

GOVERNOR'S COMMISSION ON COMMUNITY SERVICE
Colorado AmeriCorps Operating Grants Guidance and Instructions

2009 - 2012



Completed applications must be *RECEIVED* in eGrants by 5:00 p.m., November 15, 2008

Governor's Commission on Community Service
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GOVERNOR'S COMMISSION ON COMMUNITY SERVICE

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2009-2012 AMERICORPS*STATE GRANT APPLICATION TIMELINE

**(This timeline and location of pre-application sites will be updated periodically.
Please check www.colorado.gov/gccs for updates)**

Sept. 3 – 15	Pre-application session - Site TBD	Pre-application session sites will be scheduled in: Denver Glenwood Springs Pueblo Durango Fort Morgan
Oct. 1	Intent to Apply/Concept Paper submission deadline	
Oct. 15	Staff response to Intent to Apply/Concept Paper submissions	
Nov. 15	AmeriCorps application deadline for submission in eGrants	
Nov. 15 – Dec. 11	Internal review of applications: staff technical, commissioner subcommittee, and peer reviews completed.	
Dec. 12	Preliminary recommendations	
Jan. 9	Commission decision for competitive and formula applications	
Jan. 13	Commission submits applications in eGrants	
Date TBD	Preliminary notification of applicant's status	
May 31	Final notification of applicant's status for Competitive funding	
Date TBD	Notification of applicant's status for Formula funding	
June-July	Contract awards processed	
August	New program manager institute	

Internet Resources

There is a wealth of information available on the web. The following websites may be of assistance to you in developing your AmeriCorps application:

www.colorado.gov/gccs

This website for the Colorado Governor’s Commission on Community Service has a list of currently funded programs and a history of national service in the state. You can also find specific grant guidance information.

www.nationalservice.gov

This is the official site of the Corporation for National and Community Service. It contains resources, photo library, service calendar, interactive program selector for organizations, toolkits, news from the field, stories of service, FAQs, forms, and much more.

www.americorps.gov

This is the official AmeriCorps website. Click on the “for organizations” link to peruse tools, training, and information important for understanding the management of AmeriCorps programs. Or, click on the “AmeriCorps in your state” link and select Colorado to gather information about national service in the state.

Phone Consultation for Applicants

Commission staff area available for limited phone consultation with potential AmeriCorps program applicants. Due to the limited amount of staff time available, the Commission requests that applicants first utilize the information sessions and written/ electronic resources, as well as thoroughly read this application package prior to calling for additional guidance.

Specifically, Commission staff can provide general assistance, such as:

- Answer questions about program requirements
- Clarify the application instructions

To remain impartial in the grant review process, Commission staff **cannot:**

- Review or comment on your narrative draft
- Recommend a particular program focus or develop program objectives for you
- Assist in developing local partners for your application

Direct questions about AmeriCorps Grants to:

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PRELIMINARY CONSIDERATIONS FOR STARTING AN AMERICORPS PROGRAM

Preliminary Considerations for Starting an AmeriCorps Program

1. Is My Organization Ready for AmeriCorps?

AmeriCorps programs must be administered by eligible nonprofit organizations, schools, or divisions of government, and must engage members in full-time or part-time direct service activities in the areas of education, public safety, environment, helping community recover from and prepare for disaster or other human needs. Your organization should have the capacity to support a team of full-time AmeriCorps members who will directly serve the community's designated needs. AmeriCorps members cannot to serve as a replacement for staff positions. You should begin your application process by answering the following questions:

- What critical needs does your program address? How?
- How will your program recruit, train, and engage AmeriCorps members?
- Who are your potential community partners for collaboration with your program?
- How will your members be placed?
- How will you meet the matching requirements?
- How will you measure direct and demonstrable results of your project?

Once you have a clear vision of what you want to do with AmeriCorps, you should be ready to address the more specific aspects of the AmeriCorps Program Application.

2. What Type of Support Will I Need from the Commission and How Does Funding Work?

There are two types of grants which organizations can consider:

- **AmeriCorps Program Operating Grants; or**
- **Education Award Only Grants**

The Governor's Commission on Community Service contracts with successful applicant organizations to manage all aspects of operating an AmeriCorps program. To assist successful applicants through both the AmeriCorps Program Operating Grant programs and the AmeriCorps Education Award Only programs, the Governor's Commission will provide training for program staff in all aspects of program management. In addition, the Commission conducts sites visits, provides ongoing training and technical assistance, and assists programs in developing linkages with community resources.

It is important to understand that the Commission does not:

- recruit and place members for individual programs
- provide program specific or required training for members (other than statewide training events for members which are supplemental to their specific program oriented training)
- raise matching funds for individual programs
- complete the required program reports for individual programs

In addition, the Commission cannot support any program which:

- engages AmeriCorps members in prohibited member activities (including lobbying, labor organizing, political advocacy, religious instruction, or serving for-profit organizations)
- allows AmeriCorps members to be used to displace paid staff or exiting volunteers to fill in for vacant or de-funded staff positions

AmeriCorps Program Operating Grants

The purpose of an AmeriCorps Program Operating Grant is to support an organization that is ready to establish a new national service program or to support, expand, or replicate an existing national service program. In previous years, Colorado's AmeriCorps Program Operating Grants typically ranged from \$200,000 to \$350,000, depending on program size.

New AmeriCorps Program Operating Grants provide up to 76% of AmeriCorps programs' costs, and 100% of program participants' education awards and child care (if eligible). The applicant organization is responsible for at least 24% of the AmeriCorps program costs. Overall costs of the program (not including educational awards or child care) may not exceed a federal cost of \$12,600 per member service year (MSY). Continuing applicants must increase the cash match for member costs by 2% in year 4, and 4% each year after.

*Programs funded through the AmeriCorps Program Operating Grant process **will utilize both Commission resources granted to the applicant as well as the applicant's matching funds** to support a percentage of the costs of:*

- living allowances and other member benefits
- member training, recruitment and supervision
- staff to operate and oversee the program
- supplies and equipment for service activities
- travel required for training and monitoring
- evaluation of the program
- some administrative costs associated with the program

Education Award Only Grants (EAO)

If your organization currently uses consistent volunteers in a spirit similar to AmeriCorps, you may consider applying for AmeriCorps Education Award Only Grants. The AmeriCorps Education Award Only Grants provide organizations with education awards for individuals who you enroll as AmeriCorps members and who complete a set number of hours over the course of a year. Nominal operating funds are available, not to exceed \$600 per member service year (MSY), to offset program management and operating expenses. There are no matching fund requirements for Education Award Only Grants. Organizations applying under the Education Award Only Grant program must support the program and members through sources other than AmeriCorps funding. Education Award Only Grants have streamlined program management and reporting requirements.

Programs funded through the AmeriCorps Education Award Only Grant process may use limited Commission resources (up to \$600 per MSY) to offset the costs associated with managing and operating the program.

Education Award Only programs MUST USE THEIR OWN RESOURCES to support the costs of:

- living allowances and other member benefits (optional for EAO programs)
- member training, recruitment and supervision
- staff to operate and oversee the program
- supplies and equipment for service activities
- travel expenses
- evaluation

3. How Many Members Can/Must My Project Support?

AmeriCorps Program Operating Grant

Applicants proposing a program for consideration under the AmeriCorps Program Operating Grant option should be designed to support 15 service year (MSY) members. However, programs, particularly those in rural areas may make a case for a smaller program by demonstrating why a smaller program is necessary or appropriate to a specific circumstance.

AmeriCorps Education Award Only Grant

Applicants proposing a program for consideration under the AmeriCorps Education Award Only Grant option should be designed to support at least 2 MSYs (between 2 full-time and 10 reduced half-time) AmeriCorps members.

4. What If I Don't Need Multiple AmeriCorps Members?

Many organizations do not have the need, or the capacity to support, a program of 15 member service year (MSY) AmeriCorps members. The Governor's Commission strongly encourages organizations to collaborate with other organizations in their geographic area, or in their issue area, to form a partnership based program. About one-half of all AmeriCorps programs funded by the Commission have a structure wherein one organization takes the lead responsibility in organizing and managing the program, but multiple organizations host AmeriCorps members (and often contribute to the match). Successful programs of this model should have common goals (for instance: serving at risk youth), and, if geographically diverse (such as statewide programs), should have a plan for maintaining esprit de corps across the program as a whole.

Alternatively, there are several other national and community service programs that may better assist your organization, depending on your needs. Several of these programs are described below:

AmeriCorps*VISTA

VISTA programs tend to be smaller in size (generally small teams in single or combined placements). AmeriCorps*VISTA members serve in communities of poverty and provide capacity building, fundraising, volunteer recruitment and management assistance. To learn about becoming a VISTA host site, contact the Corporation for National and Community Service State Office at 303-236-2034 or download a sponsor application from www.americorps.gov/about/programs/vista.asp.

College and University Student Placements

Organizations may wish to access student placements through local colleges and universities. Many Colorado colleges and universities have AmeriCorps service opportunities for students who wish to serve in community organization settings for a set number of hours (such as 300 or 450 hours over the course of a school year). For general information about student service opportunities, contact either the local college or university financial aid office or service learning office, or for information about colleges that have AmeriCorps service opportunities, contact Colorado Campus Compact at (303) 964-5299.

National Senior Service Corps

Colorado is home to over 10,000 senior volunteers through one of three National Senior Service Corps programs (Foster Grandparents, Senior Companions, and the Retired and Senior Volunteer Program). To learn about accessing SeniorCorps volunteers, contact the Corporation for National and Community Service State Office at (303) 236-2034.

AmeriCorps*NCCC

Organizations that need AmeriCorps members for a short-term project (such as a six to eight week full-time project), may wish to access AmeriCorps resources through the National Civilian Community Corps. Denver is home to one of five regional campuses of the AmeriCorps*NCCC. The Denver campus serves a 17 state region with over 250 members who serve from January through October. To learn about AmeriCorps*NCCC, contact (303) 844-7400, or download a project application at www.americorps.gov/about/programs/nccc.asp.

Colorado Volunteer Center Network

The Colorado Volunteer Center Network exists to connect people with opportunities to serve, build the capacity of partner agencies to manage volunteers, promote volunteering, and participate in strategic initiatives to mobilize volunteers to address community needs. Many communities throughout Colorado have volunteer centers which act as clearinghouses for volunteer opportunities and needs. Currently, there are volunteer centers in Denver, Fort Collins, Aurora, Eagle County, Colorado Springs, Boulder, Greeley, San Luis Valley, Arvada, and Broomfield.

5. What Major Components Embody a potential Grant Application?

The Governor's Commission on Community Service recommends that potential applicants immediately start doing the groundwork to identify needs, build partnerships, and plan for success. The most competitive AmeriCorps proposals share the following common elements:

Identified Community Needs

Proposals must show that AmeriCorps members will be utilized to address community needs through a direct service(s), capacity building, and volunteer generation and management to community members. Strong proposals outline the compelling community needs as well as the actual direct services that AmeriCorps members would be engaged in on a day to day basis to meet those needs.

Performance Measurement

AmeriCorps programs must demonstrate measurable impacts on service recipients, communities, and AmeriCorps members. Strong performance measures are critical in the selection and funding of AmeriCorps proposals. All applicants are required to submit two sets of aligned performance measurements (grant outcomes): one set on primary service delivery and one set related to member training and support. Aligned performance measures include: 1) one Output (quantitative count of service provided), 2) one Intermediate outcome (semi-annual accomplishment), and 3) one End outcome (year end and/or three year cumulative impact) all related to the same goal/accomplishment. For example, 1) Output: Number of students participating in a tutoring program; 2) Intermediate Outcome: Percent of students reading more books; and 3) End Outcome: Average increase in reading level or test scores.

Partnerships

The strongest applications are the result of local area service partnerships that bring many stakeholders to the table in placing members and providing other programmatic support. One of the main goals for national service in 2009 and beyond is to support the efforts of civic, community, educational, and faith-based organizations to solve local problems and meet critical needs of individuals and communities. Applicants should demonstrate partnerships (grantees, host sites, or volunteer recruitment partnerships for example) with community or faith-based organizations.

Recruitment and Management of Volunteers

A fundamental purpose of AmeriCorps is to help recruit, support, and manage the vast networks of volunteers assisting nonprofit organizations in meeting community needs. With the President's call for all Americans to serve two years – 4,000 hours – in their lifetimes, AmeriCorps has been called upon to make volunteer recruitment and management a major focus of its efforts and a requirement for each program.

Capacity to Leverage Matching Funds and Capacity towards Sustainability

All AmeriCorps programs funded through the AmeriCorps Program Operating Grant process must provide non-federal cash or in-kind totaling 24% for the first 3-years. In year 4, match will increase 2% then 4% each subsequent year. Applicants must demonstrate the capacity to raise these funds. AmeriCorps programs funded through the AmeriCorps Education Award Only Grant process do not have to meet a matching requirement, though applicants do need to demonstrate how the organization will support the program. Further, all AmeriCorps programs must be engaged in capacity building processes toward sustainability. AmeriCorps programs are investments expected to yield a set of self-sustaining activities over time. Achieving sustainability enables programs to continue national and community service activities beyond the life of an AmeriCorps grant. Applicants must outline plans for ensuring that the impact of the program in the community is sustainable beyond the presence of federal support.

Demonstrated Fiscal, Administrative, and Programmatic Capacity

Both fiscally and programmatically, AmeriCorps programs can be challenging to administer. Your organization or consortium must be able to show experience in administering a similar type of volunteer or service program and must be able to discuss the strengths of your staff to support an effective program. All applicants will need to submit their organization's most recent A-133 audit (for organizations receiving over \$500,000 in Federal Funds), financial audit, or other financial statements if the organization is not subject to a formal audit. Additionally, currently funded AmeriCorps programs that wish to "re-compete" for funding will have evaluations and systems analyzed during the review process.

