If I Hear Leverage (about Volunteer Programs) One More Time…
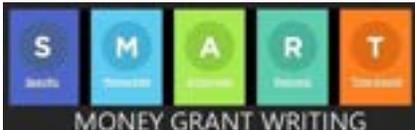
Presented by: Tarra Nystrom, MBA, CBA   &   Volunteer
              SMART Money Grant Writing   Hampton Roads

February 20, 2026

S M A R T
MONEY GRANT WRITING

If I Hear Leverage (about Volunteer Programs) One More Time…

MONEY GRANT WRITING

If I Hear Leverage (About Volunteer Programs) One More Time...

Agenda:

- Leverage vs. Engage
- There Is No "I" in Team (or Leverage)
- Let's Talk about Value
- Outcomes, Impact, and Data: Oh My!
- Communicating Vol. Value for Leverage

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LEVERAGE vs. ENGAGE

LEVERAGE vs. ENGAGE

Examples of how volunteers are leveraged (not just engaged) across your nonprofit:
- Event volunteering
- Skills-based volunteering
- Long-term volunteering
- Administrative volunteering
- Volunteer committees, advisory boards
- Volunteer advocacy
- Program volunteer – direct and indirect

LEVERAGE vs. ENGAGE

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If I Hear Leverage (About Volunteer Programs) One More Time...

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There is no "I" in team (or in leverage).

⭐ Leveraging volunteers starts at the top,
with the C-Suite,
and trickles to most program participants,
all staff, every board member, individual and
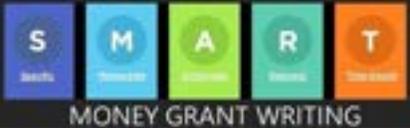groups of volunteers, external partners,
and the community.⭐

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There is no "I" in board either.

When is a board member's work with your nonprofit part of their role on the board or tracked as volunteer hours?

If I Hear Leverage (About Volunteer Programs) One More Time…

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To Use Wage Replacement Values (WRV), or Not to Use WRV?
That Is the Question.

What is Wage Replacement Value (WRV)?

What is Independent Sector?

What are the other ways to talk about value without using a dollar amount?

Value Comes in All Shapes and Sizes!

To Use Wage Replacement Values (WRV), or Not to Use WRV?
That Is the Question.

SO MANY QUESTIONS!

When?
Where?
Why?

To Use Wage Replacement Values WRV), or Not to Use WRV? That Is the Question.

⭐ This WRV rate is most powerful, though, when combined with other data to tell a more compelling story about the volunteer program success and volunteers' accomplishments ⭐

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Identifying the WRV of Volunteer Value

Volunteer Hours X $ Value of Each Hour

85 Hours X $34.79* = $2,957.15

*(US national rate, 12/2.25)

85 Hours X $34.42^ = $2,924.70

^(Virginia rate, 2024)

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The volunteer program IS a PROGRAM of your organization.

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The volunteer program IS a PROGRAM of your organization.

TCC Group, a social impact consulting firm, found that nonprofits that engage volunteers—and do so well—are more adaptable, sustainable, and capable of going to scale.

Engagement results in leverage.

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The volunteer program IS a PROGRAM of your organization.

⭐ The irrefutable connection between the outcomes and impacts of what is leveraged indicates (and communicates) the level of success and contributes to sustainability of a program. ⭐

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If I Hear Leverage (About Volunteer Programs) One More Time...

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Outcomes and impact and data... OH MY!

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Outcomes and impact and data... OH MY!

Get your numbers in order!
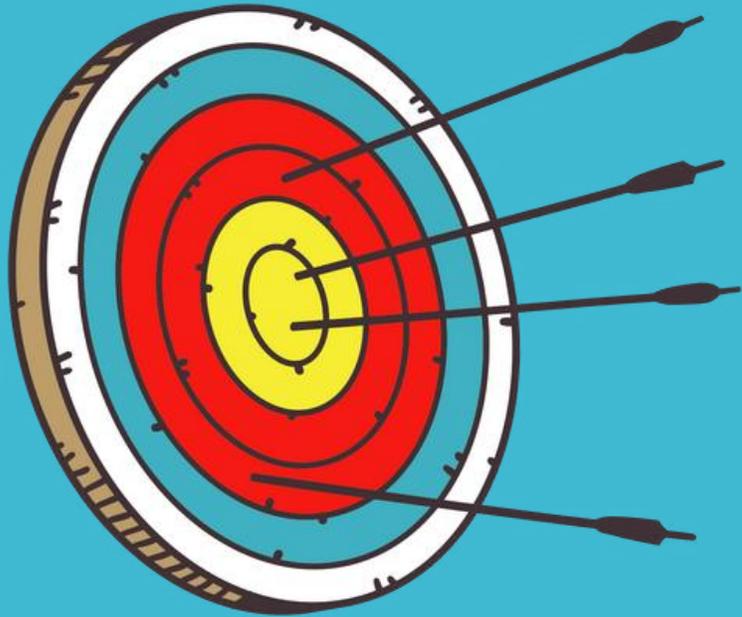
MULTIPLE
MEANINGFUL
MEASURABLE

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S — *Specific*
M — *Measurable*
A — *Attainable*
R — *Relevant*
T — *Time-bound*

MONEY GRANT WRITING

Outcomes and impact and data... OH MY!

Ask for input; compile qualitative information.

MEANINGFUL ANALYSIS

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MONEY GRANT WRITING

Outcomes and impact and data… OH MY!

To leverage the impact of volunteers, and demonstrate the tangible and intangible value of their efforts, focus on key areas:

- Outcome evaluation
- Key metrics
- Data collection (quantitative and qualitative)
- Practical measurement
- Framework and process

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If I Hear Leverage (About Volunteer Programs) One More Time...

