

PART I - FACE SHEET

APPLICATION FOR FEDERAL ASSISTANCE		1. TYPE OF SUBMISSION: Application <input checked="" type="checkbox"/> Non-Construction														
Modified Standard Form 424 (Rev.02/07 to conform to the Corporation's eGrants System)																
2a. DATE SUBMITTED TO CORPORATION FOR NATIONAL AND COMMUNITY SERVICE (CNCS):	3. DATE RECEIVED BY STATE: 24-JAN-11	STATE APPLICATION IDENTIFIER:														
2b. APPLICATION ID: 11AC124243	4. DATE RECEIVED BY FEDERAL AGENCY:	FEDERAL IDENTIFIER: 09ACHCA0010012														
5. APPLICATION INFORMATION																
LEGAL NAME: Napa County Office of Education DUNS NUMBER: 876947342	NAME AND CONTACT INFORMATION FOR PROJECT DIRECTOR OR OTHER PERSON TO BE CONTACTED ON MATTERS INVOLVING THIS APPLICATION (give area codes): NAME: Julie J. McClure TELEPHONE NUMBER: (707) 586-9062 FAX NUMBER: (707) 586-2735 INTERNET E-MAIL ADDRESS: julie.mcclure@calserves.org															
ADDRESS (give street address, city, state, zip code and county): 2121 Imola Ave. Napa CA 94559 - 3625 County: Napa																
6. EMPLOYER IDENTIFICATION NUMBER (EIN): 946002406	7. TYPE OF APPLICANT: 7a. Local Government - County 7b. Local Education Agency															
8. TYPE OF APPLICATION (Check appropriate box). <input type="checkbox"/> NEW <input type="checkbox"/> NEW/PREVIOUS GRANTEE <input checked="" type="checkbox"/> CONTINUATION <input type="checkbox"/> AMENDMENT If Amendment, enter appropriate letter(s) in box(es): <input type="text"/> <input type="text"/> A. AUGMENTATION B. BUDGET REVISION C. NO COST EXTENSION D. OTHER (specify below):	9. NAME OF FEDERAL AGENCY: Corporation for National and Community Service															
10a. CATALOG OF FEDERAL DOMESTIC ASSISTANCE NUMBER:94.006 10b. TITLE: AmeriCorps State	11.a. DESCRIPTIVE TITLE OF APPLICANT'S PROJECT: CalSERVES VIP															
12. AREAS AFFECTED BY PROJECT (List Cities, Counties, States, etc): 16 California Counties including: Alameda, Contra Costa, Fresno, Kings, Los Angeles, Madera, Merced, Monterey, Napa, Orange, San Bernardino, San Diego, San Luis Obispo, Santa Cruz, Sonoma	11.b. CNCS PROGRAM INITIATIVE (IF ANY):															
13. PROPOSED PROJECT: START DATE: 08/15/11 END DATE: 08/14/12	14. CONGRESSIONAL DISTRICT OF: a.Applicant <input type="text" value="CA 001"/> b.Program <input type="text" value="CA 001"/>															
15. ESTIMATED FUNDING: Year #: <input type="text" value="2"/>	16. IS APPLICATION SUBJECT TO REVIEW BY STATE EXECUTIVE ORDER 12372 PROCESS? <input type="checkbox"/> YES. THIS PREAPPLICATION/APPLICATION WAS MADE AVAILABLE TO THE STATE EXECUTIVE ORDER 12372 PROCESS FOR REVIEW ON: DATE: <input checked="" type="checkbox"/> NO. PROGRAM IS NOT COVERED BY E.O. 12372															
<table border="1" style="width: 100%; border-collapse: collapse; font-size: small;"> <tr> <td style="width: 20%;">a. FEDERAL</td> <td style="text-align: right;">\$ 1,960,000.00</td> </tr> <tr> <td>b. APPLICANT</td> <td style="text-align: right;">\$ 2,029,364.00</td> </tr> <tr> <td>c. STATE</td> <td style="text-align: right;">\$ 0.00</td> </tr> <tr> <td>d. LOCAL</td> <td style="text-align: right;">\$ 0.00</td> </tr> <tr> <td>e. OTHER</td> <td style="text-align: right;">\$ 0.00</td> </tr> <tr> <td>f. PROGRAM INCOME</td> <td style="text-align: right;">\$ 0.00</td> </tr> <tr> <td>g. TOTAL</td> <td style="text-align: right;">\$ 3,989,364.00</td> </tr> </table>	a. FEDERAL	\$ 1,960,000.00	b. APPLICANT	\$ 2,029,364.00	c. STATE	\$ 0.00	d. LOCAL	\$ 0.00	e. OTHER	\$ 0.00	f. PROGRAM INCOME	\$ 0.00	g. TOTAL	\$ 3,989,364.00	17. IS THE APPLICANT DELINQUENT ON ANY FEDERAL DEBT? <input type="checkbox"/> YES if "Yes," attach an explanation. <input checked="" type="checkbox"/> NO	
a. FEDERAL	\$ 1,960,000.00															
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f. PROGRAM INCOME	\$ 0.00															
g. TOTAL	\$ 3,989,364.00															
18. TO THE BEST OF MY KNOWLEDGE AND BELIEF, ALL DATA IN THIS APPLICATION/PREAPPLICATION ARE TRUE AND CORRECT, THE DOCUMENT HAS BEEN DULY AUTHORIZED BY THE GOVERNING BODY OF THE APPLICANT AND THE APPLICANT WILL COMPLY WITH THE ATTACHED ASSURANCES IF THE ASSISTANCE IS AWARDED.																
a. TYPED NAME OF AUTHORIZED REPRESENTATIVE: Julie J. McClure	b. TITLE: Program Director	c. TELEPHONE NUMBER: (707) 586-9062														
d. SIGNATURE OF AUTHORIZED REPRESENTATIVE:		e. DATE SIGNED: 05/05/11														

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Executive Summary

The AmeriCorps Volunteer Infrastructure Project addresses the challenges faced by California communities. Through AmeriCorps VIP, teams of 140 AmeriCorps members are placed at 16 counties across California to develop capacity building and volunteer programs at struggling nonprofit and educational organizations. Each AmeriCorps member takes a leadership role and is responsible for recruiting 110 volunteers; resulting in 15,400 additional volunteers and 308,000 clients being served in California.