***Further, the strongest applications are those that are written in a clear and concise manner, following all of the instructions and answering each question in the order that it is asked. It is important to know that the scoring*

criteria used to judge applications directly mimics the Application Instructions. It is crucial that applicant read the full Guidance Narrative prior to writing the grant application as it explains each of the elements that applicants will need to address as requested in the Application Instructions. Applications are judged based on Program Design (50%), Organizational Capability (25%), and Cost Effectiveness/Budget Adequacy (25%). This is delineated in the Application Instructions.

Guidance Narrative

Guidance Narrative

All applicants should read the entire Guidance Narrative prior to completing the grant application. This document helps to explain the elements applicants must address in the Application Instructions.

Part One: Overview of AmeriCorps

- I. The Granting Agencies
- II. The AmeriCorps Programs
- III. Application Submission and Selection Process
- IV. Availability of Funds
- V. Eligible Applicants
- VI. Funding Preferences

Part Two: AmeriCorps Program Design, Guidelines and Requirements

- I. The AmeriCorps Goals
 - Needs and Service Activities
 - Developing AmeriCorps Members
 - Strengthening Communities
- II. AmeriCorps Grant Requirements
 - Grant Period
 - Grant Sizes, Restrictions and Limitations
 - Match Requirements
 - Performance Measures and Accountability
 - Evaluation
 - Monitoring and Management
 - Program Models and Strategies
 - Student Service
 - National Service Collaborative Efforts
 - Federal Financial Management and Grant Administration Requirements
- III. AmeriCorps Member Information
 - AmeriCorps Member Eligibility
 - Terms of Service
 - Recruitment and Selection
 - AmeriCorps Member Benefits
 - AmeriCorps Member Release
 - Grievance Procedures
 - Prohibited Service Activities

PART ONE: AN OVERVIEW

I. THE GRANTING AGENCIES

The Governor's Commission on Community Service was established by Executive Order in 1993 for the purpose of supporting national service programs in Colorado and to foster the ethic of service and volunteerism throughout the state. The Commission's mission is to serve as a catalyst for the promotion and expansion of community service and volunteerism to all Colorado residents as an effective means to address civic and social issues and improve the overall well being of communities around the state, particularly in the areas of mentoring and literacy.

The Commission is comprised of fifteen citizens who are appointed by the Governor for three-year terms. The Commission is dedicated to broadening Coloradoans' understanding of service and volunteerism as a way of providing expertise, skill, hands-on assistance, talent and time. In particular, the Commission lends support and assistance to community and faith based organizations, the network of volunteer centers throughout Colorado, and to organizations (non-profits, school districts, divisions of local government, and collaboratives) in communities seeking assistance. The Commission facilitates partnerships among these sectors, and with government, philanthropic and business interests. The Governor's Commission on Community Service serves as the liaison to the Corporation for National and Community Service (CNCS), a federal agency, to ensure that Colorado receives funding under the National and Community Service Act of 1990, as amended.

The Corporation for National and Community Service (CNCS), a federal agency, was established in 1993 to engage Americans of all ages and backgrounds in results-driven, community-based service. It supports a range of national and community service programs, providing opportunities for participants to serve full-time and part-time, with or without pay, as individuals or as a part of a team. AmeriCorps engages thousands of young Americans on a full or part-time basis to help communities address their toughest challenges while earning support for college, graduate school or job training. Learn and Serve America integrates service into the academic life of over 800,000 students in all fifty states. The National Senior Service Corps utilizes the skills, talents, and experiences of nearly 500,000 older Americans to help make communities stronger, safer, healthier and smarter.

II. THE AMERICORPS PROGRAMS

AmeriCorps, "the domestic Peace Corps", is a national service program that engages Americans of all ages and backgrounds in team based, results-driven service in the five priority areas of education, public safety, environment, helping community recover from and prepare for disaster or other human needs. Programs serving children and youth are a priority that cuts across all national service programs and activities. AmeriCorps programs provide full and part-time opportunities for participants, called members, to provide service to their communities through community organizations and agencies. In exchange for their service, AmeriCorps members receive a living allowance and an education award for post-secondary education expenses upon completion of their term of service. AmeriCorps joins a long tradition of programs encouraging and rewarding service – programs like the Civilian Conservation Corps, the Montgomery GI Bill and the Peace Corps. The commitment to service builds on our nation's long and honorable commitment to assisting individuals, families, and communities who either have not fully shared in America's prosperity or have short-term needs created by changes in life circumstances. Paired with a process of civic reflection, service also reconnects those who serve with basic American ideals such as freedom, liberty, and respect for diversity; helps to bridge ethnic, racial, religious, and economic divides; and strengthens our understanding of the responsibilities of American citizenship.

Over 500,000 people have served in AmeriCorps since the program was founded. In Colorado, the Commission has funded over twenty-seven (27) different AmeriCorps programs across the state. Each program has engaged members in a wide range of services and activities in their communities, but they all have shared a specific mission of meeting identified community needs through direct service, strengthening communities, and developing the AmeriCorps members who serve in the many programs throughout the state and nation.

III. APPLICATION SUBMISSION AND SELECTION PROCESS

Application must be submitted in eGrants to the Governor's Commission on Community Service by 5:00 p.m. on November 15, 2008. Facsimiles and emails will NOT be accepted. The Commission will not review any application that does not comply with all of the requirements requested in these application instructions.

Failure to follow the requirements outlined in these application instructions will disqualify the applicant from consideration. In addition, applications may be disqualified from consideration if other examples of noncompliance issues exist in the submitted application.

Proposals will be reviewed by a diverse group of representatives from service and volunteerism organizations across Colorado as well as members of the Governor's Commission on Community Service. This group will recommend finalists to the full Commission for approval, then will be forwarded to the Corporation for National and Community Service for final approval. The Commission will formally advise each applicant of the final decision to award or deny a grant via letter to the applicant. A letter announcing the decision to provide program funding is not a formal obligation of funds by the State, but rather an offer to enter into a grant contract for the project specified in the application.

IV. AVAILABILITY OF FUNDS

Programs applying for funding through the Program Operating Grant option who are selected will be funded through the nationally competitive pool. For the 2009-2010 program year, the Commission anticipates approximately \$67 million in program funds will be available to states on a competitive basis for new and existing programs. Funds are available for program start dates after August 2009.

V. ELIGIBLE APPLICANTS

To implement, operate or expand an AmeriCorps program in Colorado, an applicant must be one of the following:

- A non-profit organization (community or faith-based)
- An institution of higher education;
- A state agency;
- A school district;

A subdivision of the state including cities, counties or municipalities;

A partnership or consortia comprised of any of the above entities.

At least 60% of Corporation funds provided to a state commission must be used to support programs that are not carried out by the State or by a state agency. Pursuant to the Lobbying Disclosure Act of 1995, an organization described in Section 501 (c) (4) of the Internal Revenue Code of 1986, 26 U.S.C. 501 (c) (4), which engages in lobbying activities is not eligible to apply, serve as a host site for member placements, or act in any type of supervisory role in the program.

VI. FUNDING PREFERENCES

This is an open, competitive funding round and many existing programs will be "recompeting" for funding. The Commission will NOT place a higher priority on new programs versus recompeting. However, recompeting programs will need to meet higher standards (including demonstrated impact, exemplary program management, and higher match for programs that have been funded for at least three years).

Part Two: Program Design, Guidelines & Requirements

The Governor's Commission on Community Service has developed guidelines and requirements to ensure that all AmeriCorps programs are of highest quality and benefit to their communities, adhere to statutory provisions necessary to receive federal funds from the Corporation for National and Community Service, and meet national service goals. This application contains information that is vital to understanding the fundamentals of AmeriCorps programs. The Corporation's requirements for AmeriCorps are set forth in the regulations and in this application. In addition to being thoroughly familiar with the regulations you should read this application carefully because in some cases, more specific information is provided here. The requirements apply to all programs that submit applications to States for funding.

The regulations for AmeriCorps programs were first published in the Federal Register on March 23, 1994 (45 CFR Parts 2510-2550, et al.) and are available online or at your public library. You may also refer to the AmeriCorps website, www.americorps.org for additional information about AmeriCorps programs.

I. AMERICORPS GOALS

The Governor's Commission on Community Service funds and supports quality AmeriCorps programs that develop an ethic of civic responsibility in those who participate, strengthen communities, and help meet identified community needs through direct services in the areas of the education, public safety, environment, helping community recover from and prepare for disaster or other human needs. In addition, special consideration will be given to projects that address one or more of the following Colorado initiatives:

1. Governor Ritter's Colorado Promise and Lt. Governor O'Brien's strategic initiatives
2. Rural, underserved, and areas of extreme poverty in Colorado
3. Colorado identified priorities including: mentoring, youth leadership, substance abuse, homelessness, early childhood education, and family resources.

Programs should provide opportunities for the community to define and solve its problems. Successful applicants are able to demonstrate that their program or the service offered builds the capacity of nonprofit organizations to meet community needs and provides a benefit that the community values.

AmeriCorps provides a variety of specific and identifiable services to communities. For example, a program may use AmeriCorps members to organize volunteers to renovate low-income housing or build a playground in a vacant lot. Or, a program may engage members in human service projects such as tutoring or mentoring and recruit local volunteers to do so. Members may clean up streams or restore urban parks along side community residents. AmeriCorps members may help recruit, support, and manage community volunteers who support homeland security. Members may perform a wide variety of activities to enhance the capacity of the nonprofit organization in which they serve to meet community needs, including raising funds for approved projects, conducting research to maximize the impact of the organization, and providing support to staff in carrying out critical functions. Successful applicants are able to demonstrate the relationship of the proposed activity with AmeriCorps members to the objectives the program hopes to accomplish.

Goal 1: Needs and Service Activities

AmeriCorps programs provide a variety of specific and identifiable services that address community needs. In the past, performing direct service activities such as tutoring children, building houses, or delivering meals to homebound seniors has been the primary focus of AmeriCorps members' service. However, AmeriCorps is now increasing its emphasis on capacity-building activities such as volunteer recruitment and management, which also play an important role in addressing community needs and ensuring the sustainability of activities that AmeriCorps supports. Direct service and capacity building activities are both integral strategies for effective national service programs.

Activities that do not provide a direct benefit to the community, such as clerical work and research, may not be performed unless they are in support of a direct or capacity building service. Such activities may not be the primary activity of a national service program. For example, a team whose project involves providing meals, transportation, and health services to the homebound may need to conduct a door-to-door survey of community residents to help locate those in need of services; if they, or volunteers they recruit and manage, then go on to provide those services, this kind of research would be an appropriate activity for the team.

National Focus Areas.

The Corporation for National and Community Service sets priorities within major issue areas: mobilizing more volunteers, ensuring a brighter future for all of America's youth, engaging students in communities,

harnessing baby boomers' experience, supporting disaster preparedness. Examples within the priority areas follow:

Mobilizing More Volunteers

We have seen five million more Americans serve their communities and country since the President's call to service in 2002. We are dedicated to continuing that trend so that more citizens in need, service organizations, and communities will benefit. In 2005, there were 65.4 million Americans serving; our goal for the nation is to increase that number to 75 million by 2010 by making more service opportunities available.

Ensuring a Brighter Future for All of America's Youth

Youth need support from caring adults in their families, schools, and communities. In particular, youth who grow up in severely distressed communities characterized by high poverty rates, high crime rates, early experimentation with drugs and alcohol, and promiscuous behavior are more likely to be at risk of school failure, unemployment, criminal behavior, and persistent poverty. Not only can youth benefit from services such as mentoring, but they also have much to offer their communities as volunteers and service participants. The Corporation will continue to support children in need by providing opportunities for both more youth to benefit from services received, and for more youth to serve others.

Engaging Students in Communities

Educational institutions (elementary, secondary, and higher education) play a key role in guiding students to become responsible citizens and leaders who use their academic and other experiences to support the common good. Volunteering and service are powerful factors that support and enhance the learning experience and need to be further incorporated into academic curricula.

Harnessing Baby Boomers' Experience

Baby Boomers are a highly talented, highly motivated group that could drive solutions to some of our most intractable social problems. Capturing their experience and energy and engaging them in helping to solve critical social issues through service must become high-priority goals for the nation in the coming years. Whether providing volunteer services or receiving services, Boomers and other older Americans stay active and connected to their community, thereby improving their quality of life.

Disaster Preparedness and Response

Disasters strike throughout the United States each year, bringing massive property destruction and disrupting millions of lives. This experience demonstrated that national service participants can fulfill a wide range of preparedness and response roles – management and coordination of volunteers and resources, training and development of coordinated response plans, and providing direct service to affected communities. To help meet these responsibilities and better position the Corporation to provide leadership to volunteer management and preparedness efforts, in June 2007, the Corporation's Board of Directors designated disaster preparedness and response as an agency strategic initiative. While the initiative is still under development, the intent is to build national, state, and local response capacity to use volunteers and plan effectively to provide volunteer support when, where, and how it is needed.

The Corporation has identified performance targets and management goals for each of these focus areas as well as the Corporation's initiative concerning management infrastructure, which, in general, are annual goals that will be reached by the year 2010. For a list of annual targets and results, please visit the Corporation's website at http://www.nationalservice.gov/about/role_impact/strategic_plan.asp.

In addition to the national focus areas, Colorado will place a special emphasis is being placed on aligning the goals of the Governor's Colorado Promise with the programming priorities of the Governor's Commission on Community Service. Those areas of the Colorado Promise most closely aligned with the goals in the existing state service plan are summarized in part below.