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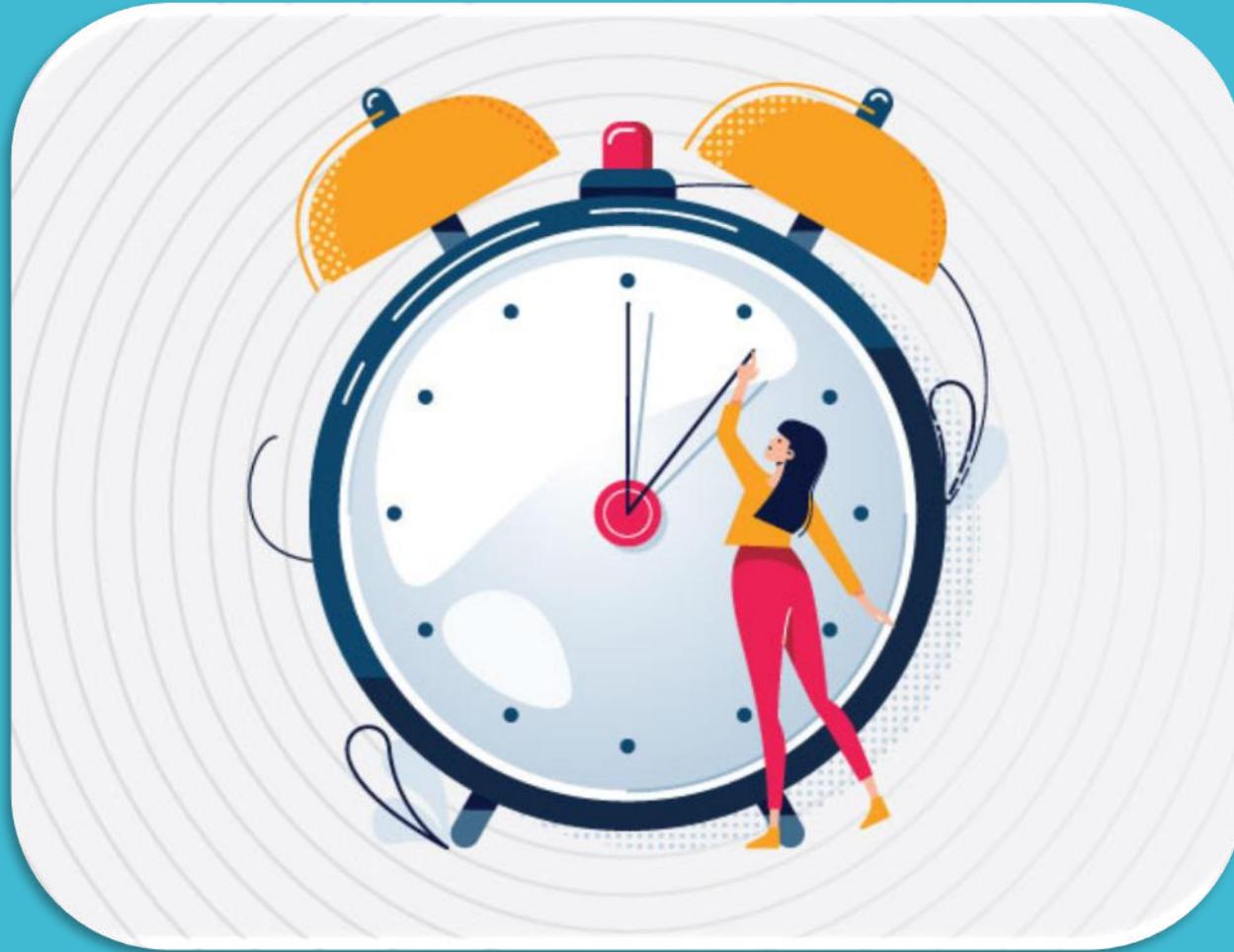
Communicating volunteer value for leverage – internally and externally – increases buy-in, engagement, and sustainability for the volunteer program.

Without Leverage

With Leverage

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How to create content around leveraged volunteer assets

What volunteer investment story are you communicating?

1. The Volunteer Program story of the organization
2. The story of the volunteer program, project, or participant
3. A Volunteer Program story to connect the dots in an application or proposal, or other marketing narrative

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KEY: Succinctly talk about how and what your volunteer program leverages to positively impact the community

- Internally

- Externally

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Actionable messaging related to leveraged volunteer assets:

What types of communications will help leverage volunteer value?

Grant applications, reports
Social media posts & emails
Internal & external newsletters
Campaign materials
Authoring articles
Videos
Annual report
Impact reports

In-person presentations
Memberships
Networking opportunities
Speaking opportunities
Staff & Board meetings
Sponsorship packets
990 narratives

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Communicating Volunteer Value to Investment Sources
LEADERS, BOARD, FUNDERS, DONORS, PARTNERS
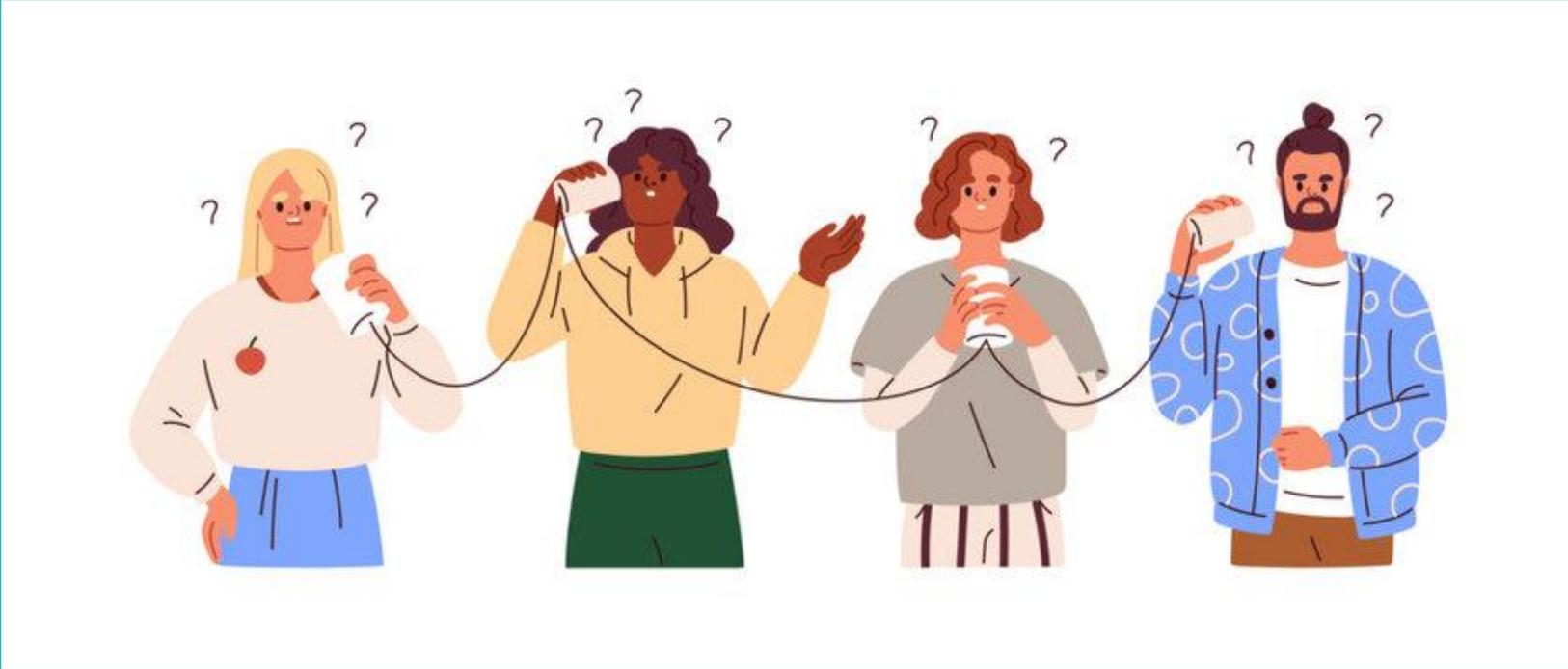
Communicating value to investment sources:

What are the investment source options?

Prospective volunteers	Government advocates
Grants	Corporate donations
Sponsorships	Campaigns
Underwriting	Board engagement
Private donations	In-kind contributions
Community partners	The community
Public relations	Organization reputation

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Communicating Volunteer Value to Investment Sources

Don't forget Partner and Peer-to-Peer sources:

Leverage external partnerships to share costs, exchange resources, strengthen organizations for volunteer programs

Peer-to-peer fundraising with donations restricted for volunteer initiatives

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Communicating Volunteer Experiences as Value to Secure Investments

STORIES

↕

THEIR "WHY"

TESTIMONIALS

↕

THEIR EXPERIENCES
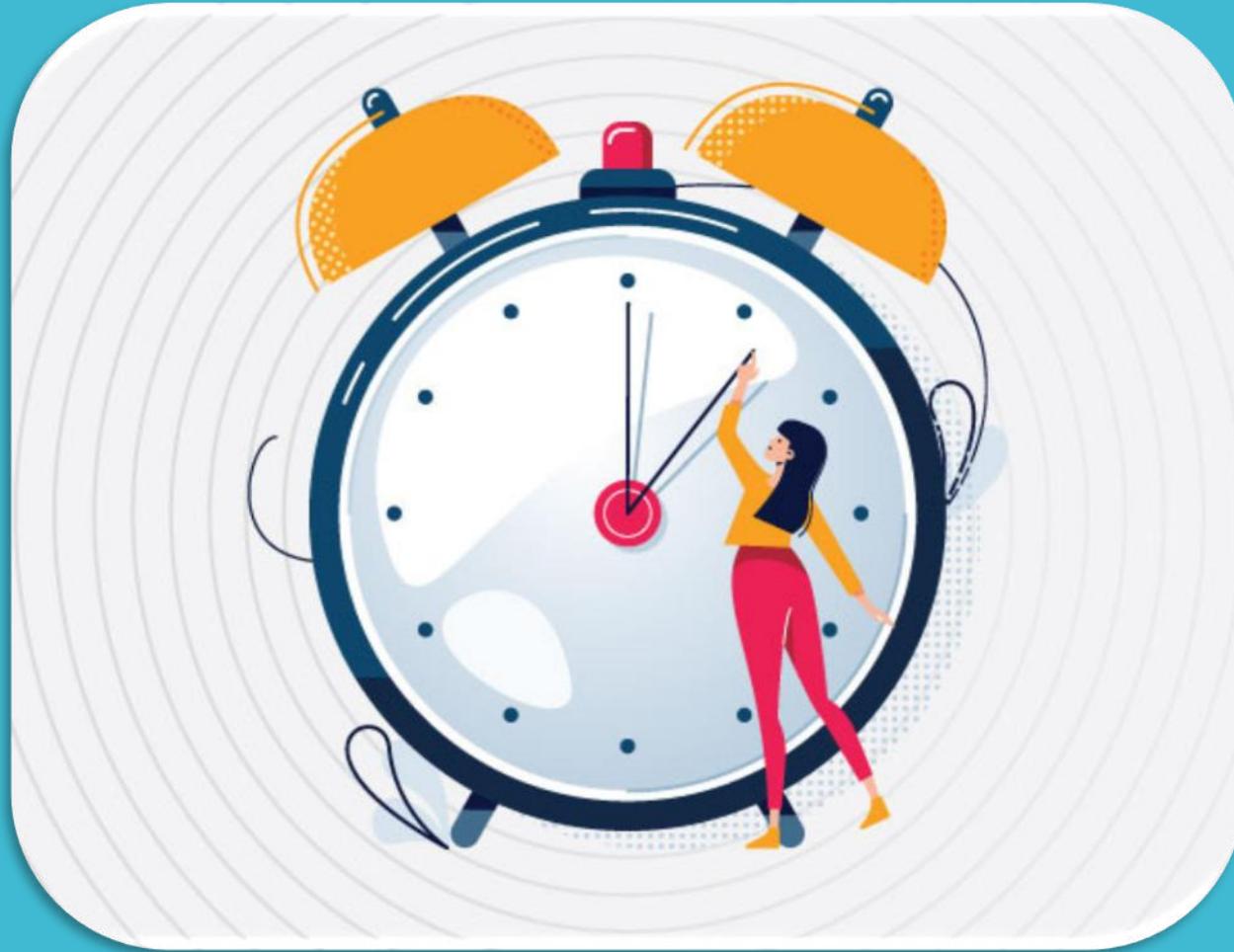
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Communicating Volunteer Experiences as Value to Secure Investments

Volunteer **STORIES** and **TESTIMONIALS** are not the same.

peggy

If I Hear Leverage (About Volunteer Programs) One More Time...

AI with Guardrails

Where it helps -

Outlines

Variants of headlines/Calls to Action

Summaries of long reports

And where it doesn't –

Final Facts

Sensitive stories

Lived *human* experiences

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AI with Guardrails

Get rid of the "Robot Voice" Checklist

- ❑ Replace generic claims with specifics, add quotes, vary cadence
- ❑ Remove filler (however, moreover, in conclusion…)
- ❑ Use the em dash (—) sparingly
- ❑ Don't fall into: "Asking a rhetorical question? This is the answer."
- ❑ Remove the triplet. "It's fast, cheap, and easy."
- ❑ Don't overuse metaphors.
- ❑ "It's not just this—it's that." Cut or use sparingly.