Rationale and Approach

Napa County Office of Education (NCOE) proposes to expand the VIP (Volunteer Infrastructure Project), an AmeriCorps program designed to meet the needs of Californians struggling due to the economic downturn. VIP will provide teams of AmeriCorps members to 15 Supervising Organizations (SOs) in 18 California counties. All SOs either serve as or have partnered with one of 30 California Volunteer Matching Network (CVMN) hub sites. These organizations act as connectors for potential volunteers and community organizations to match volunteers to service opportunities across the state. SOs will assign 140 full-time AmeriCorps members to local nonprofit and educational Partner Sites (PSs) that serve children, youth, and families struggling economically. Currently funded as a one-year Recovery Act program, the proposed partnership will now expand to include education-focused organizations who will bring the VIP model into school settings, as well as continuing and deepening the work currently underway in the nonprofit sector. VIP AmeriCorps members will support the development of volunteer program infrastructure within these PSs, leaving behind a legacy for future volunteer development. Collectively, the program will generate 14,000 volunteers and build infrastructure in 140 non-profit and educational organizations resulting in an additional 280,000 clients served.

1. Compelling Community Need

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The combination of the unemployment rate, foreclosures, and state budget cuts has created the perfect economic storm for low and middle-income families in California (CA). Ranked 4th in the nation, unemployment in CA reached 12.5% in Oct. 2009, significantly higher than the national average of 10.2% (www.bls.gov/eag/eag.ca.htm). California is also on the front line of the foreclosure crisis, ranking 3rd in the nation for home foreclosures in 2009. In the past year, the rate of foreclosures in CA has increased by a staggering 18.4%--1 in every 53 homes received a foreclosure notice in the last quarter (www.realtytrac.com). On the state level, the 09-10 budget had to cover a 40 billion dollar shortfall, impacting every Californian--particularly those who rely more heavily on state services. Coupled with the skyrocketing unemployment and foreclosure rates, many low and middle-income Californians are finding it increasingly difficult to make ends meet. Further indicators include the increasing numbers of families turning to social programs for assistance. According to the CA Budget Project Uncharted Waters: Navigating the Social and Economic Context of CA's State Budget, between 2008 and 2009, the number of Californians receiving food stamps increased by 17.2% (more than 2x that of the prior year) and the number of families receiving CalWORKs assistance for low income families increased by 6.6%, a 16-fold increase over the previous year.

When one considers the dire straights of the state economy, the educational system cannot be ignored. Since 2000, enrollment in K-12 has increased by 323,857 students. The 2010 budget cut education by \$2.6 billion; reduced funding for categorical programs by \$267 million; and eliminated the \$114 million High Priority Schools Program. As a result of these cuts, teacher to student ratios have increased throughout the state, 2,250 teachers have been laid off, and several music and sports programs have been canceled, putting CA behind other states in terms of education. In fact, CA ranks 47th in pupil expenditures, spending almost \$2,400 below the national average. The biggest concern amongst Californians is the effect this crisis is having on current and future students who will not receive an education that will prepare them to face the global economy.

Children and families who otherwise would look to their local schools and community organizations for

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support are facing significant hardship as programs are cut, hours reduced, and staff members laid off. As the economy worsens, the demand for services grows, further harming already vulnerable populations who don't have a safety net. With fewer state resources, struggling families turn to local nonprofits to fill in the gaps--essential services such as food banks, after school providers, health clinics, and shelters. However, nonprofits are facing the same hardships as the rest of the state, compounded by declining revenue sources and an increased need for their services. According to the Center on Philanthropy, the charitable giving climate has fallen to its lowest level ever. The Present Situation Index (PSI), a measure of charitable giving levels, is currently at 58, an 8.7% decrease from six months ago and a 28.9% decrease from 1 year ago. On average, the PSI rests at 82. Patrick Rooney, director of the Center on Philanthropy summarizes the most recent report: "The steep decline in confidence in current fundraising conditions confirms that nonprofits are still encountering difficult times and anticipate that they may be facing more ahead." With nonprofits facing layoffs and reduction in services to make ends meet, our most vulnerable are left with nowhere to turn.

VIP's target population is experiencing these economic challenges at rates equal to or higher than the already-high statewide averages. Participating communities were chosen for their high levels of need; within each county the program focuses on low and middle income communities in crisis. The participating counties are listed followed by their free/reduced price meal eligibility rate (an indicator of poverty): Alameda/Contra Costa 53%, Fresno 70%, Kings 76%, Los Angeles 76%, Madera 54%, Marin 59%, Merced 78%, Monterey 52%, Napa 68%, Orange 61%, Riverside 69%, San Bernardino 54%, San Diego 52%, San Luis Obispo 58%, Santa Cruz 67%, Sonoma 60%, Tulare 57%. (Data for participating zipcodes from www.cde.ca.gov). All 18 participating communities exceeded the state average of 52% of students eligible for free and reduced price meals with some as high as 78%. The academic performance of students in participating communities also fell short--63% of 3rd graders were not proficient in language arts when tested in spring 2009 (www.cde.ca.gov/ds). Unemployment rates in all participating counties exceed the already high state average. For example, Fresno County is currently experiencing an

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unemployment rate of 15.8%. Riverside County tails it by just a few tenths of a percentage at 15.1% (Ca. Employment Development Dept.). Home foreclosures have hit all participating counties hard. Perhaps the most poignant example is in Madera County. When comparing notices of default sent in March of 07 to March of 09, Madera faced an increase of 582% (CA Dept. of Real Estate DataQuick).

In October 2009, a comprehensive needs assessment was conducted with all the SOs who in turn polled their community organizations. The 15 SOs that comprise VIP include volunteer centers, state universities, and branches of city and county government across the state (supervising organizations are listed in the partner section). All SOs reported a decline in donations and revenues coming into community nonprofits (by an average of 24%). Meanwhile, SOs have seen a steeply increasing demand for the services traditionally provided to children and families by community nonprofits (by an average of 41%). Shelly Hoss, President of the Orange Co. Community Foundation articulates the need: "Our current economic crisis has created a seemingly impossible charge for safety-net service providers, who are seeing an avalanche of increasing demand for services, as high as 200-400%, at a time when funding has been eroding dramatically." (www.oc-cf.org/Page.aspx?pid=385).

Concurrent with this declining revenue and increasing need, the needs assessment revealed greater numbers of volunteers willing and able to serve in nonprofits and schools. SOs reported the number of volunteer inquiries has increased by as much as 48%. This increased interest provides an alternative source of social capital and an opportunity for organizations to meet the needs of their clientele. Yet at a time when resources are scarce, organizations may not be able to effectively utilize an increase in volunteers. Without the infrastructure to run a high-quality volunteer program, nonprofits and schools will struggle to take advantage of this opportunity--and without the help of these volunteers, they will surely fall short of meeting the great needs currently seen in their communities. This dilemma led to the formation of the VIP partnership, which seeks to inject volunteer support into local nonprofit and educational organizations to enable them to channel additional volunteers to meet the growing needs of low and middle-income families.

