <hr/> <ul style="list-style-type: none"> ▪ Develop a sustainability plan for the Austin Interfaith Inclusion Network.
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		<p>2) AmeriCorps: Survey members and conduct trainings to increase awareness of disability inclusion and enhance the overall Texas member experience in the National Service community.</p> <hr/> <p><u>Volunteer Generation Fund / Texas Disaster Volunteer Generation Initiative (TDVGI)</u> *Activities from 2014 below will continue through 3/31/15 due to a No Cost Extension</p> <p>2015 Activities:</p> <ol style="list-style-type: none"> 1) Program Development and Outreach 2) Grant making, review, and selection 3) Year-Round Training and Technical Assistance 4) Monitoring (desk-based and on-site) 5) Visibility and Promotion of VGF program/volunteerism <hr/> <p><u>Other non-VGF Disaster Services, Training & Preparedness</u></p> <p>2015 Activities:</p> <ol style="list-style-type: none"> 1) Training: OneStar staff will partner with the Texas Division of Emergency Management to train Texans on effective management of spontaneous volunteers in disasters. 	<ul style="list-style-type: none"> ▪ Survey all AmeriCorps Texas members, with at least 800 responses. ▪ Provide at least 1 disability inclusion training for subgrantee program staff per year. <hr/> <ul style="list-style-type: none"> ▪ 4 subgrants will be awarded, managed, and closed out. ▪ 1 in-person training will be held for subgrantees. <hr/> <ul style="list-style-type: none"> ▪ Hold at least 2 trainings per year in different communities across Texas. 	<ul style="list-style-type: none"> ▪ Improve subgrantee awareness of AmeriCorps member perceptions of the program's accessibility. ▪ Improve subgrantee training and AmeriCorps recruitment process. ▪ Increase awareness of the process to request reasonable accommodations. <hr/> <ul style="list-style-type: none"> ▪ Preparedness: 100% of TDVGI/VGF subgrantees will update or develop their Continuity of Operations Plans. ▪ Increases volunteer resources: (1) 2,000 new, trained disaster volunteers will be recruited. (2) 1,000 hours of disaster volunteer service will be provided. ▪ Increased effectiveness: Increase in the number of organizations implementing three or more effective volunteer management practices as a result of capacity building services provided (increase of at least 1 organization/ year). <hr/> <ul style="list-style-type: none"> ▪ Number of citizens with hands-on experience setting up a Volunteer Reception Center to manage unaffiliated volunteers is increased by 2016.
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		<p>2) VolunteerTX.org Portal: Make available an online portal for the registration of spontaneous, unaffiliated volunteers during disasters, with a key focus on access for partner agencies.</p> <hr/> <p>3) VOAD: OneStar will maintain memberships in State and Local Voluntary Organizations Active in Disaster (VOADs) in Texas, and OneStar staff will actively participate in the organizations.</p>	<ul style="list-style-type: none"> ▪ Maintain an online portal for citizens to register to receive communications and information regarding disaster volunteerism. ▪ Launch at least 1 partner portal by June 1, 2015. <hr/> <ul style="list-style-type: none"> ▪ Attend quarterly VOAD meetings. ▪ Serve in leadership capacity in at least 1 VOAD organization. 	<ul style="list-style-type: none"> ▪ Number of citizens registered to receive up-to-date communications on disaster volunteer opportunities is increased by 2016. <hr/> <ul style="list-style-type: none"> ▪ OneStar will support the long-term sustainability of VOAD organizations by taking on leadership roles in the organizations.
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HOW WE USE THE LOGIC MODEL

- Weekly Senior Leadership meetings
- Monthly Calls with CNCS Program Officer
- Quarterly CEO Updates – written document detailing progress
- Board Meetings and Committee Calls (including a Program Advisory Committee that focuses on National Service portfolio and Commission priorities)

CONTACT INFORMATION

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