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AI with Guardrails

Get rid of the "Robot Voice" Practice

BEFORE: *"Our volunteers make a difference—in our community, our hearts, and our lives."*

AFTER: *"Last year, **142** volunteers packed **3,600** meal kits, and we're doubling shifts this spring."*

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Leveraging Volunteer Value

Investments expand & sustain the Volunteer Program

- Increased organizational capacity & extended mission reach
- Augmented staff capacity
- Increased, enhanced outcomes & impacts for optimum change in the community
- Improved, increased services for constituencies & stakeholder groups
- Amplified organizational exposure
- Enhanced program quality through improved program delivery efficiency & efficacy

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Thank you for the privilege of your time!

Thank you for the privilege of your time!

Tarra Nystrom, MBA, CBA

Tarra@SMARTMoneyGrantWrriting.com

SMART Money Grant Writing

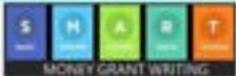SMARTMoneyGrantWriting.com

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WORKSHEETS

February 20, 2026

If I Hear Leverage
(about Volunteer Programs)
One More Time...

Presented by: Tarra Nystrom, MBA, CBA & Volunteer
SMART Money Grant Writing Hampton Roads

February 20, 2026

WORKSHEET: Identifying Nonprofit's Volunteer Value

Organization name: _____ Fiscal Year: FY_

_____
[name of program or project]

INDENTIFYING YOUR ORGANIZATION'S VOLUNTEER VALUE			
Tracking Period: FROM mm/dd/yr THROUGH mm/dd/yr			
Volunteer Value Group	**# Hours**	**$ Value per Hour**	**Total Value**
Volunteer hours used for volunteer program tasks			
Non-Volunteer Staff staff hours directly allocated to a volunteer initiative(s)			
Board member hours used for volunteer tasks that are not part of their "day job" or primary board role			
Unpaid intern hours used for volunteer tasks that are not part of their primary role with the organization			

WORKSHEET: Volunteer Program Investment Sources

Organization name: _____ Fiscal Year: FY_

_____
[name of program or project]

SOURCE	ALREADY USE	CONSIDER USING
Volunteer Program Investment Sources		
Grants		
Sponsorships		
Underwriting		
Private donations		
Corporate donations		
Campaigns		
Board engagement		
In-kind contributions		
External partnerships		
Peer-to-peer fundraising		
Other		
Other		
Other		
Types of Communications to Leverage Volunteer Value		
Grant applications, reports		
990s		
Social media posts		
Internal and external newsletters		
Emails		
Networking opportunities		
In-person presentations		
Campaign materials		
Website content		
Authoring articles		
Board meeting presentations		
Staff meeting presentations		
Speaking opportunities		
Organization memberships		
Other		
Other		
Other		

WORKSHEET: What Volunteer Story Are You Telling?

Organization name: _____ Fiscal Year: FY_

_____
[name of program or project]

Types of Volunteer Program Stories		
The Volunteer Program story of the organization		
The story of the volunteer program, project, or participant		
A Volunteer Program story to connect the dots in an application or proposal		
Types of Volunteer Stories		
Stories (their "WHY")		
Testimonials (their experiences)		
Other		

WORKSHEET: Equations and Formulas Related to Volunteer Value, Volunteer Program Budgets and Communications

Organization name: _____ Fiscal Year: FY___

The equations and formulas that help tell your nonprofit's impact story:
Symbols key:
X indicates multiplication
/ indicates divided by

Cost of Unit of Service (CPUS)
Total Program Budget / Total (Expected/Forecasted) Program Participants = Cost per Unit of Service

The Cost Per Unit of Service (CPUS) shows similar data to the Program/Project Efficiency Ratio. The CPUS describes this efficiency in terms of dollars rather than a percentage. It is still data. The Cost Per Unit of Service for a particular program or project is calculated by dividing the total program budget by the number of (actual) participants. If the total program budget is $17,833 and the expected number of participants is 110, this is your equation:
$17,833 / 110 = $162.12

Cost Per Unit of Service (CPUS) continued:

If yours is a one-program organization, then:
Total Budget / Total Participants = Cost of Unit Service

Do not get hung up on the semantics.

For budgeting, the expected number of participants is the only number available for calculation. Using the actual number of participants in reporting rather than the expected number increases the cost per unit. This reality cannot be avoided. Few programs/projects achieve 100% forecasted participation, and accurate reporting will show an increased CPUS.

Because few programs achieve 100% forecasted participation, for reporting purposes and to be fully transparent in an ask, the CPUS should be calculated whenever possible on actual numbers. For example, to calculate a truer CPUS, use the actual numbers from the most recent service/reporting period. I suggest the number from the previous fiscal year.

Program Budget / Actual # Program Participants = (Actual) CPUS
If the total program budget is $17,833 and the actual number of participants is 96, this is your equation:
$17,833 / 96 = $185.76

You will notice that it ends up costing more money per unit of service when the actual number is less than the expected number. That's life. As nonprofit professionals, that probably makes you cringe a little. But showing a truer CPUS is better in the long run and demonstrates total transparency. AND this can be reported as Cost per Successful Outcome, not just CPUS
Cost per Successful Outcome (CPSO)
Program Budget / Actual # Program Participants = CPSO = (Actual) CPUS

Remember, the CPSO is also equal the Actual CPUS.

Cost-Benefit (also known as Cost Revenue
Analysis) CPUS + Impact = Cost Benefit

The CPUS and the benefit of costs related to them are persuasive metrics in grant proposals and complement the Cost Per Unit of Service data. A cost revenue analysis can reveal, for example, that a one-time investment of
$12,000 for software will streamline the job development process for job seekers with disabilities, reducing the Cost Per Unit of Service from $185.76 to $115.35. The potential funder understands that the organization will use all donor dollars more efficiently. This benefit can be communicated in budget narratives and Program/Project Descriptions and Evaluations. Consider cost revenue analysis as:
CPUS + Impact = Cost Benefit

The Cost-Benefit is ideal for making a case for capacity building: "Look at how much more we can do with the funder's investment ." ©

Calculating the funding need (or gap) has many useful applications.

Funding the Gap
Total Program Budget – Total Secured Funds = The Gap

If the total budget is $517,933.95 and your organization has already secured $329,477.00, this is your equation:
$516,933.95 - $329,477.00 = $187,456.95
Your organization still needs to find $187,456.95 more in funding.