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2. Well-Designed Activities

To address the critical needs faced in the communities described above, 140 VIP AmeriCorps members will dedicate their time to two primary activity areas: 1) recruiting, screening and placing 14,000 on-going volunteers to provide needed services to 280,000 community members; and 2) building an infrastructure to ensure volunteers a high-quality experience and increase the capacity of the program to effectively serve clients. VIP is perhaps somewhat unusual when compared to many AmeriCorps programs, in that the majority of the members' service hours are spent on building capacity and generating volunteers. NCOE and the program collaborative feel strongly that by utilizing AmeriCorps members in this way, it is possible to both deepen and widen the impact of the services critical community organizations are able to provide to children and families.

The activities described below are research-based and designed to provide PSs the services they need to better serve children and families in their communities. Member activities are agreed upon by all partners and specifically defined in their MOU. Adherence is monitored by NCOE through regular site visits and reviews.

- a. Member Training & Coaching makes up 15% of member service, and includes statewide, regional, online, and local approaches.
- b. Volunteer Recruitment Activities are 25% of member service. Recruitment will take place on a daily basis throughout the term of service.
- c. Volunteer Infrastructure & Capacity Building Activities make up 60% of member service.

Infrastructure and capacity building will take place on a daily basis throughout the term of service.

The 140 AmeriCorps members will be placed in teams at each of the 15 SOs. The members of each team will then be assigned a PS in their region where they will dedicate the majority of their service; however, they will have a strong connection to the larger team. SOs will facilitate monthly gatherings, ongoing training opportunities, and an online network to ensure members can look to each other for support and

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inspiration, thus avoiding the challenges of single-placement sites. Members come together at their SO for monthly meetings, trainings, and teambuilding activities. SOs visit each PS quarterly as specifically outlined in their MOUs.

Further support for ensuring the development of effective teams will come from the VIP Leaders, AmeriCorps members serving their second term of service, who will be based at the SOs. With a ratio of 1 per 5 members, these leaders will also serve as coaches and mentors encouraging collaboration among all members of the team. Leaders will schedule weekly check-in calls with the other members to ensure their success. In addition to their role with the other members of their teams, Leaders will serve in the same two activity areas as other members, but will focus their volunteer recruitment and capacity building efforts on the SOs, rather than the PSs.

While the PSs cover a wide range of services, from after school programs to housing services for homeless families, VIP members across the state are all focused on the same goals: building quality, sustainable, and effective opportunities for volunteers to make a difference in the lives of California's struggling families. Not only are additional services provided, but the AmeriCorps members serving are focusing on building systems that will have benefit for years to come in increased volunteers and services, as indicated in the primary service performance measure.

Primary Service Performance Measure:

* AmeriCorps members will train and support 14,000 volunteers to provide effective services to 280,000 clients. (output)

* Through effective training and support, 70% of volunteers will increase their ability to effectively serve clients by 20%. (intermediate outcome)

* For 70% of Partner Sites, overall organizational capacity to serve clients will grow by 20%. (end outcome)

In a program of this size, a thoughtful and effective system of data collection and evaluation is essential. The following data collection tools and systems were selected for accuracy, validity and ease of use, and

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have been extensively field-tested. 1) Volunteer Logs track the number of ongoing and one-time volunteers and volunteer hours (collected monthly, completed by AmeriCorps members); 2) Service Logs track clients served (collected monthly, completed by PS supervisors); 3) Volunteer Pre-Post Evaluations measure volunteers' ability to effectively serve clients (collected 2x/year as pre/post, completed by member); and 4) Volunteer Capacity Pre-Post Assessment collects data on partner organizations' ability to effectively utilize volunteers (collected 2x/year as pre/post, completed by member & SO supervisor). All data will be submitted to the program manager, who will send it to the evaluator for analysis. The Program Manager will oversee the data collection process and monitor the consistent implementation of all tools and instruments, as well as ensuring that the program is on track to meet all performance measure targets and outcomes.

NCOE strongly believes in the importance of constant self-assessment and mid-course corrections to ensure continuous improvement. To this end, program staff will: 1) Ask for, and listen to, feedback from ALL stakeholders, including volunteers, members, SOs, PSs, funders and community members.

Opportunities to give feedback will be included in surveys, conference calls, trainings, meetings, focus groups, and informal settings. 2) Utilize all data collected to inform and refine the program. 3) Share results of all assessment and evaluation with stakeholders. 4) Convene quarterly strategic planning meetings with SOs, and conduct an annual planning retreat.

The VIP Program will continue to work with external evaluator Aguirre for superior evaluation objectivity and rigor. Evaluation methodologies include database counts, document review, key informant interviews, project-developed evaluations, and criterion-referenced assessments. Data will be compiled and aggregated using a FileMaker Pro database and means tests will be run in SPSS.

3. Well Defined Roles That Lead to Measurable Outputs and Outcomes:

The VIP AmeriCorps member role is clearly defined and designed to increase the number of volunteers who are effectively engaged in meeting community need AND to advance the capacity of their assigned

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organization to sustain a quality volunteer program. The primary duties of the AmeriCorps member are indicated below:

- * Assess the organization's capacity to support volunteers.
- * Implement a volunteer program to address needs, including the development of position descriptions, assessments and training programs.
- * Recruit community members as volunteers for programs that support children, youth and families and develop a system to support/recognize volunteers at PS.
- * Track volunteer program and infrastructure development at PSs throughout the year.
- * Communicate with supervisors and program staff on an ongoing basis to meet the needs of the program.
- * Positively represent the program in a variety of settings, including at agency placement sites, community meetings, trainings, and service events.
- * Work side-by-side with volunteers to provide guidance, better understand the client's needs, and better develop the volunteer experience.
- * Attend program meetings, ntl. days of service, and other events as indicated by the program.
- * Participate in all required trainings and development opportunities.

The intensive, high-level demands of this program make full-time members a natural choice. Members serving full-time will have the opportunity to immerse themselves in the community in a way that would be more challenging for part time members. Member roles are designed to provide capacity building support that is otherwise lacking within the organization they are serving, clearly distinguishing their role from that of other staff.

4. Community Involvement, Collaboration with Other Programs and Potential for Replication

Involvement of Target Community in Identifying Needs and Activities: The partnership underwent a thorough needs-assessment and planning process, including surveys, stakeholder focus groups,

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conference calls, face-to-face meetings, written communication to identify each community's needs. SOs were responsible for conducting a needs assessment for their local community, and this data was compiled to inform the project design. Input was collected and considered from a wide range of nonprofits, universities, school districts and each of their service constituents. With on-going opportunities for feedback built into every program interaction, NCOE will ensure that the voices of each stakeholder continue to inform the course of the program.