Education: Investing in our schools and our students:

1. Fostering high-quality educators and inspiring a new generation of teachers

2. Making sure children arrive at school ready to learn; expand early childhood education
3. Improving student achievement
4. Getting parents more involved; launch a family literacy crusade; promote and support the role parents play; promote parental participation in homework assignments

Health

1. Focusing on prevention, childhood immunization, developing and disseminating educational vaccination materials; educating parents about the Colorado information Immunization System
2. Investments in rural health, including building an adequate rural health provider workforce

The Environment

1. Public land management; ensure that public lands are used wisely including recreation and wilderness preservation
2. Protecting livable places and open spaces; preserve open spaces, provide lands for recreation, protecting our natural resources
3. Conservation

Goal 2: Developing AmeriCorps Members

AmeriCorps expands opportunities, helping those who help America. Because of their AmeriCorps service, members develop additional skills, gain valuable experience and receive education awards that can be used for post-secondary education or to repay student loans. To help ensure that members are prepared for and benefit from their service, applicants are required to include plans for member recruitment and training in their applications. Applicants should address elements such as civics training, skills training related to performing service activities, leadership opportunities, and other training necessary for a program to have a positive impact on members. Much of the training is typically achieved through use of service-learning principles. Further, training should reflect the unique nature of the program and be appropriate for the age(s), skill level(s), and other differences in the backgrounds of members. By the end of the term of service, every AmeriCorps member should:

- understand and be able to participate effectively in American democracy;
- discuss and explore their community and the people, processes, and institutions most effective in improving community conditions;
- help plan effective service projects that respond to real community needs and emergencies;
- foster within themselves and others positive attitudes regarding the value of lifelong citizenship and service for the common good;
- have new or increased existing life and/or employment skills; and
- gain a greater appreciation and understanding of what it means to be an American, including an appreciation and understanding of those of different backgrounds.

Successful applicants are responsible for recruiting members. The Corporation for National and Community Service has developed an on-line recruitment system to assist grantees. All grantees are required to supplement their recruitment efforts by using this nationwide on-line recruitment system so as to maximize opportunities for Americans who want to participate in national and community service.

The following elaborate on key elements of member development:

Citizenship: The National and Community Service Act of 1990, as amended, has as one of its basic purposes to “renew the ethic of civic responsibility and the spirit of community throughout the United States.” By serving their communities in AmeriCorps, individual members are demonstrating a critical component of citizenship recognized by President Bush in recent remarks proclaiming September 17 as Citizenship Day: “Citizenship not only involves a commitment to our Nation but also to our neighbors and those in need.” Last year the Corporation for National and Community Service, in partnership with a number of programs across the country, implemented two curricula. The two sets of curricula were:

- *By the People*, developed by the Center for Democracy and Citizenship at the Humphrey Institute of Public Affairs at the University of Minnesota. *By the People* was designed to

introduce AmeriCorps members and staff to a set of civic concepts that give a broader context to service and also a set of civic skills to help members serve more effectively.

- *A Guide to Effective Citizenship Through National Service*, developed by the Constitutional Rights Foundation. By linking citizenship to the mission of AmeriCorps, the Guide helps members develop the connections between their sense of themselves and their value to the community. The Guide provides tools for integrating active citizenship into the AmeriCorps experience through interactive sessions.

Programs must provide training and use the service experience to help members acquire the knowledge, skills and attitudes needed to be active citizens of communities – local, state, and national. This primarily means enhancing members’ understanding of how American democracy works and the value of playing an active role in it. Specifically, programs should adopt citizenship goals for their members that include:

- Fostering within themselves and among their team members positive attitudes regarding the value of lifelong citizenship and service for the common good;
- Discussing and exploring their community and the people, processes, and institutions that are most effective in improving community conditions;
- Enhancing their ability to plan effective service projects that respond to real community needs; and
- Developing the social, cultural, and analytical skills necessary to effectively participate in American democracy.

Training Related to your Service Activities: Programs must provide members with the supervision, training, skills, and knowledge necessary to perform the tasks required in their respective projects. Successful applicants will ensure training is provided for the activities that members will conduct. For example, recruiting and managing volunteers requires certain skills that need to be developed. Whether your activities involve tutoring children in reading, housing provision and improvement, or neighborhood/ community enhancement, members need to learn the basic skills and technical information associated with good practice before they perform service.

Leadership Opportunities: Programs are encouraged to build member leadership capacity by providing opportunities for members to coordinate activities, recruit volunteers, and serve in team leader capacities in their programs. Please note, however, that members may not be assigned as the supervisors of other national service participants. The Corporation for National and Community Service also provides materials and support to help you structure such leadership opportunities. You may address leadership opportunities in either the program design section or in your member development objectives in your application. Programs are also encouraged to have member representation on Colorado’s InterCorps Council, a member driven group whose mission is to serve as a resource and support system for Colorado’s national service network participants and programs (AmeriCorps, NCCC, VISTA, Learn and Serve, National Senior Service Corps) by providing training, fostering networking, and disseminating information.

Supervision, Training, and Education: The experiences of local programs across the country verify that successful member development depends upon proper supervision, training, and education. Successful applicants will be those that provide members with the supervision, training, skills, and knowledge they need to perform their tasks. Successful applicants will also give members the background information they need on the community in which they are serving and help them understand the community’s need for a specific service or project. You may also provide specific training in a particular field to your members if appropriate. This includes training and education that allows members to explore career possibilities in areas such as child development, teaching, public health, or public safety. Where appropriate, we encourage you to train members in conflict resolution, disaster preparedness, and communication skills. Your program is required to have a qualified supervisor to provide members with regular and adequate oversight.

Support Services: The National and Community Service legislation requires that programs support members who are school dropouts in earning the equivalent of a high school diploma. Programs must provide support

services that help AmeriCorps members: (1) who are completing a term of service to make the transition to other education and career opportunities, and (2) who have not completed their secondary education to earn the equivalent of a high school diploma.

Diversity: Your program builds strong communities when it engages members and staff from different backgrounds in common service. You should actively seek to include members and staff from the communities where your project operates, as well as men and women of various faiths, races, ethnicities, education levels, socioeconomic backgrounds, and physical and mental abilities. In assessing whether your program meets this criterion, we will take into account that your program objectives might require you to recruit members and staff who share a specific characteristic or background. Please note, however, that your program cannot violate the non-discrimination, non-duplication, and non-displacement rules that govern member and staff selection.

Disaster/Emergency Preparedness: AmeriCorps members as a group are one of the country's largest service providers. In times of national disaster or local emergencies, this resource can be collectively mobilized to provide critical support to local communities. As a result, we encourage you to train members, where appropriate, in disaster/emergency preparedness and cardiopulmonary resuscitation (CPR).

Ethic of Service: Service builds civic responsibility and enables participants to practice responsible citizenship. It helps youth make the transition into adulthood. Through service, AmeriCorps enables members to see themselves as problem-solvers, not problems; to become leaders, not just followers; and to take personal responsibility. Programs should incorporate structured opportunities for members to reflect on their service experiences and may employ service-learning or other education methods in order to develop members' lifelong ethic of service. Because voting is an important component of both citizenship and a service ethic, every program should encourage, in a non-partisan manner, each member who is eligible to vote to register to vote.

Esprit de Corps: In order to create an esprit de corps for members, programs are encouraged to begin member terms of service in as a "class" so that members that begin and graduate from their terms of service at the same time. Most Colorado programs have typically begun their program year in September, January, or Summer. This facilitates recruitment in concert with the academic and/or calendar year. If programs lose AmeriCorps members between "classes", those slots should be filled with members who have had appropriate orientation and training prior to beginning their service and who have adequate time to complete a term of service within the program year. Rolling admissions are strongly discouraged. AmeriCorps programs need to be identified as part of the national service network and as a program in which AmeriCorps members serve. This can be accomplished by the use of AmeriCorps logos, common application materials, and other means. Programs are not required to call the program "AmeriCorps" though it is encouraged that the name be used along with the program name. Programs are expected to purchase the AmeriCorps Service Gear for members.

National Service Days: As part of the national service network, there are a number of opportunities for programs to participate in national service days. AmeriCorps programs are expected to participate in one or more days of service, including, but not limited to, the Martin Luther King, Jr. Day of Service, National Volunteer Week, National Youth Service Day, and Make A Difference Day. In addition, programs are expected to participate in other national service activities such as opening ceremonies, orientation, and cross-program trainings. Colorado's AmeriCorps programs are strongly encouraged to participate in the annual Colorado Cares Day.

Training and Service Hours: In general, members must devote at least 80 percent of the required hours to service and no more than 20 percent to education, training, or other approved non-direct service activities (such as team meetings) during a full-time, part-time, or reduced part-time term of service. This applies to the overall AmeriCorps program and not to each individual member. This allows variance among the individual members and takes into consideration variations in education and development

needs of members. If a program exceeds the 1700 hour minimum, the additional hours do not fall under these guidelines.

Goal 3: Strengthening Communities

AmeriCorps strengthens communities by involving citizens directly in serving community needs. AmeriCorps members help bring individuals and groups from different backgrounds together to cooperate in achieving constructing change and to solve critical community problems.

Recruitment and Management of Volunteers: A fundamental purpose of AmeriCorps is to help recruit, support, and manage the vast networks of volunteers that meet community needs. By creating volunteer opportunities and helping organizations to effectively engage volunteers, AmeriCorps programs multiply their impact, build organizational capacity, and support the development of sustainable programs. Volunteering also provides an ideal opportunity to bring together people of many racial, ethnic, and religious backgrounds around a common goal and to foster the active citizenship upon which the health of our democratic system depends. With the President's call for all Americans to serve two year-- 4,000 hours--in their lifetimes, AmeriCorps has been called upon to make volunteer recruitment and management a major focus of its efforts. Accordingly, successful applicants will be those that address how their AmeriCorps program will effectively engage and support volunteers in meeting community needs. Programs can deploy AmeriCorps members in a wide variety of ways to support volunteer recruitment and management. AmeriCorps members may be responsible for enlisting, training, or coordinating volunteers. They may help an organization to develop effective volunteer management systems that include clear position descriptions, screening techniques, or volunteer policy and procedure manuals. AmeriCorps members may promote retention of volunteers by planning recognition events or providing ongoing support and follow up to ensure that volunteers have a high quality experience. Members may assist an organization in reaching out to individuals and communities of different backgrounds when encouraging volunteerism to ensure a breadth of experiences and expertise is represented in service activities.

When considering how your AmeriCorps program can promote the effective involvement of volunteers, you have flexibility to determine the best approach. The core expectation is that volunteers will be engaged in ways that support the mission of the organization being served and that the involvement of volunteers will enhance or build upon any direct service goals of the program or organization of which the AmeriCorps members are a part. For example, you may decide that a few members in a program should be devoted entirely to some aspect of volunteer recruitment and management. Or, you may determine that all members will spend a portion of their time supporting volunteers. Members may also create opportunities for the beneficiaries of their service to volunteer. The following examples are illustrative only and are not an exhaustive list.

- AmeriCorps members in a teacher corps program engage their students in service learning projects that support classroom learning and provide students with volunteer experience;
- an AmeriCorps program designates a small number of members as volunteer managers who focus their efforts on recruiting and supporting volunteers whose activities complement the direct service of the rest of the corps;
- AmeriCorps members tutoring in an after-school program recruit volunteers to read with students once a week so that the program can serve additional students;
- an entire corps of AmeriCorps members is dedicated to serving as volunteer coordinators at various local host sites to assist these organizations in recruiting, training, and managing volunteers.

Whichever approach to volunteer recruitment and management an applicant may propose, it should be included as one of the four performance measures (outputs). The Corporation for National and Community Service plans to examine ways to develop common performance measures in the area of volunteer recruitment and management to facilitate consistent reporting across programs and to permit the aggregation of data about AmeriCorps' impact in these areas nationally. These measures will be developed in consultation with grantees. Some of the types of measures the Corporation is interested in creating include: standard definitions or categories of community volunteers based on the level of service they contribute, and a standard approach to assessing AmeriCorps members' involvement in or

contribution to the recruitment of volunteers. During grant negotiations, the Corporation and the Commission will work with approved programs to agree upon a final performance measure for the program that is based on the nationwide need for a common definition and measure of volunteer activity while also recognizing the particular attributes that shaped the program's proposed performance management objective for volunteer recruitment and management.

This increased emphasis on volunteer recruitment and management is not intended to replace direct service activities which continue to be an integral part of AmeriCorps programs. However, AmeriCorps programs have much to offer their communities by building the capacity of organizations to meet community needs. It is understood that not every program may be able to meet this requirement, particularly in the first year. If you are unable to include volunteer recruitment and management as part of your program, either because of your program model or for any other reason, please include an explanation in your application. Your explanation will be considered during the grant application review process.

Support for Community Organizations (Secular and Faith-Based): Across the country, community organizations, both secular and faith-based, are on the front lines working to improve lives in some of the most vulnerable communities across America. The religious commitment and identification with the local community found in many of these groups sustains their service, often over long periods of time. The programs and activities supported through the AmeriCorps funding to date already give vital help to these front-line workers and their community-based efforts. But more can be done. The Corporation for National and Community Service supports work with secular and community-based programs across all of our programs. In 1993, the national service legislation included community organizations as a category for support and defined them as private nonprofit organizations that represent a community or a significant segment of a community and that are engaged in meeting human, educational, environmental, and public safety community needs. The legislation specifically included churches and other faith-based organizations in this definition, recognizing the importance of such groups in dealing directly with the most difficult problems facing individuals in our communities. Most recently, the Corporation has undertaken a number of efforts to assist state commissions and grantees in supporting community organizations. These efforts include the creation of a new Faith and Communities Engaged in Service (FACES) initiative; the development of twelve champion states to develop more strategies and tools to assist such organizations; the provision of training and technical assistance to these organizations; and the funding of organizations and intermediaries to meet community needs.

For the purpose of providing a common language to applicants, we consider a faith-based organization to include:

- a religious congregation (church, mosque, synagogue, or temple);
- an organization, program, or project sponsored/hosted by a religious congregation (may be incorporated or not incorporated);
- a nonprofit organization founded by a religious congregation or religiously-motivated incorporators and board members that clearly states in its name, incorporation, or mission statement that it is a religiously-motivated institution; or
- a collaboration of organizations that clearly and explicitly includes organizations from the previously described categories.

Defining a community organization is particularly challenging, and there is no universally acceptable definition. Most individuals refer to community organizations as those that involve members of the community in the governing structure. Some even use the zip codes of a Board of Directors to determine if an organization is community-based. The Corporation does not intend to impose a single definition of faith- or community- based organization, but encourages states and local programs to employ a definition that accounts for an organization's ability to represent the interests of the community in which it serves, including those organizations and groups that have not received funds from federal or state human service programs.