Funding the Gap from a Specific Donor Segment
Total Budgeted Amount for Specific Donor Segment – Total Secured from Specific Donor Segment = The Gap

Example: 20% of the total program budget is expected to be funded by
grants. Program Budget – 20% = Total Funding for Program from Grants
Total (Budgeted) Grant Funding – Secured Grant Funding = The Gap
Example Equations: Program Budget = $81,580
$81,580 - 20% = $16,316 or
$81,580 X 20% = $16,316 or
$81.580 X .2 = $16,316 Grants = (20% of budget) $16,316 program funding from
grants (Awarded) secured grants = $6,500
$16,316 - $6,500 = $9,816 gap in grant funding.

To calculate the gap in funding from donor segments using dollar amounts instead of percentage of forecast/budget, this is your equation:
Total $ (Budgeted) Segment Funding – Secured $ Segment Funding = The Gap
If the budgeted total from Donor Segment A is $250,000 and the total dollar amount secured is $132,895, this is your equation:
$250,000 - $132,895 = $117,105
Your organization needs to raise $117,105 more from Donor Segment A by the given deadline.

Volunteer Value (Volunteer value is crucial to every nonprofit, and it can be leveraged quite effectively.) # volunteer hours X $ value per hour = volunteer value
3,417 hours FY2023 X $31.80 = $108,660.60

The value of a volunteer hour is determined by IndependentSector.org. The value of each hour is $31.80 as of May 18, 2023.

For comparison, an example of 3,417 hours FY2022 X $29.95 = $102,339.15

If this was actual currency, what are some equivalents for the sum of money your nonprofit could use it for?

Volunteer value can be accurately calculated for previous years by accessing the historical information on IndependentSector.org website. Volunteer value is also reported state-by-state on their website.

In-Kind Contributions Value (IKCV)
For a single or one-time in-kind contribution, the value is provided by the contributor: 1 X $ value = IKCV
Example: one (1) architect rendering of the new garden is valued by the architect at $1,500, this is your equation: 1 X $1,500 = $1,500

For recurring or multiple in-kind contributions (by one or multiple donors) of equal value: # of donations X $ value = IKCV
Example: Sweet Shoppe Bakery donates 50 loaves of fresh bread every month with the value of each loaf being
$5.50, this is your equation for one month's donation:
50 X $5.50 = $275
This is your equation for one year's donations:
Monthly donation value X 12 months = total donations for that fiscal or calendar year
$275 X 12 = $3,300 donated for FY_____

For recurring or multiple in-kind donations of varying values:
The sum of the dollar value of each donation.
Example: January's donations totaled in value at $210.19, February's $344.25, March $187.90.

    $210.19
    $344.25
+ $187.90
    $742.34

In-kind contributions are a valid donor segment for many nonprofits and their programs.

Most donor software management platforms can quickly run reports for in-kind contributions. Ensure the data is coded and entered correctly.

YTD % toward the goal for each funding stream (this is similar to Funding the Gap) [total YTD] /100 = %YTD;
If the goal is $100,000 and YTD $60,000 has been secured, this is your equation: 60,000/100,000 = .6 = 60% because .6 X 100 = 60% (100 representing 100%)

Donor retention rates monthly (include LYBUNTS too)
Total # returning donors / total number of donors = % donor retention (donors retained)
If there were 200 donors from FY2021 and 60 of those donors gave again in FY2022, this is your equation: 60/200 = .3 = 30% donor retention

Adversely, if donor retention was 30%, then donor attrition (i.e., loss) was 70% 100% - 30% = 70%

Donor retention rate compared to last/other fiscal years
Retention percentage rate FY2021 + retention percentage rate FY2022 = retention rate annual comparison
If the donor retention was 48% in FY2021 and 55% in FY2022, then the donor retention rate improved in FY2022 by 7% over FY2021.
55% - 48% = 7%

If the donor retention was 38% in FY2021 and 22% in FY2022, then the donor retention rate decreased in FY2022 by 16% over FY2022.
38% - 22% = 16%

Revenue Retention/Loss - can positive retention or a loss
Total $ of segment revenue previous period [-, +] Total $ of segment revenue current period = revenue retained

If revenue was $250,000 for the previous period and revenue in this segment was increased by 17% this period, this is your equation:
$250,000 + 17% = ($250,000 + $29,250) = $ indicating an increase in revenue over the same previous period.

If revenue was $250,000 for the previous period and revenue in this segment was down by 20% this period, this is your equation:
$250,000 – 20% = $50,000 indicating a loss of revenue over the same previous period

Forecasting or budgeting revenue retention/loss
For forecasting retained or increased revenue:
Current $ of segment revenue + % of desired increase = forecasted revenue retention or increase
If the current actual or budgeted revenue is $382,000 and you expect or need to increase next year's revenue by 15%, this is your equation:
$382,000 + 15% = ($382,000 + 57,300) = $439,930

Forecasting or budgeting revenue retention/loss continued

For forecasting or budgeting a loss in revenue:
Current $ of segment revenue - % of expected/actual or expected decrease = actual/predicted revenue loss
If the current actual or budgeted revenue is $382,000 and you expect a decrease of 15% in the next year, this is your equation:
$382,000 – 15% = ($382,000 - $57,300) = $324,700
The decrease in revenue is expected to be $57.300.

Revenue is derived from fees for services, government/other reimbursements (i.e., Medicare, Medicaid, private insurance), donor segments including grants and in-kind contributions earned income., or other depending upon your mission and services.

Average gift, average gift per segment
Total $ secured in donor segment / total number of gifts = average gift
If secured funds FY2021 donor segment A were $52,675and the total number of gifts was 352; this is your equation:
$52,675.00 / 352 = $149.64 average gift donor segment A

Organizational budget allocation for each program (% of budget allocated to each program) Total $ for program / Total $ organizational budget = % program is of total org budget
If Program A's budget is $15,000, Program B's budget is $50,000, and Program C's budget is $35,000, and the total organizational budget $100,000, these are your equations:
Program A:
$15,000 / $100,000 = .15 = 15%
Program B;
$50,000 / $100,000 = .5 = 50%
Program C:
$35,000 / $100,000 = .35 = 35%
15% + 50% + 35% = 100% of organizational budget
These simplified organizational and program budgets assume administrative costs and direct/indirect costs have been proportionately allocated to each program.