Relationship to other National and Community Service Programs: NCOE has developed strong relations with educational organizations, nonprofits, and volunteer centers throughout the state. All of our sites have hosted AmeriCorps members and a quarter of them have another national service program within their organization. In this way, VIP members will be provided the opportunity to connect cross-stream with other programs including VISTA, RSVP, Senior Corps, and AmeriCorps members through the Economic Opportunities Commission. All members will collaborate with other national and community service programs through shared attendance at local trainings and National and Community days of service. The VIP Leaders at each SO will initiate collaboration with other local national service and volunteer programs to plan and coordinate participation in at least 3 National and Community Days of Service throughout the year. This requirement is spelled out in the MOU between NCOE and each SO.

Potential for Replication: It is a testament to the potential for replication of the VIP program design that only 6 months into the first year of programming the partnership is proposing to expand into 8 new agencies and to double the number of members. The proposed new partners have seen the powerful effect that VIP members are already having as they establish volunteer programs, bring energized volunteers to meet the needs of their communities and act as role models for getting things done. The partnership believes that this capacity building design is one that is flexible enough to be adapted to a wide range of communities, and plan to share the model with the service, nonprofit and educational communities through all networking opportunities.

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Organizational Capability

1. Sound Organizational Structure

Ability to Provide Sound Programmatic and Fiscal Oversight: Founded in 1850, NCOE is well regarded for its training & technical assistance programming, curricula development, assessment systems, and professional development activities in the fields of after school programming, nutrition education, community service, and service learning, and has demonstrated capacity to manage expanded programming. NCOE has managed over 50 federal grants in the last decade from the U.S. Departments of Education, Health and Human Services and the Corporation for National Service, among others. The Program Director and project staff have continuously managed and operated large AmeriCorps partnership programs, with annual budgets for these programs now exceeding \$4 million. In order to ensure a successful project, NCOE will draw on its 12 years of experience running both local and statewide AmeriCorps programs, as well as extensive experience managing multiple grants, including \$17 million in federal funding in the 08-09 fiscal year. NCOE is covered by the State Single Audit Act and has strict fiscal controls in place, as well as written policies regarding procurement, cost allocation, and personnel expenses, and is in good standing with local, state, and federal funders. NCOE maintains a business and accounting office managed by a full-time CPA, a Fiscal Manager, and 6 Accounting Assistants. With this capacity, NCOE will be able to successfully track Corporation funding.

Each year the AmeriCorps projects of NCOE have met or exceeded projected outputs and outcomes. In 08-09, NCOE's SERVES AmeriCorps project provided over 150,000 hours of service to 1,459 struggling elementary school students resulting in 77% of students exhibiting at least 1 grade level gain on standardized reading scores. Since it began, the California's PROMISE program has generated over 50,000 volunteers who have provided over 1 million hours of volunteer service. Of these volunteers, 78% increased their knowledge of tutoring strategies by at least 30%. Finally, as detailed in Section C, the current VIP project is on track to meet and exceed all targets. The agency will continue to provide supervision and support needed to successfully meet all Performance Measures. All activities will be

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tracked and monitored using protocols already in place in the multiple state and federal grant programs of NCOE.

Providing programmatic and fiscal oversight is particularly crucial when running a statewide, multi-site program. The protocols, systems and tools are in place to ensure sites receive the oversight necessary to implement a high quality program. NCOE has a monitoring tool to assess site compliance and address any areas of weakness. Additionally, NCOE has a well developed training for SO staff, and materials they can use throughout the year to successfully manage their members. NCOE also keeps a full copy of each member file, to ensure compliance in the important areas of eligibility and service hour completion.

All of the SOs in this proposal have experience hosting AmeriCorps members and managing the monitoring, support and tracking required. Several of the sites have over a decade of AmeriCorps experience, making them strong partners who will be ready to go with little of the usual learning curve challenges.

Nonprofit and educational agencies wishing to become a PS have been carefully screened to ensure their appropriateness for the program. SOs are responsible for leading this process in their communities. The screening process includes a written application, an interview, and reference checks. The selection criteria include: 1) level of community need, 2) level of organization need, and 3) organizational/fiscal capacity to provide the supervision & support required to provide a high-quality AmeriCorps experience.

Once selected, the PS and SO sign a detailed MOU, spelling out each party's roles and responsibilities. Regular and open communication is key to the success of the program, and will be established from the first day of the program year. In many cases, the SO has an existing collaboration with the PS in their community, and will simply be deepening and expanding their relationship. Through regular trainings and meetings, SOs will build a supportive network of PSs as well as increasing the community's capacity to serve children and families. Although the agencies may each have their own area of focus, they will face common challenges and benefit from collaboration as they work to build and expand their volunteer programs.

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Each PS agrees (in writing) to provide an in-kind match of \$4000 and a cash match of \$6000 per AmeriCorps member. Cash match will be provided directly to the SOs and tracked in their financial system. In-kind match will be tracked by the PS and reported monthly to the SO. The SO will compile this information and report the total match monthly as part of the invoicing process. As outlined in writing through formal MOU with NCOE, SOs are responsible for payment of the member stipends, and will be fully trained in the necessary policies and procedures by NCOE staff, who have many years successful experience in this area.

Monitoring of PSs will be thorough and ongoing, including monthly file reviews to ensure all documentation and paperwork is in place; phone calls to check in on progress towards goals and to troubleshoot any difficulties; and site visits by the Program Manager, who will utilize a scoring rubric to provide regular feedback, ensuring the site is operating according to all guidelines. In addition, SOs will be responsible for the day-to-day monitoring of all PSs, including regular meetings, site visits, and ongoing coaching. If a SO or PS is struggling in any of these areas, the Program Manager will create a schedule of more frequent evaluation and feedback until the partner is back on track.

The partnership has developed a position description that will apply to all members, ensuring that the major service activities will be the same across all sites. While one member may be finding volunteers to mentor teens, and another filling positions at a food bank, they will both be engaged in recruitment; and while the infrastructure needed at a county office of education may be different than that needed at a homeless shelter, all members will be engaged in the process of assessing and developing an infrastructure that will work for their PS. These commonalities will be fostered through ample time for coalition building and communication at the statewide, regional and on-line trainings, regular conference calls, conversation over the listserv, and annual strategic planning sessions.

Well Defined Roles for Board, Administrators and Staff: NCOE is led by Superintendent Barbara Nemko, Ph.D. The Asst. Superintendent reports directly to the Superintendent. The Program Director, Ms. McClure reports to the Asst. Superintendent. The Program Director and Asst. Superintendent meet

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regularly to discuss the program and review progress towards achieving goals. The Program Director also provides annual program reports to NCOE's Board of Trustees. The business office staff also report to the Asst. Superintendent, making the communication with this unit extremely clear and direct. The VIP leadership team, comprised of representatives from all SOs, participates in meetings twice annually and monthly conference calls where they review results and provide input.