Applicants are encouraged to support the efforts of civic, community, education, and faith-based organizations to solve local programs. Successful new applicants and continuing programs will be those that demonstrate partnerships (sub-grantees, host sites, or volunteer recruitment partnerships) with community organizations (secular and faith-based). This includes nonprofit organizations, schools, and neighborhood groups, as well as the faith-based organizations identified above.

There is not any particular approach for meeting this goal of providing support to community organizations (secular and faith-based). As noted above, in some instances, community or faith-based organizations may be direct applicants for grant funding. In other cases, AmeriCorps-funded programs might partner with such organizations to meet their objectives. In still other cases, AmeriCorps grantees may serve as intermediaries.

Intermediary Organizations

Intermediary organizations provide the mechanism by which a number of community or faith-based organizations or grassroots groups may access AmeriCorps and other Corporation for National and Community Service resources. Intermediaries are defined as national, regional, state, or local organizations that agree to provide the technical and financial support to assist community or faith-based organizations that do not have the capacity to perform these functions. Intermediaries serve as the legal applicant for a Corporation grant, thereby ensuring that the systems to manage a federal grant are in place. Intermediaries may place individual members at the site of many neighborhood, community or faith-based organizations and assume responsibility for monitoring the progress of the sites. Alternatively, they may subgrant funds to community or faith-based organizations that select AmeriCorps members and oversee their service activities. We encourage organizations that have the capacity to assist community or faith-based organizations in utilizing AmeriCorps members in their service activities to consider applying as an intermediary.

Examples of programs providing support to community organizations include:

- A Texas community partnership of volunteer teams from businesses, civic groups, and churches is helping families along the path toward self-sufficiency. The program utilizes a team approach with AmeriCorps members organizing the skills, experiences, and resources of many people to help families receiving Temporary Assistance to Needy Families (TANF) to overcome barriers to getting and keeping a good job.
- Catholic Network of Volunteer Service (CNVS), an AmeriCorps Education Awards Program, is a membership organization of 220 faith-based volunteer programs. CNVS serves as an intermediary that performs the grantee responsibilities and links these local programs to federal resources. These programs operate in 50 states, and CNVS member programs work with local community social service agencies, faith-based organizations, and other non-profits to identify community needs that may be met through service primarily in the areas of education and human needs.
- An urban interfaith council has decided to place AmeriCorps members at each one of its member organizations to assist in their separate community service activities including housing counseling, after school programs, pre-school, adult literacy and English as a Second Language. The interfaith council selects the member organization with the greatest capacity to manage a federal grant as the organization that will apply.

Capacity Building and Sustainability: Effective capacity building is a process that enhances the mission, strategy, skills, and culture, as well as systems, infrastructure, and human resources of an organization. Often organizations view capacity building as only “technical assistance,” such as improving systems, infrastructure, and/or human resources functions. However, it also refers to an organization’s relationship with other organizations, people, and institutions that can provide critical information and resources that lead to the sustainability of the organization and its programs.

Capacity building is important as it is a process that helps an organization gain greater independence and sustainability. The Corporation views AmeriCorps programs as investments expected to yield a set of self-sustaining activities over time. An organization is achieving its sustainability goals if the activities supported enhance the capacity of the organization to meet community needs absent federal funding. Achieving sustainability enables programs to continue national and community service activities beyond the life of a Corporation grant. Some examples of sustainability include:

- **Earned Income:** Organizations that diversify revenue structures for national and community service programs by generating revenue through fees or other kinds of earnings, consistent with OMB rules on project income, can lead to more sustainable programs;
- **Other Public (state and local) and Private Funding:** Organizations that diversify revenue structures for national and community service programs by building relationships with other public and private funding organizations, as well as businesses, can lead to more sustainable programs, including receipt of support (in-cash and in-kind) from local and state government, community foundations, national foundations, and businesses;
- **Program Quality and Efficiencies:** Organizations that demonstrate an increased level of productivity with flat or declining levels of federal support demonstrate effective models of sustainability. While these programs may not be totally independent of federal sources of revenue, the reduction of overhead costs and increased efficiencies in the means by which services are delivered can help make the program's efforts sustainable in a community in the long term;
- **Volunteer Recruitment and Management:** Organizations that recruit large numbers of volunteers as part of their AmeriCorps program can use the volunteers to conduct a wider range of community service activities;
- **Sustained Activities:** In communities where AmeriCorps programs have collaborated with a number of partners, the partners can agree to divide the national and community service activities among themselves such that the actual service continues without a grant from the Corporation; and
- **Corporate Organizations' Role:** AmeriCorps members work to establish community service programs for which corporations can commit their employees as volunteers on an ongoing basis for an extended period of time.
- **Diversification of Revenue Sources:** Multiple sources of funds to support and operate national and community service programs is a good measure of whether or not a program is sustainable. In contrast, organizations that depend on a single source of funds (including Corporation funds) to support and operate national and community service programs are inherently less sustainable;

The Corporation sees sustainability as vital to meeting the needs of communities across the country. In order to ensure that Corporation programs are sustainable, applications should include specific information that demonstrates how an organization intends to improve capacity and move towards sustainability, ensuring that its national and community service program can continue in the absence of Corporation funding. We will use plans and progress towards achieving sustainability as a criterion in making new and continuation grant awards.

As a means of achieving sustainability and assisting organizations in meeting community needs, AmeriCorps members may assist grantee organizations in capacity building activities. Previously, the Corporation had advised that only AmeriCorps*VISTA members may conduct certain capacity-building activities. We now encourage AmeriCorps members to engage in certain capacity building activities as well. For example, AmeriCorps members may recruit and manage other volunteers. They can write training materials that will be used to instruct the public about disaster preparedness. AmeriCorps members may assist in raising funds and securing resources to support service activities. They may conduct outreach to expand the number of individuals served by the nonprofit organization. Or AmeriCorps members may develop community partnerships that are intended to strengthen communities.

Community Involvement and Consultation: Local engagement in service efforts is vital to the development of high-quality service programs that sustain and build communities. Successful programs will be those that

use extensive, broad-based local input to design, implement, and evaluate their projects. This includes consultation with:

- representatives from the communities you serve;
- members (or potential members) in your program; and
- appropriate community agencies (secular and faith-based), businesses, foundations, local labor organizations representing employees of service sponsors, and local government.

Bringing various organizations and people together to accomplish a common goal mobilizes community resources. Partnerships provide opportunities for programs to collaborate, share technical expertise and contribute resources. The full range of American associations -- civic, education, religious, social service, labor, and business -- should use national service as an opportunity to join together in the common work of service.

II. AMERICORPS GRANT REQUIREMENTS

The following pages outline the requirements of administering an AmeriCorps program, including Grant Period, Grant Sizes, Restrictions and Limitations, Match Requirements, Performance Measures and Accountability, Evaluation, Monitoring and Management, Program Models and Strategies, Student Service, National Service Collaborative Efforts, and Federal Financial Management and Grant Administration Requirements. All applicants need to understand that the requirements outlined in this section are conditions of AmeriCorps funding.-

GRANT PERIOD

AmeriCorps grants are typically 3 years. Applications should include proposed activities and a detailed budget for the first year of operation and program objectives for a one year period. Funding for the second and third years of an approved program is contingent on satisfactory progress in relation to the approved objectives, submission of proposed changes in activities or objectives and a detailed budget and budget narrative for the applicable program year, the availability of funds, and any other criteria established in the award agreement. In addition, Congress is considering changes to the national and community service laws. If changes are enacted, they will have an effect on AmeriCorps grants, and will likely require changes in the grant, including potentially the grant period. The Governor's Commission on Community Service and the Corporation for National and Community Service will work with grantees to assure the effective implementation of any changes and improvements made by Congress to the AmeriCorps programs.

Grant Sizes, Restrictions and Limitations

Sizes of Grants.

The size of each grant will vary by circumstance, need, and program model. There is a maximum Corporation for National and Community Service cost per member guideline of \$12,600 per full-time AmeriCorps member. The maximum cost per MSY for State and National Education award Programs is \$600. The maximum cost per MSY for new and recompeting Professional Corps is \$2,500. Following this guideline, the maximum amount a program can request, multiply the number of full-time AmeriCorps members you plan to use by \$12,600. Programs must be large enough to achieve a demonstrable impact on the community served. Thus, while the actual size of each program may vary depending on the size of the community in which it operates, the design of the program, and other factors, AmeriCorps Operating Grant programs should be designed to support a minimum of 15 member service year (MSY) members. However, programs, particularly those in rural areas, may make a case for a smaller program by demonstrating why a smaller program is necessary or appropriate to a specific circumstance.

For programs proposing multi-site operations, piloting efforts in a limited number of communities is encouraged. Moreover, experience suggests large expansions are difficult to manage. Thus, programs should evaluate their present infrastructure and capacity to develop when considering program size. All applicants, when considering program size, should examine cost-effectiveness by calculating the federal cost per member (calculation in application). Currently, programs funded through Colorado's operating grants range in size

from twelve (12) member service years to thirty (30) member service years (with a breakdown of the smallest program comprised of twelve (12) people and the largest program comprised of fifty (50)). The average program size is fifteen (15) member service years. Programs funded through Colorado's education award only grants must have at least two (2) AmeriCorps members. Currently, the largest education award only grant in Colorado has over 250 members.

Restrictions.

Only one application covering a particular project may be pending before the Corporation for National and Community Service at one time. For example, if a national nonprofit organization includes a local affiliate in its application to the Corporation for National and Community Service, the local affiliate may not seek additional funds for the same project through an AmeriCorps*State application.

There is a statutory restriction limiting the percentage of funding for programs carried out by the state or a state agency. At least 60% of Corporation for National and Community Service funds awarded to Commission programs must be for programs not carried out by the state or a state agency.

Limitations.

At least 50% of funds provided for programs in any state must be for programs that operate in the legislated areas of need or on federal or other public lands and that place a priority on recruiting members who are residents in high need areas. These include:

- Communities designated as empowerment zones or redevelopment areas targeted for special economic incentives; or identifiable as having high concentrations of low-income people;
- Areas that are environmentally distressed;
- Areas adversely affected by federal actions related to the management of federal lands that result in significant regional job losses and economic dislocation;
- Areas adversely affected by reductions in defense spending or the closure or realignment of military installations; and
- Areas that have an unemployment rate greater than the national average for the most recent twelve months for which satisfactory data are available.

This requirement may be waived by the Corporation for National and Community Service for a state if at least 50% of the total amount of assistance to all states is used for such programs.

Match Requirements

Programs must provide and account for matching funds. All programs are required to raise some funds from the private sector, e.g., corporations, foundations, individuals, local businesses, and non-profit organizations. The statute governing AmeriCorps requires, at a minimum, the following aggregate matches: New AmeriCorps Program Operating Grants provide up to 76% of AmeriCorps programs' costs, and 100% of program participants' education awards and child care (if eligible). The applicant organization is responsible for at least 24% of the AmeriCorps programs' costs. Overall costs of the program (not including educational awards or child care) may not exceed a federal cost of \$12,600 per member service year (MSY). Continuing applicants must increase the cash match for member costs by 2% in year 4, and 4% each year after.

Performance Measures and Accountability

The National and Community Service Act of 1990, as amended, requires applicants for funding to apply measurable performance goals to determine the impact of the program on communities and participants. Applying such goals has been a significant program focus since 1993.

With this guidance, the Corporation is launching a major effort to work with applicants and programs over the next several years to strengthen the accountability and performance of organizations receiving funds under the national service laws. This initiative builds upon the history of programs' efforts to measure the results of their activities and implements findings from a recently completed study by the Urban Institute that is available on the Corporation's website at www.nationalservice.org/research/index.html.

Successful applicants for funding will be those that address the specifics set forth below related to accountability and performance measurement. Furthermore, please note that:

- if your organization is selected for funding, we will negotiate with you to include specific performance measures in the grant, and
- we will take into account a program's record of meeting such performance measures in determining future funding, The Corporation plans to issue draft regulations on this topic for comment later this year.
- The following describes the application requirements related to accountability and performance measurement:
- each program will propose output, intermediate-outcome, and end-outcome indicators; and
- each program will develop a system for collecting and organizing this performance data on an ongoing basis.

Your program should develop a system that allows you to evaluate and monitor your program activities (outputs) and measure your program's outcomes (intermediate and end). You should include the information on performance measures in progress and final reports.

Given the importance of this initiative to the goal of strengthening the effectiveness of national service generally, programs are encouraged to take extra care in developing performance measures. The Corporation fully recognizes that these performance measures will reflect individual program goals and circumstances, and it is expected that there will be a wide spectrum of different performance measures across all grantees. For example, a program that places individual members in separate nonprofit organizations (sites) to perform activities for those organizations will have measures that differ substantially from a program that uses AmeriCorps members to recruit volunteers to tutor in a single school. In certain programs, outcome measures may reflect the activities of a subset of members, not necessarily all members. We recognize that performance measures alone do not reflect the full scope and impact of AmeriCorps programs. Therefore, these measures are not the only items we will consider when evaluating an application.

As part of a broader effort to collect uniform and aggregate data across all AmeriCorps programs, in order to better understand the effectiveness of national service, we will also develop a few performance measures that will apply to all AmeriCorps programs. We will consult with grantees on the type and number of uniform measures we will require, and in developing them take into account the diversity of programs and needs those programs serve. As in the past, these measures will include tracking member enrollment and attrition data, which will be considered in future funding decisions.

If your application is funded, you will have to:

- collect and report data to demonstrate progress toward achieving your objectives, and describe how review of these indicators will be used to manage operational changes and program improvements;
- document performance data (on paper or electronic file) and make available for review; and
- report on operational changes and program improvements that resulted from information learned from the performance data.