A note about admin/direct/indirect costs allocation: This is a budget detail for the leadership and accounting/finance teams. However, for perspective, when allocating these costs to each program, this is your premise:
Example: What percentage of time does a the Operations Director (OD) spend on each program? If Program A takes 20% of their time, Program B 42%, and Program C 38%, and the OD's salary is $80,000, these are your equations to allocate the salary to the each program:
20% + 42% + 38% = 100%
$80,000 X 20% = $16,000 or $80,000 X .2 = $16,000 of OD salary allocated to Program A
$80,000 X 42% = $33,600 or $80,000 X .4 = $33,600 of OD salary allocated to Program B
$80,000 X 38% = $30,400,000 or $80,000 X .2 = $30,400 of OD salary allocated to Program C
$16,000 + $33,600 + $30,400 = $80,000 = 100% of OD salary

Organizational budget allocation for each program (% of budget allocated to each program) continued

Example: What percentage does the food pantry utilize for operations (food inventory storage, distribution, shopping, client service (ex. computer room, waiting area, food demonstration area, etc.)? If the pantry operations utilize 75% of the space, then 75% of total operations expenses is allocated to the pantry-centric program. If the total budget for space for the nonprofit is $525,000, this is your equation: $525,000 X 75% = $393,750 or $525,000 X.75 = $393,750 is allocated to food pantry operation/programs

The essential question when calculating program-specific dollar amount allocation of admin/direct/indirect costs is, "What percentage of _____ is used for _____?"
Please refer to the Budget Appendix for this Handout Packet for more information, paying attention to the PERSONNEL tab.

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Most donor software management platforms can quickly run reports for in-kind contributions. Ensure the data is coded and entered correctly.

WORKSHEET: Talking About Volunteer Value

Organization name: _____ Fiscal Year: FY_

The key to talking about impact, regardless of how broad or pinpointed, is the Unit of Service

(UOS). Units of Service can be derived from Key Performance Indicators:

Key Volunteer Contributions, Tasks	Unit(s) of Service

Ready-to-Use Writing

Because we leverage the purchasing of our partners, we can turn a $5.92 donation into $219.04 and a $4.32 donation into $116.54. A donation of $5.92 allows us to purchase 37 jars of peanut butter, and $4.32 allows us to purchase 27 boxes of cereal.

Your gift of $25 will help provide $1,175 worth of medications through our medical clinic.

Your gift of $50 provides 294 pounds of food through our food pantry. And your $100 gift will help provide
$4,900 through our dental clinic.

Help Grow Happy, Healthy Kids!
With every dollar donated, KidsGardening is able to reach 8 more kids.

REMEMBER: No, a $100 (for example) does not magically become $4,900, but the donor or funder wants to know what the end result will be. They have little interest in the back-of-the-house HONEST calculations performed. It is known and understood that responsible, prudent nonprofits leverage monetary support, in-kind contributions, partnerships, and volunteers to create and implement a unit of service.

Your support today will allow us to continue this important work for kids and their communities.

In 2022, we provided grants and original educational materials to an estimated 3.3 million kids across the country.

In 2022, we reached:

- 59k+ kids through the Kids Garden Community

- 63k kids through grants, garden installations, and contests

- 970k kids through lesson plans

- 1.7M kids through activities

- 170k kids through webinars and courses

- 350k kids through curriculum publications and guides

Ready-to-Use Writing

Your $15,000 sponsorship gives the opportunity for more than 135 hours of grief counseling for children and teens.

Your $10,000 sponsorship helps 40 children and teens deal with their grief from losing a loved one during a weekend camp.

Your $5,000 sponsorship provides 100 Grief Bags that help children and teens with their grief from losing a loved one.

Your $3,000 sponsorship gives at least 12 children and teens attend camp to help ease their grief.

Your $1,500 sponsorship brings community youth together for a variety of as many as 30 bereavement management workshops.

Your $500 sponsorship welcomes children and teens for at least 50 multi-week group sessions for grief counseling.

Children and teens receive more than 135 hours of counseling for their grief from losing a loved one because of your $15,000 sponsorship.

At least 40 children and teens can gather at camp for support, friendship, and camp activities to help ease their grief with your $10,000 sponsorship.

Our area schools can further help children and teens with their grief from losing a loved one with the 100 Grief Bags made possible by your $5,000 sponsorship.

12 more area children and teens get to attend camp to help mitigate grief with your $3,000 sponsorship.

Children and teens can take advantage of as many 30 workshops to help manage their bereavement after the loss of a loved one with your $1,500 sponsorship.

50 additional multi-week group grief counseling sessions are possible with your $500 sponsorship.

*****Proper grammar dictates that numbers at the beginning of a sentence are spelled out. However, it is appropriate for impact statements to be enumerated for quicker, easier reading.*

$5,000

- Your company invests in youth by providing supplies and materials for our youth participants and program needs.
- Your company's logo, photo, website link, will be included in our email newsletter to over 4,500 people.
- Your company logo will appear on our program and event marketing materials. Your company will be highlighted on our website and social media posts. Great Brand recognition!
- You will gain community volunteer opportunities for your company staff with our Columbus Community Action Team Program.

$7,500

- Your company invests in youth by providing supplies and materials for our youth participants and program needs.
- Your company's logo, photo, website link, will be included in our email newsletter to over 4,500 people.
- Your company logo will appear on our program and event marketing materials. Your company will be highlighted on our website and social media posts. Great Brand recognition!
- You will gain community volunteer opportunities for your company staff with our Columbus Community Action Team Program.
- Your company will help prepare students for the workforce by sponsoring one youth to participate in the Hybrid Leadership Workforce Program.
- A representative of your company may speak at one of our events and claim VIP seating. Your company may place a full-page company ad inside all our event program booklets.

$10,000

- Your company invests in youth by providing supplies and materials for our youth participants and program needs.
- Your company's logo, photo, website link, will be included in our email newsletter to over 4,500 people.
- Your company logo will appear on our program and event marketing materials. Your company will be highlighted on our website and social media posts. Great Brand recognition!
- You will gain community volunteer opportunities for your company staff with our Columbus Community Action Team Program.

- Your company will help prepare students for the workforce by sponsoring one youth to participate in the Hybrid Leadership Workforce Program.
- A representative of your company may speak at one of our events and claim VIP seating. Your company may place a full-page company ad inside all our event program booklets.
- **Ready-to-Use Writing** We will survey our youth participants to find data points to help drive your diversity outreach efforts and/or promote your company.
- You will receive an exclusive list of all our adult event participants' email addresses to add to your database to share your company newsletters and any other special offers.