NCOE is well aware that the quality of any program is directly related to the quality of program personnel. VIP will benefit from the experience of Julie McClure, a dedicated professional who is often consulted by other programs and is considered a leader in programming for at-risk youth and families. With a Masters in Public Administration, Ms. McClure has directed NCOE's AmeriCorps program since its inception. Over the years she has been involved in the successful service of over 2,400 AmeriCorps members! She is responsible for program oversight, coordinating and maintaining partnership communications, supervising program staff, fiscal compliance, and timely and accurate reporting.

In addition to its Project Director, VIP is managed by Sara Sitch, a skilled and experienced service professional, who is herself an AmeriCorps alumnus. In addition, she has experience coordinating a program involving 120 part-time members. She has worked in grant management for over 5 years and has been responsible for writing and submitting reports to funders, most recently serving as a Senior Project Manager for an international mentoring-focused foundation. She completed her Masters in Public Administration in 2006.

The Project Assistant, Kathleen Chosa, provides vital services including maintaining the database, tracking member hours and monitoring member development participation, and setting up training event logistics. Ms. Chosa was an AmeriCorps VISTA member herself in 1998-2000 and provides excellent support and guidance to AmeriCorps members and supervisors on AmeriCorps rules and responsibilities.

In a statewide program, ensuring adequate supervision and support for members is a key aspect of program success. VIP is designed to ensure this will be the case by budgeting for each SO to dedicate a .2

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FTE position to the supervision and support of the AmeriCorps team and to the success of the project as a whole. In addition, each PS will provide a .10 FTE position to work directly with the member and coordinate with their SO. These dedicated professionals have been involved in the planning process for VIP, and are either currently serving in or are ready to take on their supervising roles.

Plan for Self-Assessment or Improvement: NCOE conducts regular reviews of overall organizational health, efficiency and effectiveness. Senior management staff meet monthly to report on the activities of their departments, share best practices and set goals. Project Directors also meet twice a month with the Asst. Superintendent and Fiscal Officer to analyze progress against timeline and budget, review expenditure patterns, and make mid-course corrections. Staff also engage in yearly strategic planning sessions, during which working groups are formed to address challenges and develop new directions.

Plan for Effective Technical Assistance: NCOE will ensure all partners receive information from all state commission trainings and have access to CNCS on-line training resources. Regular training and support is provided to sites, beginning with a site supervisor orientation where supervisors participate in a 2-day intensive training in how to supervise an AmeriCorps Program. The program will provide extensive member training through multiple formats, as detailed in the member development section, and will also host a web site and listserv.

Program staff will conduct comprehensive site visits in each participating community each year, utilizing the program monitoring rubric that helps identify training and support needs and monitors for compliance. These site visits will result in recommendations for improvement and required changes.

Regular check-ins will be conducted on program needs during monthly conference calls led by NCOE with all SOs. There will also be email updates and phone communication between SOs, PS staff and NCOE staff to ensure questions are answered and requirements are met.

NCOE takes advantage of the CaliforniaVolunteers Summer Institute, as well as regular conference calls and periodic trainings. The program also utilizes Corporation sponsored TA, particularly the online trainings such as inclusion of members with disabilities, and uses the Resource Center to access

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supplementary training materials. When on-demand TA needs arise, the CV office is a source of informed help. NCOE also gives back to other service organizations by providing informal TA.

2. Sound Record of Accomplishment as an Organization

Volunteer Generation and Support: NCOE and SOs see volunteers as essential to their mission and have extensive experience in supporting and effectively engaging diverse groups of volunteers. The VIP program brings together a partnership of organizations, all of which share as their primary mission the goal of building high quality volunteer programs.

Organizational and Community Leadership: The AmeriCorps programs at NCOE have earned many awards, among them the designation of After School Demonstration Program (1 of 9 in the State, designated by CA Dept. of Education) and Healthy Behavior Learning Center (1 of only 8 in the State designated by CA Dept. of Public Health). The Program Director, Julie McClure, serves on the CA AmeriCorps Alliance Board, participates in the CA After School Resource Center Board, has a leadership role on the Advisory Board for Region 1 After School, chairs the Sonoma County After School Network, and Leads the Cesar Chavez Day Advisory Board. All SO supervisors are deeply connected in their community and have taken on similar leadership roles.

Success in Securing Match Resources: NCOE has a proven track record of success in securing matching funds for all its AmeriCorps programs since 1998. The VIP matching funds for the coming years have already been secured from the PSs with Letters of Commitment signed by each agency's authorized representative.

3. Success in Securing Community Support

Collaboration: The VIP partnership was formed in the Spring of 2009 to address the overwhelming need for infrastructure support for volunteer programs in their communities. Each SO participated on a leadership team, which provided input and feedback to the development process through regular

Narratives

meetings and conference calls. The VIP program has been expanded to additional needy communities and now is comprised of 15 SOs and over 140 PSs, representing nonprofits and educational organizations in 18 counties served across the state. Collectively, the program will generate 14,000 new volunteer stakeholders. The VIP partnership has detailed the roles and responsibilities for SOs, PSs, and NCOE. These roles are agreed upon by all partners are detailed in the MOU's signed by all partner organizations and monitored through document review, file review, site visits and regular conference calls. If challenges arise for either the SO or PS in implementation of the program, a strategy of progressive corrective action is employed to ensure corrections are made in a timely manner. Specific roles for each organization are outlined below.

Napa County Office of Education will: communicate regularly and respond to all inquiries from CNCS and CaliforniaVolunteers; provide support, training, and resources in all areas of AmeriCorps grant management; post all sites' position descriptions on the national recruitment website for AmeriCorps; work with sites to ensure effective recruitment and screening practices are followed; coordinate the tracking of AmeriCorps member enrollment and monthly time logs to ensure adequate progress towards completion; operate as the primary contact for funders, fielding questions, attending conferences/meetings, ensuring compliance, and producing required reports; develop training program and manual for AmeriCorps members; facilitate a listserv among participating AmeriCorps members; conduct statewide in-person and on-line trainings for supervisors and members; provide all necessary forms and procedures for effective program operation; provide ongoing support to participants and site; provide evaluation services; and create a web site with vital information and tools for both AmeriCorps members and supervisors.