In planning for data tracking beyond the measurable results outlined above, programs are expected to track the following:

- overall numbers served
- hours served in each service activity
- demographics of those served
- process and outcome data (including outputs, intermediate outcomes, and end outcomes)
- qualitative and quantitative data
- training provided to those serving
- number of volunteers generated

Evaluation

Performance measures are designed to capture ongoing progress towards meeting the program's goals. These ongoing (at least annual) program performance assessments should be supplemented with more in-depth, rigorous evaluation studies that measure the particular impact of national and community service programs.

While performance measurement and evaluation both include systematic data collection and measurement of progress, evaluations use scientifically-based research methods to systematically investigate the effectiveness of programs by comparing the observed program outcomes with what would have happened in the absence of the program. Evaluations estimate the impacts of programs by comparing the difference between the outcomes for individuals receiving a service or participating in a program (the treatment group) to the outcomes for similar individuals not receiving a service or not participating in a program (the comparison group).

Monitoring and Management Responsibilities

If you are approved for an AmeriCorps grant, you are responsible for managing the day-to-day operations of the grant and sub-grant-supported activities to assure you are in compliance with applicable federal requirements and you achieve your performance goals. Monitoring needs to cover each program, function, or activity. You are responsible for ensuring program quality and that your program has an impact on the problems facing the communities in which it operates. This includes monitoring the service of members. You are responsible for the timely and accurate documentation of member eligibility and service hours. Each program should develop systems that closely track and monitor these requirements. A number of factors make monitoring a challenge for programs. These include individual placements, programs that are spread out geographically and programs that attempt to address many issue areas at once. If your program design includes one of these challenges, you should address it specifically in your application and provide specific strategies for monitoring. Strategies that may facilitate program monitoring include: recruiting and enrolling members who can work independently; providing appropriate orientation, ongoing training and a means of regular communication; selecting strong host sites and ensuring strong support from direct-line supervision of members; and narrowing the range of tasks members perform to make monitoring easier.

Most federal reporting for AmeriCorps programs is done through a web-based reporting system. All AmeriCorps programs should have adequate computer equipment to do the required reporting.

Program Models and Strategies

Flexibility in Program Design: Applicants have a great deal of flexibility to design programs that will best achieve the types of impacts sought by the Corporation: developing the citizenship and skills of members, strengthening nonprofit organizations, and addressing community needs. Programs may assign members to individual project sites, or organize them in teams. Similarly, programs may determine whether a full-time or part-time schedule is more appropriate to the program's goals. The regulations provide a list of program types that illustrate the range of existing national service programs (see 45 C.F.R., Chapter XXV, Section 2522.110). Applicants may find that their program fits more than one type because program characteristics overlap in some areas. In addition, the internet resources included in this application offer a wide array of program examples.

Following are examples of program models:

- Programs that recruit, train, and support several hundred college volunteers to serve elementary school students in after-school tutoring programs;
- Formal mentoring programs that utilize AmeriCorps members to provide mentoring to at-risk youth, or that recruit and train volunteers to mentor at-risk youth.
- School-based and community-based service programs, including youth corps, that provide tutoring and mentoring for younger children and opportunities to participate in service projects after school, on weekends, and during school vacations.
- College-based programs in which student AmeriCorps members, including Federal Work Study students, perform substantial service (or serve as service-learning coordinators) in local schools or other community settings).

- Programs where members respond to disasters, recruit and train disaster responders, and teach health and safety classes.
- Faith-based programs that provide literacy and English as a Second Language training for low-income adults, reading improvement for homeless elementary school-age children, or teach and model social skills to children.
- Summer programs in which AmeriCorps members organize service and other positive activities for children and youth.
- Fellowship or professional corps programs that recruit and place qualified AmeriCorps members in positions as teachers, nurses, doctors, police officers, lawyers, architects, engineers, or other professionals helping to meet critical needs in communities with inadequate numbers of such professionals.
- Programs in which current welfare recipients carry out important community service activities as part of a welfare-to-work transition.
- Programs that recruit members with disabilities to serve local community needs, or those that recruit members to assist local disability organizations in meeting their critical needs.
- Environmental service programs, such as youth corps, that provide team based service projects in restoring lands destroyed by wildfire or other natural disasters, or that provide parks rehabilitation and accessibility.
- Programs that provide pre-natal and early health intervention services, including immunization and education to parents.
- Programs that use AmeriCorps members of all ages to educate seniors to utilize technology, or provide other services to seniors in community-based settings.

To learn about a number of programs focusing on different issue areas, please visit the AmeriCorps website at www.americorps.org. Programs are encouraged to focus on a specific issue or need, instead of trying to address all issue areas. Experience shows that it is difficult for a program to demonstrate its community impact when it tries to meet too many needs at once. However, certain programs such as volunteer generator models, youth service corps, or programs that operate in rural areas, may operate more effectively by developing activities in more than one issue area. All programs should delineate strategies to be used to demonstrate outcomes in the issue area(s).

Programs are encouraged, but not required, to operate a summer program as a component of the year-round program, or to expand program operations during the summer months. Care must be taken to ensure that the summer component is consistent with the overall mission of the program and that it is not designed as separate from the year-round operation. Programs that recruit a separate pool of members for the summer component of a program need to ensure that the summer program instills the ethic of service in the members and is not just a summer job. Any members a program adds for a summer period must complete at least 300 hours of service.

Student Service

The Higher Education Reauthorization Act of 1998 requires that all institutions of higher education who receive Federal Work Study (FWS) funds utilize a minimum of 7% of their total FWS budget for community service placements. Each college must also include a literacy component that is defined in regulations by the Department of Education. Because this is one important vehicle to encourage and expand student service, the Corporation for National and Community Service is very interested in what campuses are doing to meet and exceed this requirement. Community service activities undertaken using FWS can be a valuable resource for national service programs. While the FWS program is administered by college financial aid offices, many colleges have built strong relationships between the community service, service-learning, or volunteer office and the financial aid office to enhance community service efforts of the campus. Some service offices even manage the community service FWS program on their campus. Both service offices and community partners can assist the financial aid office in enhancing community service FWS programs. For more information on the FWS for Community Service program, please see www.ed.gov/offices/OPE/pubs/WorkStudy/.

The Corporation has summarized data reported to the Department of Education on Federal Work Study for Community Service usage. If you would like to see how a particular institution is doing in comparison to

other institutions, you can view this report online at www.nationalservice.org/resources/. For new and continuing programs operated by higher education institutions that are applying for funding, applicants should describe their institution's efforts to support community service under FWS. Specifically include the percentage of the school's 2002-2003 FWS funds that were used for community service placements and the program's plans for further efforts in this area. This will be considered in determining whether to make an award to your institution.

National Service Collaborative Efforts

In many communities across Colorado there are several national service initiatives operating side by side. These include AmeriCorps*VISTA projects, RSVP programs, Senior Companions, Foster Grandparents, Learn and Serve Higher Education or K-12 programs, National Civilian Community Corps projects, AmeriCorps Promise Fellows, and other AmeriCorps programs funded through the Commission and the Corporation for National and Community Service. Additionally, the Governor's Commission on Community Service is involved in several other initiatives including, the Colorado Volunteer Center Network, Colorado Cares Day, and National Philanthropy Days in Colorado. All national service programs in Colorado are expected to engage in collaborative activities, both with other national service programs, as well as initiatives of the Commission as appropriate.

Federal Financial Management and Grant Administration Requirements

AmeriCorps requirements are set forth in the regulations and in this application. In addition to being thoroughly familiar with the regulations, applicants for funding through AmeriCorps should read these applications guidelines carefully, as well as the regulations published in the Federal Register on March 23, 1994 (45 CFR Parts 2510, 2513, et. al.). These regulations are available through the public library or can be found at www.nara.gov/fedreg/. As with all federal grant programs, it is the responsibility of each AmeriCorps program to ensure appropriate stewardship of federal funds entrusted to them. Under the Corporation's regulations, all programs must maintain financial management systems that provide accurate, complete, and current disclosure of the financial results of the AmeriCorps program. To meet this requirement, programs must have adequate accounting practices and procedures, internal controls, audit trails, and cost allocation procedures. As of 2004, revisions to the Single Audit Act and OMB Circular A-133 require all organizations to have financial audits if they annually expend \$500,000 or more under federal awards. This requirement applies to the organization's total expenditures each fiscal year under all of its federal awards, not just an AmeriCorps grant.

As with all federal grant programs, all activities must be conducted, and facilities operated, in compliance with the applicable civil rights statutes and their implementing regulations. For civil rights purposes, all programs funded or receiving service members under the National and Community Service Act, as amended, are programs or activities receiving federal financial assistance.

By federal statute and regulation, a person, including members, service recipients, or program staff, may not, on the grounds of race, color, national origin, sex, age, political affiliation, disabilities (for otherwise qualified individuals with disabilities), or in most cases religion, be excluded from participation in, denied the benefits of, or be otherwise subjected to discrimination, directly or through contractual arrangements, under any program or activities receiving federal financial assistance. By Corporation for National and Community Service policy, participation in the Corporation's programs and projects will be based on merit and equal opportunity for all, without regard to factors such as sexual orientation, marital or parental status, military service, or religious, community, or social affiliations, in addition to the statutory grounds.

III. AMERICORPS MEMBER INFORMATION

The following pages outline program requirements regarding AmeriCorps members, including AmeriCorps Member Eligibility, Terms of Service, Recruitment and Selection, AmeriCorps Member Benefits, AmeriCorps Member Release, Grievance Procedures, and Prohibited Service Activities. This section should help potential applicants understand who AmeriCorps member can be, what they can do, and responsibilities of the programs in managing members.

Member Eligibility

An eligible member is an individual: who is a U.S. citizen, U.S. national, or lawful permanent resident alien of the United States; who is at least 17 years of age at the commencement of service (unless the member is out of school and enrolled in (a) a full-time, year-round youth corps program or full-time summer program as defined in the Act (42 U.S.C. §12572 (a) (2)), in which case he or she must be between the ages of 16 and 25, inclusive, or (b) in a program for economically disadvantaged youth as defined in the Act (42 U.S.C. §12572 (a) (9)), in which case he or she must be between the ages of 16 and 24, inclusive, or has a high school diploma or an equivalency certificate or agrees to obtain a high school diploma or its equivalent before using an education award and who has not dropped out of elementary or secondary school in order to enroll as an AmeriCorps member (unless enrolled in an institution of higher education on an ability to benefit basis and is considered eligible for funds under section 484 of the Higher Education Act of 1965, 20 U.S.C. §1091), or who has been determined through an independent assessment conducted by the program to be incapable of obtaining a high school diploma or its equivalent, provided that the Corporation for National and Community Service has waived the education attainment requirement for the individual).

Terms of Service

Programs may engage members on a full-time or part-time basis. Full-time members must serve at least 1700 hours during a period of not less than nine months and not more than one year. Half-time members must serve at least 900 hours during a period of one or two years as indicated in the approved budget. No member can serve less than 300 hours during a one-year period. Programs may propose at least 300 hours for minimum-time, at least 450 hours for quarter-time, and at least 675 hours for reduced half-time members based on program design. However, within a program, it is generally required that all reduced half-time, quarter-time, and minimum-time members serve the same number of hours. If any less than full-time program has a need for greater flexibility, the Corporation and the Commission will consider proposals for two different sets of hours within the same program.

Term Type	# of Hours
Full-time	At least 1700 hours
One Year Half-Time	At least 900 hours
Two Year Half-Time	At least 900 hours
Reduced Half-Time	At least 675 hours
Quarter-Time	At least 450 hours
Minimum-Time	At least 300 hours

Eligibility for Additional Terms: An individual may receive an education award only for the first and second terms of service in an approved AmeriCorps position. (Please note that an unsuccessful or incomplete term counts as a term of service for these purposes.) In addition, there are very strict limits on the use of federal funds to support an individual serving in a third, or subsequent, term. While members may, in some cases, serve more than one term, mere eligibility for an additional term of service does not, however, guarantee selection or placement. A member's eligibility for a subsequent term of service must be based on at least a mid-term and end-of term evaluation of the member's performance, that demonstrates but is not limited to: (1) completion of required number of hours; (2) satisfactory completion of assignments, tasks or projects; and (3) satisfactory performance criteria that were clearly communicated to the member both orally and in writing at the beginning of the term of service.

Recruitment and Selection

Historically, grantees have had to develop their own recruitment systems. Recently, the Corporation has introduced an on-line system to support grantees' efforts. In order to supplement grantees' recruiting efforts, and to make sure that the information in the nationwide system is comprehensive and of maximum benefit to individuals who want to be AmeriCorps members, use of the recruitment system, found on the AmeriCorps website (www.americorps.org), is now mandatory for AmeriCorps programs. The National Recruitment System assists programs in supplementing their local recruitment efforts with (1) individuals from different

backgrounds and regions of the nation and (2) individuals that have special skills or training, and (3) individuals who desire to serve but live in areas where there are few or no national service programs. This system allows AmeriCorps programs to post information about their programs and their member assignments. All AmeriCorps programs will be responsible for having a comprehensive program profile on-line and will consider on-line applicants for their AmeriCorps positions. Programs may list multiple assignments as well as multiple geographic sites. Using their own criteria, programs may search for prospective members for their recruitment outreach efforts. Programs can e-mail prospective members and applicants to alert them to program information and updates, interview schedules, and other service opportunities. As part of the web-based recruitment system, prospective members may apply directly to participating AmeriCorps programs electronically, as well as search for programs based on their interests, eligibility, and geographic preference.

It is important to understand that national service members will be recruited and selected by the programs (not the Commission or the Corporation). Selection criteria will vary among different programs. However, programs must select members in a non-partisan, non-political, non-discriminatory manner. Programs are strongly encouraged to recruit members with disabilities to serve in their programs. Programs can establish minimum qualifications for members related to the service they will provide (such as education level or area expertise and interest). Programs must ensure that they do not displace any existing paid employees.

AmeriCorps Member Benefits

Living Allowances.

Generally, all AmeriCorps programs must provide a living allowance. The living allowance is considered taxable for FICA and income tax. In Colorado, programs must pay into worker's compensation and unemployment for AmeriCorps members.

The amount of the living allowance that may be paid using Corporation and other federal funds, however, in general, the federal share may not exceed 85% of the minimum living allowance.