FY23 Purpose (30 word limit)
Addressing the unmet healthcare needs of the growing ******* County population by expanding hospice care, support services, and introducing palliative care for our community.
Ready-to-Use Writing

1. Purpose of Proposed Program (30 word limit)

Grief, Greenery, and Gardens funding supports expanded and retooled grief and bereavement services for all
******* County residents experiencing the loss of a loved one.

All residents of ******* County deserve these restorative resources and to have the opportunity to participate in bereavement support programs regardless of association with hospice care. *Grief, Greenery, and Gardens* combines program activities with a cost-conscious renewal of the gardens and walking paths.

The activities proposed herein are part of ***'s Continuum of Care that must be scaled to meet Maryland's increasing rural and 60+ populations. Being supplemental to established budgets, the valuable RMPIF funds will help *** scale up services to reach more patients, families, and caregivers. As Hospice of the ******** continues to provide services to all residents in ****** and ****** Counties, focusing on underserved and rural populations, regardless of their inability to pay, the proposed grant will help increase resources to:

- Expand current telehealth services through increased and improved technologies as well as professional and community partnerships
- Assist patients, families, and caregivers with coordinating care among the potential plethora of providers and care professionals associated with life-limiti ng and chronic illnesses, including dementia
- Improve awareness and access to hospice and supportive care services in rural areas
- Expand awareness and en rollment assistance for health care insurance through social workers who are an important part of our Continuum of Care from diagnosis through the journey of life-limiting illness
- Implement and measure the accomplishment of components of the state's rural health plan related to
  hospice and supportive care (i.e., chronic illness)
- Increase awareness of and access to grief and bereavement support for all ages because grief eludes no community after the loss of a loved one, and support is essential to robust physical and mental health
- Advance discernment of veteran recognition and salutes available to all county veterans, regardless of association with HOC, an ancillary component of the Continuum

Ready-to-Use Writing

We are planning for the Organizing Skills Institute: Environmental Justice Track to include four main elements:
- a scholarship fund for environmental justice organizations to participate in TFC's public workshops;
- pro-bono direct partnership and customized training for environmental justice organizations;
- a virtual Organizing Trainers Hub for sharing resources, curriculum, and tools between alumni and close partners; and
- an expansion of our accessible online tool library, using the learning and tools developed through our training partnerships.

Housing Unlimited is requesting a grant of $5,000 to support tenant stipends ($4,500) and activities ($500). The stipends are meant to be symbolic gifts of appreciation to the Tenants Council's 13 participants for their efforts to create and sustain a strong and vibrant Tenants Council; tenant activities include quarterly Council meetings and social events. Tenants elected by their peers to leadership roles receive higher stipends given their larger commitment of time and energy in planning and carrying out the work of the Tenants Council. The Tenants Council strengthens tenant leadership and organizational skills and gives tenants a voice in their day-to-day lives. This program has been operating virtually since the onset of COVID-19. All HUI tenants are invited to participate in the Tenants Council. The leadership of the Council is elected by tenants in an annual election. The Council's governance activities and special events are planned and carried out exclusively by the members of the Council. HUI maintains an active line of communication with the Tenants Council. The elected President meets with staff every month to discuss tenant questions or concerns. HUI also holds quarterly general lunch meetings for all members of the HUI tenant community to meet with staff to discuss tenant concerns.

As a result of MIWD, this employment inequity will be reduced as individuals with disabilities
- ☐ will: Increase earnings and earning potential
- ☐ Increase likelihood of securing health care
- ☐ benefits Increase self-esteem and self-worth
- ☐ Increase independence
- ☐ Increased inclusion through additional social and professional opportunities involving vocational goals, hobbies, and interests
- ☐ Reduce dependency on public and private vocational rehabilitation programs

Value of Volunteer Time: Methodology

How the Numbers Are Calculated

Charitable organizations most frequently use the value of volunteer time for recognition events or communications to show the amount of community support an organization receives from its volunteers. For decades, Independent Sector has been the primary source for state and national data on the value of volunteer time in the United States. To produce the 2019 estimates of the dollar value of an hour of volunteer work, Independent Sector partnered with Nathan Dietz (Do Good Institute, University of Maryland) and independent consultant Michael Sousane. The Do Good Institute team revisited the methodology used in prior years and updated the assumptions behind the method, and continues to do so. This document describes recent updates and revisions to the methodology behind the estimated value of an hour of volunteer service.

The state and national estimates of the value of volunteer time are based on the method used by Independent Sector in prior years. The primary assumption is that the value of volunteer service is based on the average earnings of private sector workers, excluding those who work on farms or in managerial occupations. The source data for Independent Sector's estimates is the same as in previous years: the estimates are based on the annual average hourly earnings (non-seasonally adjusted) for all production and non-supervisory workers on private non-farm payrolls. These annual earnings estimates come from the Current Employment Statistics (CES) database (https://www.bls.gov/ces/), which is available from the Bureau of Labor Statistics (BLS).

The use of sector-wide average earnings is justified by the fact that volunteers nationwide produce a large variety of services for organizations and communities. The assumption (which Independent Sector has traditionally used as the basis of their estimates) is that these earnings represent the cost to the organization of hiring paid workers to provide these services. The assumption is not based on the amount that the volunteers may earn in their paid occupations, but on the cost (or value) of the services they provide. Many doctors, lawyers, or others with specialized skills perform volunteer work, but this work does not always use their specialized skills.

The 2023 national estimate of the value of an hour of volunteer time is based on the hourly-earnings CES estimate for private nonfarm and non-managerial occupations, plus a 15.7 percent increase for the value of fringe benefits. The 15.7 percent fringe-benefit rate is a departure from Independent Sector's earlier practice, which was to increase the CES earnings estimate by 12 percent. The 12 percent rate was first calculated by Harold Wolozin in a 1976 article, based on compensation data from 1974. Today, according to data from the BLS National Compensation Survey (https://www.bls.gov/news.release/pdf/ecec.pdf), nonwage benefits constitute 31.1 percent of total compensation for private sector workers. However, data

from the BLS National Income and Product Accounts (https://www.bea.gov/itable/national-gdp-and-personal-income) indicates that only 50.5 percent of these nonwage benefits accrue for each additional hour of work for employees; for the other 49.5 percent of these benefits (which include health insurance and other employer-paid costs), the value does not increase for an additional hour worked. Thus, the appropriate fringe-benefit rate to use for the 2023 estimates of an hour of volunteer time is (50.5 x 31.1 =) 15.7 percent.