Supervising Organizations (SOs) will: enter into a contract with NCOE; assess local nonprofit organizations and connect AmeriCorps members with nonprofits and schools that focus on the needs of economically disadvantaged children, youth and families; work with NCOE and PSs to recruit allotted number of AmeriCorps members; sign-up/enroll member(s), collect items that need to be included in

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the member's file and send a copy to NCOE; provide member(s) with regular (bi-weekly or monthly) living allowance; bill NCOE monthly for agreed upon percentage of the living allowance and benefit cost of AmeriCorps member(s); complete a training plan approved by NCOE and provide orientation and site training to the members as detailed in the training section; participate in supervisor trainings; provide support and supervision for the member(s) and at least 3 reviews (beginning, mid & year end) and required evaluations and assessments throughout the term of service; submit required monthly and quarterly reports in a timely and complete manner; and provide on-going support and program direction to PSs. SOs agree to ensure PSs meet the following criteria before they are selected: 1) They work with high need populations of children and families; 2) They are struggling to continue to provide important social services; 3) Volunteer generation is a core component of their organizational mission; 4) They have the capacity to support AmeriCorps members; 5) They are or have partnered with a California Volunteer Matching Network hub.

SOs include: CSU San Louis Obispo, CSU Monterey Bay, Center for Volunteer & Nonprofit Leadership of Marin, Duarte, Hands On Fresno, Hands On Inland Empire, KOREH LA, L.A. Works, Volunteer Center of the East Bay, Volunteer Center of Monterey County, Volunteer Center Orange County, Volunteer Center of Riverside County, Volunteer Center of Santa Cruz County, Volunteer Center of Sonoma County, and Volunteer San Diego.

Partner Sites (PSs) will: provide daily supervision and support to AmeriCorps members; approve monthly timelogs and submit to SO; provide suitable workspace including access to a computer and internet; provide onsite orientation to members and work with SO to develop a member training plan; assist members in completing reports and other required documentation in a thorough and timely manner; support members in participating in monthly trainings. There are 140 PSs.

These carefully articulated roles will be the basis for a thriving and supportive partnership. Regular communication and the flexibility to adapt to shifting needs will ensure an efficient and effective collaboration, a successful experience for VIP's members, and ultimately have a long-lasting impact on

Narratives

the community.

Local Contributions: All participating organizations provide \$10,000 per member in in-kind and cash matching funds, an expression of their commitment to AmeriCorps and this program.

Wide Range of Community Stakeholders: The VIP program is comprised of a wide range of nonprofits and educational organizations in each of the 18 counties served across the state. Collectively, the program will generate 14,000 new volunteer stakeholders.

Cost Effectiveness and Budget Adequacy

1. Cost Effectiveness

Cost Per Member Service Year (CPMSY): The proposed cost per CPMSY for VIP is \$14,000, a figure that allows the program to provide the training and face-to-face support needed to implement a successful statewide program. This reflects a significant reduction in cost per MSY from the recovery program, which was \$23,674. Each VIP member will provide an additional 100 volunteers to support the mission of nonprofits; these 100 volunteers in turn will serve 2,000 clients. In addition, VIP AmeriCorps members will provide much needed systems and infrastructure support to ensure the program continues to offer increased levels of service long-term. This type of intensive capacity building service requires a high level of support and training. VIP is a cost-effective and important investment in California's nonprofit and educational institutions during this time of economic crisis.

Diverse Non-Federal Support: NCOE, the SOs, and the PSs provide in-kind support at the level of 50.87%, nearly twice the required level. Participating agencies will provide in-kind match in the form of salaries and benefits for supervision and costs for on-site member training. The intermediary, NCOE, provides match in the form of forgone indirect costs. NCOE has a history of successfully generating and obtaining match and will support the expansion of this match. NCOE's AmeriCorps programs have demonstrated an ability to lower the project's reliance on federal resources substantially over time. In keeping with NCOE policy, match commitments are documented by a letter of intent during the application process followed by a formalized MOU. Source documents are then reviewed in the

Narratives

monitoring process to ensure proper procedures are used in the tracking of match by partner sites. Agencies provide the in-kind match through a variety of non-federal sources. In-kind match comes from NCOE and partners and includes a portion of administrative costs, as well as time for partner site staff to supervise and support the program.

2. Budget Adequacy

NCOE has had significant experience in creating budgets for AmeriCorps and many other large statewide projects. The budget for this proposal reflects what is needed to support a successful AmeriCorps program in a manner both adequate and within the program guidance, and provides the funding necessary to achieve and exceed program goals:

Personnel Costs are designed to support a strong management team based at NCOE, and to ensure that sites throughout the state are well managed and supported. At NCOE, Julie McClure will devote 75% of her position to VIP. This percentage of hours will enable the Director to work closely with CaliforniaVolunteers and partners across the state to ensure program success. NCOE has found that having an experienced, full-time manager is essential to program success, and Sara Sitch will continue to fill this role. Ms. Sitch will coordinate the daily operations of the program, engage in long-range planning, stay in close communication with SOs and PSs, troubleshoot problems as they arise, manage data collection systems, and ensure the program is following all guidelines and regulations. The Program Assistant Kathleen Chosa will assist the Program Manager in making sure all member files are complete and up to date and generally in handling the large volume of paperwork that comes with a program of this size. At the SO level, the budget allows for the Supervisor to devote 20% of their time to working with their network of Partner Organizations, member recruitment, supervision and support, as well as communication with NCOE. The PSs provide 10% of a position as match, which will allow for daily on-site supervision and coaching for each member.

Travel is necessarily a large expense for statewide programs, particularly in the large state of California.

Narratives

The travel sections of the budget, both staff and member, reflect the partnership's efforts to ensure that adequate funds are available to for 1) NCOE staff to travel to support sites and monitor program compliance and 2) members, staff and partners to come together for two statewide trainings. The amounts allotted are based on the program's up-to-date knowledge of travel costs, and relies on careful research to ensure that expenses are kept as low as possible. Money is also set aside for staff to travel to the CaliforniaVolunteers sponsored training.

There are no funds in the budget for Equipment purchases as the program will be able to benefit from equipment already purchased by the program. Funding for Supplies is set aside for the purchase of uniforms and program operating materials.

Funds for Training include all 3 layers of training: Whole group statewide (kick-off and year-end), regional trainings, online & on-site trainings. The budget includes contracted trainers, facilities, and supplies. The PSs provide the funding for on-site trainings as part of their matching funds.

The Evaluation section of the budget allows for 100 hours of expert support and guidance from an external evaluator. NCOE has found that this input is invaluable for ensuring the effectiveness and continuous improvement of the program.

Other Program Costs provide funds for communication, printing and space rental.

The Member Living Allowance is set at \$14,000 plus Benefits including FICA, Worker's Comp, and Health Care, an amount the partnership has found to be adequate to cover the basic costs of living members encounter across the state.

Through the combination of Corporation funding and matching commitments from community partners, NCOE has designed a highly effective program with a track-record of success. The AmeriCorps VIP program has the ability to promote a significant statewide expansion in volunteering through infrastructure development in struggling nonprofits, resulting in 14,000 new volunteers at 140 sites, serving 280,000 clients across the state.

Evaluation Summary or Plan

Narratives

An evaluation plan and completed evaluation report were sent as part of this application.