Programs are not required to provide a living allowance to half-time, reduced half-time, quarter-time, and minimum-time members. If a program chooses to provide a living allowance for half-time, reduced half-time, quarter-time, and minimum-time members, please use the following chart to help determine the allowance. As with the living allowance for full-time members, the amount that may be paid using Corporation funds, may not exceed 85% of the prorated share of the minimum living allowance.

Residential Program. If a member is serving in a program that provides room and board, the Corporation will consider on a case-by-case basis, allowing the portion of the living allowance that may be paid using Corporation and other federal funds to be between 85% and 100%.

Waiver or Reduction of Living Allowance. The Corporation for National and Community Service may, at its discretion, waive or reduce the living allowance requirements if a program can demonstrate to the satisfaction of the Corporation that such requirements are inconsistent with the objectives of the program, and that members will be able to meet the necessary and reasonable costs of living (including food, housing, and transportation) in the area in which the program is located.

Professional Corps. A professional corps program may recruit and place qualified AmeriCorps members in positions as teachers, nurses, doctors, police officers, lawyers, architects, engineers, or other professionals helping to meet critical needs in communities with inadequate numbers of such professionals. Public or private nonprofit employers must sponsor AmeriCorps members' salaries and benefits (excluding the AmeriCorps Education Award provided by the National Service Trust). Such salaries may exceed the maximum living allowance allowed in other national service programs.

Child Care.

AmeriCorps Operating Grant Programs must make child care available to any full-time eligible member who is eligible for and needs such assistance in order to participate. The Corporation will fund child care directly and will pay 100% of the allowance as defined by payment rates of the Child Care and Development Block

Grant (CCDBG). The Corporation for National and Community Service will provide technical assistance to programs in determining member eligibility, provider eligibility and child care allowance. The Corporation for National and Community Service will also make payments to the childcare providers directly. The grantee must provide an estimate of the number of members and the number of their children needing child care, and the Corporation for National and Community Service will arrange for direct payment to qualified child care providers.

Member eligibility for childcare is based on need. The Corporation for National and Community Service defines need to be consistent with the Child Care and Development Block Grant Act of 1990, as follows: total family income of the member must be less than 75% of the State median income, or as defined by the State under CCDBG guidelines; and he member must reside with and be the parent or guardian of a child under the age of 13.

If members are accepted into a program and are receiving and continue to receive childcare assistance from other sources such as a parent or guardian, they are ineligible for child care from the program. On the other hand, if members become ineligible for assistance because of their enrollment in the program, or the member certifies that he or she needs child care to participate in the program, child care must be provided.

Health Care for Full-Time Members.

AmeriCorps Operating Grant Programs must provide full-time members with a basic health insurance plan at the time of the members' acceptance into the program if the member is not otherwise covered by a health insurance policy that provides the minimum benefits below. If, as a result of participation, or if, during the term of service, a member loses coverage through no deliberate act of his or her own, such as parental or spousal job loss, the program must provide the member with a basic health insurance plan that meets the minimum benefits below. (Health care benefits are for AmeriCorps members only (spousal or dependent benefits cannot be covered using Corporation funds).

Programs may obtain health insurance for members through any provider, as long as the policy provides the minimum benefits and is not excessive in cost. The Corporation share of the budget allows for 85% of the cost of a policy that meets the requirements outlined below as long as the policy cost is not excessive. The Corporation will not pay any share of the cost of a policy that does not include the minimum benefits. In general, health benefits for part-time members are not an allowable cost for the Corporation share of the budget unless those members serve full-time for a sustained period of time. For example, members may receive benefits when they serve in a summer program for thirty-five hours per week with other members who receive health benefits.

The following minimum benefits must be provided for:

- Covered Services: Physician services for illness or injury, hospital room and board, emergency room, x-ray and laboratory, prescription drugs.
- Limited Coverage: Mental/nervous disorders, substance abuse.
- Annual Limits: Deductible: Not more than \$250 per individual. Coinsurance: Member pays no more than 20% or comparable fixed fee. Exception: mental health care and substance abuse may require a 50% co-payment.
- Out-of-pocket: Not more than \$1,000 per individual.
- Maximum Benefit: At least \$50,000.

Programs electing to use current health plans that meet the minimum benefit requirements will be required at time of selection to provide specific information on the benefits and policy. There are several providers available that have offered AmeriCorps programs with health insurance for members at a reasonable cost. The National Association of Service and Conservation Corps has an affordable health care program available to membership organizations. To inquire about costs of the plan and of membership, contact NASCC at (202) 737-6272. In addition, SRC/BCS has an affordable health care program for AmeriCorps programs. To inquire about costs of the plan, contact SRC/BCS at 1-800-865-3737.

AmeriCorps Education Awards.

Most AmeriCorps members who successfully complete a term of service will receive education awards for each of up to two terms of service. The following chart shows the relationship between number of hours an AmeriCorps member serves and the education award the member received based upon successful completion of the term of service.

<u>TERM TYPE</u>	# of Hours	Education Award
Full-time	At least 1700 hours	\$4,725.00
One Year Half-Time	At least 900 hours	\$2,362.50
Two Year Half-Time	At least 900 hours	\$2,362.50
Reduced Half-Time	At least 675 hours	\$1,800.00
Quarter-Time	At least 450 hours	\$1,250.00
Minimum-Time	At least 300 hours	\$1,000.00

The education award may be used up to seven years from completion of service to pay for any combination of: (1) the costs of attendance at a qualified institution of higher education; (2) the costs of approved school-to-work programs; or (3) the costs of repaying qualified student loans. The education award is considered taxable income for the year in which it is used. Members who do not successfully complete their term of service are not eligible to receive an education award.

Members who have outstanding qualified student loans may be eligible to receive forbearance on their payments while they serve, but they need to contact their loan holders to receive this benefit and submit the required forms to the National Service Trust. The Corporation for National and Community Service will make payments for interest that accrues during the period of forbearance upon successful completion of a member's term of service. Full-time members may receive full interest accrual payment to the loan holder and half-time members may receive a pro-rated interest accrual payment to the loan holder. The interest payments by the Corporation for National and Community Service are considered taxable income for the year in which the payments are made.

Reasonable Accommodation for Disabilities.

Increasing the participation of people with disabilities in national and community service programs is a key interest of the Corporation. We encourage all AmeriCorps programs to actively reach out to and include people with disabilities. Programs and activities must be accessible to persons with disabilities, and programs must provide reasonable accommodation, including auxiliary aids and services, to known mental or physical disabilities of otherwise qualified members, service recipients, applicants, and program staff. All selection and project assignments must be made without regard to the need to provide reasonable accommodation. See the Americans with Disabilities Act of 1990 (42 U.S.C. 12111(9)) for information on accommodation and definition of a qualified individual with a disability (42 U.S.C. 12111 (8)). By far, the vast majority of accommodations are inexpensive. In most cases, programs are responsible for costs of accommodation. Only under extenuating circumstances can programs apply to the Governor’s Commission for limited additional funds to provide reasonable accommodations for members serving in an AmeriCorps program.

AmeriCorps Member Release

Programs may release members for two reasons: (1) for compelling personal circumstances beyond the individual member’s control, as determined by the program (with strict adherence to national guidance); or (2) for cause, as defined in the National and Community Service Act of 1990, as amended (42 U.S.C., 12593(c)) and in the Corporations regulations (45 C.F.R. Chapter XXV, Section 2522.230) and by following the terms outlined in the individual program’s Member Contract. Programs must establish written guidelines, to be incorporated into the Member Contract, that explain the circumstances under which members will be released for cause. In addition to the circumstances mandated by law, programs may include in the guidelines their own reasons for releasing members for cause.

Grievance Procedures

Programs must establish a grievance procedure for members who believe that they have been wrongly released for cause, and for other grievances expressed by members or other interested parties. The procedures must include an opportunity for hearing and binding arbitration within the statutory deadlines. Additionally, programs are encouraged to establish an alternative dispute resolution procedure, such as mediation. A model grievance procedure designed by the Corporation is available for program use for successful applicants.

Prohibited Service Activities

- While charging time to the AmeriCorps program, accumulating service or training hours, or otherwise engaged in activities associated with the AmeriCorps program or the Corporation for National and Community Service, staff and members may not engage in the following activities: Any effort to influence legislation;
- Organizing or participating in protests, petitions, boycotts, or strikes;
- Assisting, promoting, or deterring union organizing;
- Impairing existing contracts for services or collective bargaining agreements;
- Engaging in partisan political activities, or other activities designed to influence the outcome of an election to any public office;
- Participating in, or endorsing, events or activities which are likely to include advocacy for or against political parties, political platforms, political candidates, proposed legislation or elected officials;
- Engaging in religious instruction, conducting worship services, providing instruction as part of a program that includes mandatory religious education or worship, constructing or operating facilities devoted to religious instruction or worship, maintaining facilities primarily or inherently devoted to religious instruction or worship, or engaging in any form of religious proselytization;
- Providing a direct benefit to (1) a business organized for profit, (2) a labor union, (3) a partisan political organization, (4) an organization engaged in the religious activities described above, unless Corporation assistance is not used to support those religious activities, (5) a non profit organization that fails to comply with the restrictions contained in §501 (c) 3 of Title 26, except that nothing in this section shall be construed to prevent member or staff from engaging in advocacy activities undertaken at their own initiative on non-AmeriCorps time;
- Other activities as the Corporation determines will be prohibited, upon notice to the Grantee.

Individuals may exercise their rights as private citizens and may participate in the above activities on their initiative, on non-AmeriCorps time, and using non-Corporation funds. The AmeriCorps logo should not be worn while doing so.



2009 AmeriCorps State

APPLICATION INSTRUCTIONS

for

Colorado State Commission Grantees

**State Competitive
Territories Competitive
State Education Award Program
v. 7.24.08**

**OMB Control #: 3045-0047
Expiration Date: 4/30/2009**

IMPORTANT NOTICE

These application instructions conform to the Corporation for National and Community Service's (the Corporation's) online grant application system, [eGrants](#). The eGrants system is designed to serve the Corporation's applicants and grantees. All Corporation funding announcements are posted on our web site www.cns.gov and at www.grants.gov.

Public Burden Statement: The Paperwork Reduction Act of 1995 requires the Corporation to inform all potential persons who are to respond to this collection of information that such persons are not required to respond unless it displays a currently valid OMB control number. (See 5 CFR 1320.5(b)(2)(i)).

Time Burden: The time required to complete this collection of information is estimated to average 10 hours per applicant.

Use of Information: The information collected constitutes an application to the Corporation for grant funding. The Corporation evaluates the application and makes funding decisions through the Corporation's grant review and selection process.

Effects of Non-Disclosure: Providing this information is voluntary; however, failure to provide the information would not allow the Corporation to assess the applicant's request for funding. In this case, it would not be possible to consider granting funds to the applicant.

Privacy Act: Information provided for this collection may be shared with federal, state, and local agencies for law enforcement purposes.

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Application Instructions

NEW AND RECOMPETING PROGRAMS

The following application instructions are designed to serve as a model for state commissions as they draft their own instructions for new and re-competing applicants for state competitive and state Education Award Program (EAP) grants. **If you are an organization interested in applying for AmeriCorps state funding, please contact your commission. You must apply through the commission, using its instructions, rather than directly to the Corporation using these instructions.**

If you are a State, Territory, or Commonwealth without a commission, please use the instructions designed specifically for your use, “Application Instructions for States, Commonwealths, and Territories without Commissions,” available on the AmeriCorps web site www.americorps.org.

Applications are submitted using eGrants, the Corporation’s integrated, secure, web-based system for applications.

Use these instructions in conjunction with the *Notice of Federal Funding Availability* or *Notice of Federal Funding Opportunity (Notice)* for the year in which you are applying, and the AmeriCorps Regulations, 45 CFR §§ 2520–2550. . **The Notice includes deadlines, eligibility requirements, submission requirements, maximum amount of funding per MSY, and other information that changes year-to-year, for all**

AmeriCorps grant programs.

The *Notice* can be found at http://www.americorps.org/for_organizations/funding/nofa.asp. The full regulations are available online at www.gpoaccess.gov/ecfr.

The AmeriCorps regulations include the selection criteria used to select applications for funding and other pertinent information (see Table 1, below).

Table 1: Program Requirements in the AmeriCorps Regulations

Requirements and Selection	Citation in the AmeriCorps Regulations
Member Service Activities	§2520.20 - §2520.55
Prohibited Activities	§2520.65
Tutoring Programs	§2522.900-2522.950
Matching Funds	§2521.35-2521.90
Member Benefits	§2522.240-2522.250
Calculating Cost Per Member Service Year (MSY)	§2522.485
Performance Measures	§2522.500-2522.650
Evaluation	§2522.500-2522.540 and §2522.700-2522.740
Selection Criteria and Selection Process	§2522.400-2522.475

If there is any inconsistency between the AmeriCorps regulations, the *Notice*, and the Application Instructions, the order of precedence is as follows:

1. AmeriCorps regulations 45 CFR §§ 2520–2550 take precedence over the
2. *Notice of Federal Funding Opportunity*, which takes precedence over the
3. Application Instructions.

Do not submit any other supplementary materials such as videos, brochures, letters of support, or any other item not requested in these application instructions. The Corporation will not review or return them.

Professional Corps

State competitive grants may be used to fund Professional Corps. Professional Corps programs place members as teachers, health care providers, police officers, childhood development staff, engineers, or other professionals to meet unmet needs in communities with an inadequate number of such professionals. Grantees receive Corporation funding to support program costs, and use their own or other resources to pay the members' living allowance and benefits.

Professional Corps programs provide 100 percent of member support costs, including the living allowance, FICA, health insurance, and, depending on the state, workers' compensation and unemployment insurance. Professional Corps programs, by design, enroll employees whose benefits (other than the education award) are outside of the scope of Corporation assistance, and therefore are not subject to statutory provisions governing living allowances and health care. For this reason, Professional Corps programs may offer AmeriCorps members a benefits package without regard to statutory requirements applicable to other AmeriCorps programs. **Do not include line items in**

Section II in the Budget Section in eGrants.