These updated assumptions about the fringe-benefit rate have the effect of increasing the estimated value of volunteer time. However, the estimates may still understate the full value of volunteer service, because they do not consider the many intangible benefits provided by volunteers that cannot be easily quantified. Volunteers often experience personal benefits from the satisfaction of helping others; in addition, they can increase the capacity and efficiency of service-providing organizations beyond the value of the work they do, which can help these organizations produce greater value to their communities.

According to the Financial Accounting Standards Board (FASB), the value of volunteer services can also be used on financial statements – including statements for internal and external purposes, grant proposals, and annual reports – but only if a volunteer is performing a specialized skill for a nonprofit. The general rule to follow when determining if contributed services meet the FASB criteria for financial forms is to determine whether the organization would have purchased the services if they had not been donated. Accounting specialists may visit FASB's website (https://asc.fasb.org/1943274/2147478323/958-605-25-16)for regulations on use of the value of volunteer time on financial forms. BLS also produces estimates of hourly wages by occupation (https://www.bls.gov/oes/home.htm)that can be used to determine the value of a specialized skill.

About the State Values

While the national estimates of the hourly value of volunteer time are produced using a reliable, up-to-date methodology, the national rate does not take into account state-by-state differences in labor conditions and the cost of living. To correct for these differences, the state estimates use a method that was originally recommended by BLS economist John Stinson. The state estimates are equal to the national value of volunteer time multiplied by a state-specific "hourly earnings index," which is based on the average estimate of hourly earnings for private sector employees in nonagricultural occupations. The index value for each state is equal to the state hourly earnings estimate divided by the national hourly earnings estimate.

Setting Goals for Your Volunteer Program

How often does your organization consider its volunteers when setting new goals? For many organizations, volunteers represent a highly valuable asset. Wouldn't it make sense to consider such stakeholders when developing mission-critical decisions?
In this article, we'll offer tips for **engaging volunteers** throughout the goal development process.

Within an organization, a mission statement is written, and objectives are developed and later evaluated for the agency itself. Sometimes, though, volunteer programs are overlooked in this process. However, stepping back to take a panoramic look at your volunteer program regularly is important for several reasons.

First, it's good to compare your organization's mission to your volunteer activity — is the direction of your volunteer program still reflective of your organization's overall aim? After this is determined, your program must keep moving forward in the right direction by setting new, measurable objectives. In doing so, your volunteers will be steered with a sharper focus, and your volunteer program will have something to strive toward. And, through the related record keeping, you will also have data in place to substantiate your efforts, which is useful when approaching potential donors or seeking local funding.

A SMART Method for Setting Goals and Objectives
The way to identify results and success is to articulate goals and objectives. However, if sitting down to write this year's plans seems like a somewhat daunting task, keep reading. Following is basic information that may help demystify the goal-setting process. A *goal*, of course, is simply what you want to accomplish. Goals are defined in broad strokes and are often long-term. As a simple example, XYZ Organization's goal might be to expand its impact on individuals within the county.
How will the organization know if or when it has achieved its goal? This is where objectives come into play. An *objective* brings a specific aspect of the goal into sharp focus. In addition, an objective is concrete and short-term. All objectives should address the following components:
- Your target demographic – What group of individuals do you seek to help?
- Your agency's impact – What is the desired outcome of your efforts?
- A timeframe – What is the deadline to meet your objective?
- A "yardstick" for measuring success – In what quantifiable way(s) will you measure your efforts?

Using our earlier example, an objective for XYZ Organization may read as follows: *To develop a new service program for county residents, XYZ Organization will recruit 50 new volunteers within the next four months.*
Once there is a goal and an objective in place, specific actions, or *activities*, should be formulated that will help meet the objective. Continuing our example, XYZ Organization might decide on the following activities:

- Develop and distribute updated volunteer recruitment flyers
- Run volunteer recruitment ads on local TV and radio
- Increase focus on volunteer recruitment in social media avenues

As you can see, achieving just two or three objectives may require a significant amount of time and energy. In fact, to set yourself up for success, make sure your objectives are SMART. This commonly used acronym reminds us that objectives should be:

Specific – Your objective is tightly focused and concrete.
Measurable – You have defined a means to quantify your efforts.
Attainable – Your objective may be a stretch to achieve; however, at the same time, the bar has not been set unrealistically high.
Relevant – Your volunteer program's objectives mesh with the overall goals of your organization.
Time-oriented – Set a deadline for which to accomplish your objective (e.g., six or twelve months).

Although it does take effort to formally set goals, objectives, and activities, the process can be invigorating. It's an opportunity for staff and volunteers alike to re-evaluate, refocus, and recharge — with a specific task to accomplish in sight.

1-YEAR MULITPLE PROGRAMS BUDGET TEMPLATE WITH VOLUNTEER VALUE

Revenue	Program 1	Program 2	Program 3
Grants	0	0	0
Contracts	0	0	0
United Way	0	0	0
Contributions (define)	0	0	0
Membership	0	0	0
Individuals	0	0	0
Fees for services	0	0	0
Sales	0	0	0
Fundraisers and events	0	0	0
Endowment	0	0	0
Interest income	0	0	0
Miscellaneous	0	0	0
Total cash revenue	**$0**	**$0**	**$0**
Total in-kind revenue	**$0**	**$0**	**$0**
Total Revenue	**$0**	**$0**	**$0**
Expenses	**Program 1**	**Program 2**	**Program 3**
Staff salary and benefits			
Position	0	0	0
Position	0	0	0
Position	0	0	0
Occupancy (rent and utilities)	0	0	0
Insurance	0	0	0
Legal, accounting	0	0	0
Equipment	0	0	0
Supplies	0	0	0
Printing and copying	0	0	0
Telecommunications	0	0	0
Travel and meetings	0	0	0
Marketing and advertising	0	0	0
Staff training/development	0	0	0
Contract services	0	0	0
Other	0	0	0
Other	0	0	0
Other	0	0	0
General administration ("X" %)	0	0	0
Total cash expenses	**$0**	**$0**	**$0**
In-kind			
List item	0	0	0
List item	0	0	0
List item	0	0	0
Total in-kind expenses	**$0**	**$0**	**$0**
Total Expenses	**$0**	**$0**	**$0**
Revenue over Expenses	**$0**	**$0**	**$0**

Volunteer Value	**$0**	**$0**	**$0**
# hrs x $ value			