Amendment Justification

N/A

Clarification Summary

Clarification Response FY11

Napa County Office of Education VIP AmeriCorps

PROGRAMMATIC CLARIFICATION ITEMS

Volunteer Recruitment Measure

This measure was deleted and outputs included under the Organizational Capacity & Volunteer Infrastructure Building Measure

Organizational Capacity and Volunteer Infrastructure Building Measure

The intermediate outcome and 3rd year targets were deleted. The end outcome was moved to the intermediate outcome section.

Clarification Response FY10

Napa County Office of Education VIP AmeriCorps

This application is currently under consideration for a new or re-competing grant in the amount of \$1,400,000, 100.0 Member Service Years (MSYs) and 100 member positions.

Response:

Narratives

This application was submitted with 140 MSYs in an effort to continue both the California's PROMISE program (60 MSY), as well as the Recovery grant (70 MSY). The organization would bring both programs under this application, and would increase the number of members by 10 for a total of 140 MSY.

Programmatic Clarification Items:

Please provide additional explanation and clarification on second year member roles. Particularly, what are their roles in mentoring other members and volunteer generation.

Response: Members who have completed a successful term of service as a VIP member and who have demonstrated excellent leadership ability will be invited to serve a second term of service as a VIP Leader. Each Supervising Organization will support one VIP Leader for every group of five VIP Fellows. Leaders will draw on their experience as second-year members to strengthen the larger team, calling the VIP Fellows once a week to connect and strategize about any challenges, and to provide an important layer of peer support. The VIP Leaders will also be responsible for recruiting, training, and maintaining volunteers at the Supervising Organizations, just as the VIP Fellows are responsible for the same activities at the Partner Sites. They will have the experience and leadership skills required to fulfill both of their primary duties: 1) volunteer generation and capacity building for the Supervising Organization and 2) leadership and connection for VIP Fellows placed at Partner Sites.

How does program ensure that members that serve along side of members from other programs are not duplicating activities -- and are not involved in member supervision or AmeriCorps program

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management tasks related to the other program? Also, how does the program ensure they do not duplicate the other programs managed by legal applicant?

Response: As the California's PROMISE grant draws to a close in 2010, the AmeriCorps VIP program is in an ideal position to address the critical issues in high-need communities across the state. This application ties both California's PROMISE and the Recovery grant together to address the needs of children and families in 18 counties across the state. The AmeriCorps VIP program will replace (while strengthening and improving upon), not duplicate the activities from previous AmeriCorps grants.

Program management and supervisory responsibilities are the responsibility of experienced, well-trained staff members at Partner Sites and Supervising Organizations. Neither first nor second year VIP members are involved in supervision. In cases where VIP members serve alongside members from other programs, they will serve in well-defined and distinct roles that will complement, not duplicate each other, and members will not be responsible for any aspect of program management or supervision.

The legal applicant, NCOE, also manages the CalSERVES programs, which provide tutoring and after school services to youth in 8 Sonoma County schools. CalSERVES and VIP each have a distinct mission and set of performance objectives; while VIP is primarily focused on volunteer development and capacity building, members serving with CalSERVES provide direct service to high-need children and families. NCOE will draw on a deep pool of experience gained through 12 years of running CalSERVES to ensure that VIP is equally successful in meeting its objectives and providing members with a high-quality experience.

Please verify that there is not an overlap in communities served since this project and the PROMISE

Narratives

project appear to have the same goals and program design.

Response: There is no overlap since the California's PROMISE program is in its final year. Sites who have previously been part of the PROMISE program and whose mission and needs match the design of VIP are incorporated into the new request for funding.

The application mentions that the program tries to promote volunteers into the member role. What is the program's plan to ensure that by doing this volunteers are not being displaced?

Response: VIP is designed to enable all volunteers and members to reach their full potential through a wide variety of service opportunities. Both member and volunteer roles are well-defined and distinct from each other, with volunteers primarily focused on providing direct service and members tasked with building organizational capacity and recruiting, training and supporting volunteers. Volunteers who are interested in an intensive, full-time service experience as their next step in their involvement with the community will be encouraged to apply for a VIP Fellow position. As a member, they would be responsible for bringing on at least 100 additional volunteers, magnifying the impact by one hundred. The volunteer turned VIP Fellow could then continue on their development path to become a VIP Leader the following year; and once they had completed their AmeriCorps term would continue to be involved with the organization as a high-level volunteer with a wealth of experience.

Budget Clarification Items:

Please make the following changes directly in the application budget and budget narrative in eGrants:

Narratives

Section 1-A: Personnel Expenses - Please explain how the current staffing level will have the capacity to complete all of the duties outlined in the application.

Response: The personnel structure provides for .75 FTE of Program Director Julie McClure. Ms. McClure is an experienced AmeriCorps program director who has developed effective systems for managing statewide programs. Additionally, a full time Program Manager, Sara Sitch, will provide daily program support, maintain communication, train sites, and monitor program progress. Kathleen Chosa has provided Member support and managed member files for over a decade. Matching supervision and support is provided both regionally and at individual member placements. Additional support will be provided by consultant trainers. This staffing structure is efficient and will provide effective support to all members.

Section 1-C: Staff Travel - Four staff are listed for travel to CNCS sponsored training yet there are only 3 high level staff listed on the budget plus regional and local coordinators and supervisors. Provide a justification for the 4 staff attending CNCS training.

Response: Corp. sponsored travel was included for 3 staff and 1 supervising organization coordinator to support information sharing with peers.

Section 1-C: Member Travel - Please clarify why travel costs for members to attend regional meetings is not on the budget.

Response: These costs are covered by local programs and are paid through non-grant funds. This statement was added to the budget narrative.

Narratives

Section 1-E: Supplies - Please confirm that member service gear will include the AmeriCorps logo.

Response: All VIP service gear will include the AmeriCorps logo. This statement was added to the budget narrative.

Section 1-G: Training - Please clarify costs and calculations for on-site trainings.

Response: More detail was provided in this section. 15 supervising orgs X \$133.33 (\$100 for space, \$33.33 supplies) per training x 10 trainings each site)

Section 1-H: Evaluation - Please move costs for evaluation to section I and confirm that these costs are for gathering and assessing progress towards meeting performance measures rather than an independent program impact evaluation.

Response: We kept the costs in section H as the evaluation costs are for an external independent program impact evaluation we are required to complete.

Section 1-I: Other Program Operating Costs - Please include the costs for staff criminal history checks. Please explain the cost allocation information for space rental.

Response: All NCOE staff must receive a criminal background check and TB test before they are hired. The staff listed on the project are current employees of NCOE and have already received and passed their background checks, which were paid for through non-grant funds. The cost allocation for space rental indicated in the budget narrative reflect square footage for 3 staff members, space for meeting and training of 12 local VIP members. This is space that is not included in NCOE's indirect cost calculation.