Selection Process and Criteria

In evaluating applications for funding, reviewers will assess program design, organizational capability, and cost-effectiveness and budget adequacy. The weights assigned to each category and sub-category are listed in the chart below. Reviewers will assess application narratives against these criteria and weight them accordingly. Please see the AmeriCorps regulations, 45 CFR §§ 2522.420–2522.448, for additional detail regarding these criteria and what reviewers will assess in each category.

Table 2: Basic Selection Criteria: Categories, Sub-Categories, and Respective Weights

Category	Percentage	Sub-Categories and Weights
Program Design	50%	Rationale and Approach – 10%
		Member Outputs and Outcomes – 20%
		Community Outputs and Outcomes – 20%
Organizational Capability	25%	No sub-categories
Cost-Effectiveness and Budget Adequacy	25%	Cost-Effectiveness – 15%
		Budget Adequacy – 10%

Section 2522.450 of the AmeriCorps regulations addresses types of programs or program models that may receive special consideration in the selection process. Section 2522.455 addresses how you can find out about additional priorities governing the selection process. Section 2522.470 addresses other factors or information the Corporation may consider in making final decisions.

Submitting Your Application in eGrants

Your application consists of the following components. Please make sure to complete each one.

- I. Applicant Info
- II. Application Info
- III. Narratives
- IV. Performance Measures
- V. Documents
- VI. Budget
- VII. Review and Submit
- VIII. Survey on Ensuring Equal Opportunity for Applicants (Optional)

In eGrants, before Starting Section I, you will need to:

- Start a new Grant Application
- Select a Program Area (AmeriCorps)
- Select a NOFA (Commission AmeriCorps State FY 2009, Commission Education Awards Program 2009)
- Select your State
- Select your State Prime Application ID

If you are already a State Formula or State Competitive grantee, and are submitting an application for a second program, please contact your Commission. The Commission will have to contact their Corporation Program Officer in order to open your new application.

I. Applicant Info

In eGrants, complete the Applicant Info Section (Attachment B). This section is particularly important for Corporation data collection and evaluation. Please take the time to reflect your program activities accurately in this section.

- In the Program Info Section, select existing program if you are reapplying, or enter new if you are applying for the first time.
- If you are a new program, enter your contact information into the fields that appear.
- Select a primary Program Model, and a secondary Program Model, if appropriate.
- **Then select characteristics that fit your project under Program Design, Program Location, and Program Focus. Enter or select a Program Director and Program Website URL.**

II. Application Info

Information entered in the Applicant Info, Application Info, and Budget sections will populate the SF 424 Facesheet. **If you are submitting your application in hard copy, you will find the SF 424 in Attachment A.**

In the Application Info Section enter:

- Areas affected by your program.
- Enter requested project period start and end dates. You may not request a program start date earlier than June 15.
- If you are delinquent on any federal debt.
- State Application Identifier: Enter N/A.
- State Single Point of Contact: pre-filled No, this is not applicable.
- If you plan to request a waiver of the volunteer leveraging or match requirements. In compliance with Executive Order 13175 (November 6, 2000), Consultation and Coordination with Indian Tribal Governments, the Corporation will handle requests for waivers from Indian Tribes in an expedited manner.

III. Narratives

The narrative section of the application is your opportunity to convince reviewers that your project meets the selection criteria. Below are some general recommendations to help you present your project in a way the reviewers will find compelling and persuasive.

- **Lead from your program strengths and be explicit.** Do not make the mistake of trying to stretch your program description to fit each strategic initiative, special consideration, and priority articulated in the regulations or the *Notice*. Focus on the special considerations and priorities that apply to your program.
- **Be clear and succinct.** Reviewers are not interested in jargon, boilerplate, rhetoric, or exaggeration. They are interested in learning precisely what you intend to do, and how your project responds to the selection criteria presented below.

- **Avoid circular reasoning.** The problem you are addressing should not be described as the lack of the program you are proposing.
- **Explain how.** Avoid simply stating that the criteria will be met.
- **Don't make assumptions.** Even if you have received funding from the Corporation in the past, do not assume your reviewers know anything about you, your program, your partners, or your beneficiaries. Avoid overuse of acronyms.
- **Use an impartial proofreader.** Before you submit your application, let someone who is completely unfamiliar with your project read and critique the project narrative.

In eGrants, you will enter text for Section A. Rationale and Approach, B. Member Outputs and Outcomes, C. Community Outputs and Outcomes, D. Organizational Capacity, E. Cost Effectiveness and Budget Adequacy, and F. Evaluation Plan. **You may not exceed 71,000 characters in these three sections combined. The character count includes spaces and punctuation.**

Please note that the Narratives Section also includes fields for Clarification Information, Amendment Justification, and Continuation Changes. **These are not required fields. They will be used to enter information for clarification following review, request amendments once a grant is awarded, and enter changes in the narrative in continuation requests. Please enter N/A in these fields.**

The selection criteria from the AmeriCorps regulations are included in the ruled boxes below in this font. Reviewers will assess your application against the selection criteria. The bullets that follow the criteria are merely recommendations on how to best respond to the criteria.

Criteria

§ 2522. 425 What does the Corporation consider in assessing Program Design? (50%)

In determining the quality of your proposal's program design, the Corporation considers your rationale and approach for the proposed program, member outputs and outcomes, and community outputs and outcomes.

1. Rationale and Approach

(a) *Rationale and approach (10%).* In evaluating your rationale and approach, the Corporation considers the following criteria:

- (1) Whether your proposal describes and adequately documents a compelling need within the target community, including a description of how you identified the need;
- (2) Whether your proposal includes well-designed activities that address the compelling need, with ambitious performance measures, and a plan or system for continuous program self-assessment and improvement;
- (3) Whether your proposal describes well-defined roles for participants that are aligned with the identified needs and that lead to measurable outputs and outcomes; and
- (4) The extent to which your proposed program or project:
 - (i) Effectively involves the target community in planning and implementation;
 - (ii) Builds on (without duplicating), or reflects collaboration with, other national and community service programs supported by the Corporation; and
 - (iii) Is designed to be replicated.

Recommendations on Addressing the Criteria

Compelling Community Need:

- Describe the community need that you will address within the target community.
- Why did you select this need as your focus?
- How did you identify the need?
- Provide documentation of the need.
- **If your program will operate at multiple sites,** demonstrate a need in each community you propose to serve.

Description of Activities and Member Roles:

- Describe the activities you propose to address the need.
- What will be the member's roles in these activities, and how do the member roles relate to addressing the need as distinct from staff or volunteer roles? Discuss your program structure including number of members, where members will serve (for example, at the applicant organization or at local service sites). How do the types of member slots you are requesting (for example, full-time, half-time, quarter-time, etc.) align with the program design and activities? See Budget Instructions on page 25 for a chart that lists slot types, minimum hours served, and minimum and maximum living allowance.
- How will your plan for member development, training, and supervision contribute to achieving your desired outcomes?
- How will you ensure that members comply with rules on prohibited service activities? See 45 CFR § 2520.45, 45 CFR § 2520.65 and the AmeriCorps grant provisions for a list of prohibited service activities.
- How will receiving an AmeriCorps grant add value to your existing service activities?

Measurable Outputs and Outcomes:

- Describe the measurable outputs and outcomes you expect to achieve as a result of your activities.
- What systems will you use to track these outputs and outcomes?
- **Note:** You will develop more detailed performance measures in eGrants, including what you will measure, how they will be measured, your targets for each year, and the data you will gather, during the post-review clarification period.

Plan for Self-Assessment and Improvement:

- How will you track and evaluate your progress toward meeting and achieving your outputs and outcomes?
- What are your plans for continuous program improvement? How will you identify strengths and weaknesses, resolve problems, and gather feedback from and provide feedback to members, service sites, and partners

Community Involvement:

- Describe how you involved the target community (or target communities) in identifying the needs and activities. Which community partners and stakeholders were involved? What roles did they play, and what were their responsibilities in the planning process?
- Explain how you will continue to engage your community partners and stakeholders throughout the three year program period. What will be their ongoing roles and responsibilities?

Relationship to other National and Community Service Programs:

How will your program build on (without duplicating), or reflect collaboration with, other national and community service programs supported by the Corporation and the state commissions in the state where you plan to operate? You can find a listing of Corporation-supported programs by state at http://www.americorps.org/about/role_impact/state_profiles.asp. The National Community Service Act prohibits duplication and displacement in SEC. 177. [42 U.S.C. 12637].

Potential for Replication:

To what extent is your AmeriCorps program designed to be replicated by your organization or other organizations? What are your plans or strategies for replication?

B. Member Outputs and Outcomes

Criteria

(b) *Member outputs and outcomes (20%)*. In evaluating how your proposal addresses member outputs and outcomes, the Corporation considers the extent to which your proposal or program:

(1) Includes effective and feasible plans for, or evidence of, recruiting, managing, and rewarding diverse members, including those from the target community, and demonstrating member satisfaction;

(2) If you are a current grantee, has succeeded in meeting reasonable member enrollment and retention targets in prior grant periods, as determined by the Corporation;

(3) Includes effective and feasible plans for, or evidence of, developing, training, and supervising members;

(4) Demonstrates well-designed training or service activities that promote and sustain post-service, an ethic of service and civic responsibility, including structured opportunities for members to reflect on and learn from their service; and

(5) If you are a current grantee, has met well-defined, performance measures regarding AmeriCorps members, including any applicable national performance measures, and including outputs and outcomes.

Recommendations on Addressing the Criteria

Member Recruitment and Support:

- Describe your plans for recruiting members for your program. What criteria will you use to select your members, including specific qualifications, characteristics, or backgrounds? What are your plans to ensure that your corps is diverse and includes members from the communities to be served?
- How will you assess member satisfaction? Describe your plan for providing incentives to members including opportunities for skill-building, professional development, education, activities promoting esprit de corps, member recognition, and rewards. What are your strategies to ensure that members complete their term of service (retention)?

- **Tutoring programs only:**

Describe how your strategy for recruiting and selecting members complies with AmeriCorps requirements for member tutoring qualifications. Members who tutor must have a high school diploma, or a higher degree, or pass a proficiency test that the program has determined is effective in ensuring that members tutoring have the necessary skills to achieve program goals.

Member Development, Training and Supervision:

- Describe in detail your plans for orienting members to AmeriCorps, the community, their placement site, and to the service they will perform.
- How do you plan to train members to perform all the activities they will engage in and, as necessary, provide them with ongoing training throughout their terms? What is the timeline for this training? Identify the training curricula and materials you will use.
- Describe your plan for supervising members, and how it ensures that members will receive adequate support and guidance throughout their terms.

- **Tutoring programs only:**

Describe how your strategy for training members complies with AmeriCorps requirements for member tutor training that is high quality and research based, consistent with the instructional program of the local agency or with state academic content standards, includes appropriate member supervision by individuals with expertise in tutoring, and provides specialized pre-service and in-service training consistent with the activities the member will perform.

Ethic of Service and Civic Responsibility:

Demonstrate how you will provide structured opportunities for participants to reflect on and learn from their service in order to promote a lifelong ethic of service and civic responsibility

Current Grantees Only: Enrollment

If you enrolled less than 100% of slots received during your last full year of program operation, provide an explanation, and describe your plan for improvement.

Current Grantees Only: Retention

If you were not able to retain all of your members during your last full year of program operation, provide an explanation, and describe your plan for improvement. While we recognize retention rates may vary among equally effective programs depending on the program model, we expect grantees to pursue the highest retention rate possible.

C. Community Outputs and Outcomes

Criteria

(c) *Community outputs and outcomes (20%)*. In evaluating whether your proposal adequately addresses community outputs and outcomes, the Corporation considers the extent to which your proposal or program:

(1) Is successful in meeting targeted, compelling community needs, or if you are a current grantee, the extent to which your program has met its well-defined, community-based performance measures, including any applicable national performance measures, and including outputs and outcomes, in previous grant cycles, and is continually expanding and increasing its reach and impact in the community;

(2) Has an impact in the community that is sustainable beyond the presence of Federal support (For example, if one of your projects is to revitalize a local park, you would meet this criterion by showing that after you have completed your revitalization project, the community will continue its upkeep on its own);

(3) Generates and supports volunteers to expand the reach of your program in the community; and

(4) Enhances capacity-building of other organizations and institutions important to the community, such as schools, helping community recover from and prepare for disaster organizations, neighborhood watch organizations, civic associations, and community organizations, including faith-based organizations.

Recommendations on Addressing the Criteria

Sustainability:

Outline your plans for ensuring that the impact of your program in the community is sustainable beyond the presence of federal support. For example, you might describe how your community relationships will lead to community investment in the program's continued operation; how you will diversify your funding sources to include a wide range of stakeholders (such as state, local, and private sector funding); how your strategies for recruiting and supporting volunteers will sustain member activities after your AmeriCorps grant ends; or how the community will maintain your project once it is completed.

Volunteer Recruitment and Support:

- Describe how your program will use volunteers to expand the reach of the program in the community. How will you recruit, support, and recognize volunteers? Identify how many volunteers you expect to recruit and the number of hours of service they will provide, in total and on average. Will these volunteers be episodic (committing to one-time or occasional events) or ongoing (committing to a regular, ongoing role in the program)? If selected for funding, you will be expected to report on your actual volunteer recruitment levels.
- Describe the role that members will play in your volunteer recruitment and support efforts.
- **If you are requesting a waiver of the requirement to recruit or support volunteers** (see 45 C.F.R § 2520.35), explain the basis for your request in the Waiver Request Justification field, which is in the Application Info Section in eGrants. If you are submitting a hard copy application, explain the basis for your waiver request in the program narrative.

Capacity Building:

Describe how your program will enhance the capacity of other organizations and institutions important to the community, such as schools, helping community recover from and prepare for disaster organizations, neighborhood watch organizations, civic associations, and community organizations, including faith-based organizations. What roles will members play in your capacity-building activities?