Narratives

Start Date: 8/16/2010

End Date: 8/15/2011

Continuation Changes

C. 2. Narrative

Site Changes

Volunteer Center Riverside and the Center for Volunteer & Nonprofit Leadership of Marin were dropped from the original proposal. It was determined through the initial start-up phase that neither organization had the capacity to support such an intensive AmeriCorps program. The members allocated to these sites were distributed amongst the remaining Supervising Organizations according to need.

C. 3. a. Enrollment

The program enrolled 141 members during the recruitment period, the enrollment rate is 100.7%. We currently have 137 members enrolled in the program.

C. 3. b. Retention

The current retention rate is 97.2%. Four members have been exited without an award. The program looks closely at each and every member exit, to determine what occurred and extract any lessons that can be applied to strengthen retention in the future.

Narratives

C. 3. c. Compliance with 30 Day Enrollment/Exit Policies

Four members were enrolled at 31 days due to an error on our part. August has 31 days, not 30. We will not make this error again, and will continue to inform our Supervising Organizations of the 30 day deadline.

C. 3. d. Audit Explanation

The Napa County Office of Education participated in an Office of Inspector General Audit of the AmeriCorps Volunteer Infrastructure Project on August 11-12, 2010. The scope of the audit focused on the ARRA grant only. Its purpose was to determine whether NCOE had adequate accounting systems in place to properly account for ARRA funds. The OIG reviewed NCOE's costs of the project as of June 30, 2010 and found the following:

1. NCOE's uses of all funds are transparent;
2. Reporting of the public benefit of ARRA funds is clear, accurate and timely;
3. Funds are used for authorized purposes and internal controls are in place to mitigate fraud, waste, error, and abuse, and;
4. Controls are in place to avoid unnecessary delays and cost overruns.

Performance Measures

SAA Characteristics

- AmeriCorps Member Population - None
 Geographic Focus - Urban
 Geographic Focus - Rural
 Encore Program

Priority Areas

- | | |
|---|--|
| <input checked="" type="checkbox"/> Education
<i>Selected for National Measure</i> <input type="checkbox"/> | <input checked="" type="checkbox"/> Healthy Futures
<i>Selected for National Measure</i> <input type="checkbox"/> |
| <input type="checkbox"/> Environmental Stewardship
<i>Selected for National Measure</i> <input type="checkbox"/> | <input type="checkbox"/> Veterans and Military Families
<i>Selected for National Measure</i> <input type="checkbox"/> |
| <input type="checkbox"/> Economic Opportunity
<i>Selected for National Measure</i> <input type="checkbox"/> | <input type="checkbox"/> Other
<i>Selected for National Measure</i> <input type="checkbox"/> |

Grand Total of all MSYs entered for all Priority Areas 140

Service Categories

Community-Based Volunteer Programs Primary Secondary

Organizational Capacity & Volunteer Infrastructure Building

Service Category: Community-Based Volunteer Programs

Measure Category: Needs and Service Activities

Strategy to Achieve Results

Briefly describe how you will achieve this result (Max 4,000 chars.)

AmeriCorps members, overseen by Supervising Organization and Partner Site staff, will develop programs that build the capacity of the organizations to provide increased services to needy children and their families struggling due to the economic downturn.

1. Working with their Partner Sites, members will create the infrastructure needed to sustain a high-quality volunteer program, such as volunteer position descriptions, handbooks, a training series, recognition events, database and a structure to support and supervise volunteers throughout their service.
2. Members will receive train-the-trainer instruction and are responsible for orienting, training and recognizing the volunteers. Members will also work with Partner Site staff to assess and support the performance of volunteers.
3. Members will serve alongside volunteers on a regular basis in order to support the volunteers, field

Briefly describe how you will achieve this result (Max 4,000 chars.)

test systems, and have a deeper understanding of their roles.

4. Member activities will also include marketing, coalition building, development of special projects, formation of advisory boards, and community outreach, all of which will result in more sustainable, collaborative and effective organizations that are able to increase the high-quality services they offer to clients.

Results

Result: Output

Organizations will increase their capacity to serve clients.

Indicator: The number of second year partner sites participating in the program.

Target: 84 second year non-profit and educational organizations will receive capacity building support yearly.

Target Value: 84

Instruments: MOUs and Quarterly Activity Reports to collect data on non-profit and educational organizations.

PM Statement: 84 second year non-profit and educational organizations will receive capacity building support yearly.

Prev. Yrs. Data

Result: Intermediate Outcome

Capacity of participating non-profits and schools to effectively utilize volunteers and therefore serve clients is increased.

Indicator: The number of first and second year partner sites that exhibit a gain in their capacity

Target: 75% [105/140] 42 first year and 63 second year non-profit and educational organizations receiving at least 100 hours of capacity building services will exhibit a 1 point gain in the indicators pre-scored at 2 or below.

Target Value: 105

Instruments: Volunteer Capacity Pre/Post Assessment- to collect data on the capacity of an organization to effectively utilize volunteers to serve clients.

PM Statement: 75% [105/140] 42 first year and 63 second year non-profit and educational organizations receiving at least 100 hours of capacity building services will exhibit a 1 point gain in the indicators pre-scored at 2 or below.

Prev. Yrs. Data

Result: Intermediate Outcome

to effectively serve their clients.

Result: Output

Capacity of participating non-profits and schools to effectively utilize volunteers and therefore serve clients is increased.

Indicator: The number of first year partner sites participating in the program.

Target: 56 first year non-profit and educational organizations will receive at least 100 hours of capacity building services.

Target Value: 56

Instruments: Memorandum's of Understanding with partner organizations

PM Statement: 56 first year non-profit and educational organizations will receive at least 100 hours of capacity building services.

Prev. Yrs. Data

Result: Output

Organizations will increase their capacity to serve clients by recruiting more volunteers.

Indicator: community volunteers recruited

Target: 7,700 volunteers recruited for on-going activities.

Target Value: 7700

Instruments: Volunteer Log- to collect data on # of volunteers for one-time and on-going activities.

PM Statement: 7,700 volunteers recruited for on-going activities.

Prev. Yrs. Data

Result: Output

Organizations will increase their capacity to serve clients by recruiting more volunteers.

Indicator: hours of community volunteer service

Target: 61,600 volunteer hours of service for on-going activities.

Target Value: 61600

Instruments: Volunteer Log to collect data on the # of one-time and ongoing volunteer hours.

PM Statement: 61,600 volunteer hours of service for on-going activities.

Prev. Yrs. Data

Required Documents

<u>Document Name</u>	<u>Status</u>
Evaluation	Sent
Labor Union Concurrence	Sent