D. Organizational Capability

Criteria

§ 2522.430 How does the Corporation assess my organizational capability? (25%)

- (a) In evaluating your organizational capability, the Corporation considers the following:
- (1) The extent to which your organization has a sound structure including:
 - (i) The ability to provide sound programmatic and fiscal oversight;
 - (ii) Well-defined roles for your board of directors, administrators, and staff;
 - (iii) A well-designed plan or systems for organizational (as opposed to program) self-assessment and continuous improvement; and
 - (iv) The ability to provide or secure effective technical assistance.
 - (2) Whether your organization has a sound record of accomplishment as an organization, including the extent to which you:
 - (i) Generate and support diverse volunteers who increase your organization's capacity;
 - (ii) Demonstrate leadership within the organization and the community served; and
 - (iii) If you are an existing grantee, you have secured the matching resources as reflected in your prior grant awards;
 - (3) The extent to which you are securing community support that recurs, expands in scope, or increases in amount, and is more diverse, as evidenced by—
 - (i) Collaborations that increase the quality and reach of service and include well-defined roles for faith-based and other community organizations;
 - (ii) Local financial and in-kind contributions; and
 - (iii) Supporters who represent a wide range of community stakeholders.
- (b) In applying the criteria in paragraph (a) of this section to each proposal, the Corporation may take into account the following circumstances of individual organizations:
- (1) The age of your organization and its rate of growth; and
 - (2) Whether your organization serves a resource-poor community, such as a rural or remote community, a community with a high poverty rate, or a community with a scarcity of philanthropic and corporate resources.

Recommendations on Addressing the Criteria

Sound Organizational Structure

Ability to Provide Sound Programmatic and Fiscal Oversight:

- Provide a brief history of your organization. What year was your organization established? Describe your organization's experience in the proposed areas of activity and your experience operating and overseeing a program comparable to the one proposed. Include specific examples of your prior accomplishments and outcomes. Describe your capacity to manage a federal grant and to provide on site monitoring of the financial and other systems required to administer an AmeriCorps grant. **If you are proposing a multi-site program:**
 - Explain how you are able to support and oversee service sites.
 - Describe your process for selecting service sites and ensuring they have adequate programmatic and financial capabilities. How will your site selection process incorporate the criteria required by the AmeriCorps regulations 45 CFR § 2522.475 (quality, innovation, sustainability, quality of leadership, past performance, community involvement), and the special considerations found in 45 CFR § 2522.450 (program models, program activities, and programs supporting distressed communities)?
 - What are your current or previous programmatic and funding relationships with the sites?
 - Describe your plans for monitoring site compliance with fiscal and programmatic requirements.
 - How will you develop connections among the sites through common program elements or activities to ensure that your overall mission and vision for the AmeriCorps program is maintained at each site?

Board of Directors, Administrators, and Staff:

- Describe your organization's management and staff structure and how the board of directors (if applicable), administrators, and staff members will be used to support your program.

- Identify the key program and fiscal positions responsible for your proposed program. Describe the relevant background and experience of all staff members working on the project and their respective roles, or your plans to recruit, select, train, and support additional staff, and their roles.

Plan for Self-Assessment or Improvement:

How does your organization conduct ongoing internal assessment and improvement of its overall—not program-specific—systems, structure, staffing, and other capacities to ensure that it remains sound and well managed?

Plan for Effective Technical Assistance:

- How do you plan to provide or secure any needed financial and programmatic technical assistance for your program, and if applicable, your service sites? What are your plans for providing financial and programmatic orientation, and training and technical assistance to your program and service sites?
- Explain how you will identify and respond to your programs’ and, if applicable, your service sites’ ongoing training and technical assistance needs.

Sound Record of Accomplishment as an Organization

Volunteer Generation and Support:

Describe how your organization recruits and supports a diverse group of volunteers to increase your own organizational capacity.

Organizational and Community Leadership:

Provide examples of how you have demonstrated leadership as an organization and in the community you serve. For example, describe awards received by the organization or individuals within the organization, public positions of leadership such as staff serving on other community boards, or participation in community events, task forces, and other community activities.

Current Grantees Only: Success in Securing Match Resources

Describe your successes and challenges in securing match resources during your current three-year grant cycle and, if applicable, during the period of previous awards.

Success in Securing Community Support

Collaboration:

Describe any collaborations you have developed that increase the quality and reach of services you provide. What roles have community organizations, including faith-based organizations, played in these collaborations?

Local Financial and In-kind Contributions:

Discuss examples of how local contributions have continued over time, expanded in scope, increased in amount, or become more diverse.

Wide Range of Community Stakeholders:

Describe community stakeholders in your organization. How has non-financial support from your community stakeholders continued over time, expanded in scope, increased in amount, or become more diverse?

Special Circumstances:

In applying the organizational capability criteria to each proposal, reviewers may also take into account the following circumstances of individual organizations:

- The age of your organization and its rate of growth.
- Whether your organization serves a resource-poor community, such as a rural or remote community, a community with a high poverty rate, or a community with a scarcity of philanthropic and corporate resources.

If you feel that any of the circumstances stated above have an impact on your organizational capability that has not already been discussed, please describe.

E. Cost Effectiveness and Budget Adequacy

Criteria

§ 2522.435 How does the Corporation evaluate the cost-effectiveness and budget adequacy of my program? (25%)

(a) In evaluating the cost-effectiveness (15%) and budget adequacy (10%) of your proposed program, the Corporation considers the following:

- (1) Whether your program is cost-effective based on:
 - (i) Your program's proposed Corporation cost per MSY, as defined in §2522.485; and
 - (ii) Other indicators of cost-effectiveness, such as:
 - (A) The extent to which your program demonstrates diverse non-Federal resources for program implementation and sustainability;
 - (B) If you are a current grantee, the extent to which you are increasing your share of costs to meet or exceed program goals; or
 - (C) If you are a current grantee, the extent to which you are proposing deeper impact or broader reach without a commensurate increase in Federal costs; and

(2) Whether your budget is adequate to support your program design.

(b) In applying the cost-effectiveness criteria in paragraph (a) of this section, the Corporation will take into account the following circumstances of individual programs:

- (1) Program age, or the extent to which your program brings on new sites;
- (2) Whether your program or project is located in a resource-poor community, such as a rural or remote community, a community with a high poverty rate, or a community with a scarcity of corporate or philanthropic resources;
- (3) Whether your program or project is located in a high-cost, economically distressed community, measured by applying appropriate Federal and State data; and
- (4) Whether the reasonable and necessary costs of your program or project are higher because they are associated with engaging or serving difficult-to-reach populations, or achieving greater program impact as evidenced through performance measures and program evaluation.

(c) The indicators in paragraphs (a)(1)(i) and (a)(1)(ii)(B) of this section do not apply to Education Award Program applicants.

Recommendations on Addressing the Criteria

Cost Effectiveness

Corporation Cost per Member Service Year (MSY):

- The Corporation cost per MSY is determined by dividing the Corporation's share of budgeted grant costs by the number of MSYs you are requesting in your grant. It does not include child care or the cost of the education award.
- One MSY is equivalent to at least 1700 service hours, a full-time AmeriCorps position.
- The Corporation cost per MSY will be automatically calculated once you enter your budget in eGrants.
- The maximum cost per MSY allowable is published each year in the *Notice*.
- Cost effectiveness will be evaluated by analyzing cost per MSY in relation to your program design. If you request above the maximum, please justify. This is rarely approved.

Diverse Non-Federal Support:

- Demonstrate how your program has or will obtain diverse non-federal resources for program implementation and sustainability.
- Include a discussion of the non-Corporation resource commitments (in-kind and cash) that you have obtained, the additional commitments you plan to secure, and how you will secure them. In the budget, you must list the sources of your match funds.

Current Grantees Only: Decreased Reliance on Federal Support. Describe the extent to which you are increasing your share of costs to meet or exceed program goals, or the extent to which you are proposing deeper impact or broader reach without a commensurate increase in federal costs.

Budget Adequacy

Discuss the adequacy of your budget to support your program design including how it is sufficient to support your program activities and is linked to your desired outputs and outcomes.

For EAPs Only: EAP applicants must describe the costs that will not be covered by Corporation funding. These costs might include staff salaries and benefits, travel, evaluation, living allowances or salaries for AmeriCorps members, supplies, and equipment. You will not be required to track or report on these expenditures. Reviewers will consider this information to assess the adequacy of your budget to support your program design.

The Corporation cost per MSY and the extent to which a current EAP grantee is increasing its share of costs to meet or exceed programs goals will not be considered in assessing an EAP applicant's cost effectiveness. However, all the other indicators described in this section will apply and the cost effectiveness/budget adequacy section still equals 25% of the selection criteria weight.

F. Evaluation Summary or Plan

If you are competing for the first time, please enter N/A in the Evaluation Summary or Plan field since it pertains only to re-competing grantees.

If you are re-competing for AmeriCorps funds for the first time since the AmeriCorps rule took effect (July, 2005), you must submit a summary of your evaluation efforts or plan to date, or a copy of any evaluation that has been completed, as part of your application for funding. Submit your summary or plan in the Evaluation Summary or Plan Narrative Field in eGrants. If you are re-competing for the first time, and have completed an evaluation report, or you are re-competing for the second time since July, 2005, submit your report according to the instructions in Section VII., below.

Your evaluation requirements are different depending on the amount of your grant, as described in the AmeriCorps Regulations, Section 2522.710:

- If you are State grantee (other than an Education Award Program grantee), and your average annual Corporation program grant is \$500,000 or more, you must arrange for an independent evaluation of your program, and you must submit the evaluation with any application to the Corporation for competitive funds as required in §2522.730 of this subpart.
- If you are State grantee whose average annual Corporation program grant is less than \$500,000, or an Education Award Program grantee, you must conduct an internal or an external evaluation of your program, and you must submit the evaluation with any application to the Corporation for competitive funds as required in §2522.730 of this subpart.

G. Amendment Justification

Enter N/A. This field will be used if you are awarded a grant and need to amend it. Please delete any information previously entered in the field before entering new information.

H. Clarification Information

Enter N/A. This field will be used to enter information that requires clarification in the post-review period. Please delete any information previously entered in the field before entering new information.

I. Continuation Update

Enter N/A. This field will be used to enter changes in your narratives in your continuation requests. Please delete any information previously entered in the field before entering new information.

IV. Performance Measures

A. Service Categories

In eGrants, the service categories are located in the Performance Measures Section. In this section you will select issue areas and service categories that describe your program activities. First select an issue area, and then choose service categories from the pull down menu. When you have selected all applicable service categories, indicate

which service category is the primary and which is the secondary in importance to your program. Only one service category can be indicated as the primary, and one as the secondary. See Additional Information for the list of Issue Areas and Service Categories.

B. Performance Measures

The Corporation does not require you to enter performance measures unless and until the Corporation notifies you that you have been selected for consideration for a grant. You are welcome to begin to enter information in these fields, but it will not be required until after the grant review process. If you decide to wait until then to enter your performance measures you will still need to enter your Service Categories. In addition, because eGrants requires content in the performance measure fields in order to submit, you must enter NA in the text fields and a number in the data fields. This information will not be reviewed

If you choose to enter your detailed performance measures at the time of application, the following instructions will guide you through the process of entering information in the fields for the required aligned measure. These are also the instructions you will use if you are selected for consideration for a grant.

Before you complete the Performance Measures, please review 45 CFR §§ 2522.500– 2522.650. The Performance Measure worksheet in Attachment D is provided as a tool to help you think through the development of performance measures and assemble the information in eGrants. You may find the [Performance Measurement Toolkit](http://www.nationalservicerresources.org/star/ac-program-toolkit), on the Corporation’s web site useful in developing your performance measures (<http://www.nationalservicerresources.org/star/ac-program-toolkit>).

You are required to align at least one set of performance measures in your primary service category. **In eGrants, you will align the measures by entering three different Result Types and Result Statements for one Performance Measurement Title. The three Result Types are Output, Intermediate Outcome, and End Outcome.**

In order to align a set of performance measures in eGrants:

- First select Add Performance Measure in eGrants.
- Enter the Title, the Measure Category, and the Service Category from the pull down menus.
- Enter a sentence or two on Needs and Activities, and Result Type.
- For the Output Result Type, enter a Result Statement, Indicators, Targets, Number or Percentage, Instruments, and Performance Measure Statement.
- **Add New Result** for the Intermediate Outcome and complete the pertinent fields.
- **Do not Add New Performance Measure in order to add an Intermediate or End Outcome for your aligned measure.**
- Finally, Add New Result for the End Outcome and complete the pertinent fields.
- Once you have aligned one set of measures, i.e., completed three Result Types (Output, Intermediate Outcome and End Outcome) for one Performance Measurement Title, you may continue to Add New Performance Measures as appropriate for your program design.

V. Documents

In addition to your application submitted in eGrants, you are required to provide your evaluation, as described on page 18, and labor union concurrence (if necessary) in hard copy or e-mail, as part of your application. After you have submitted the documents, change their status in eGrants from the default “Not Sent” to the applicable status (“Sent,” “Not Applicable,” or “Already on File at CNCS”). In the event of difficulties submitting an application in eGrants, please see the *Notice* for instructions.

A. Evaluation

Submit any completed evaluation report as described in C., below. Select Evaluation and select Sent once you have submitted a completed evaluation report.

B. Labor Union Concurrence

If a program applicant:

- (1) Proposes to serve as the placement site for AmeriCorps members; and
 - (2) Has employees engaged in the same or substantially similar work as that proposed to be carried out by AmeriCorps members; and
 - (3) Those employees are represented by a local labor organization
- then the program applicant’s application must include the written concurrence of the local labor organization representing those employees.

For the purposes of this section, “program applicant” includes any applicant to the Corporation or a State Commission, as well as any entity applying for assistance or approved national service positions through a Corporation grantee or sub-grantee.

If this applies to you, please select “Enter New,” name the new document “Labor Union Concurrence,” and enter status Sent.

C. Submission Instructions for Program Evaluations and Labor Union Concurrence

Send hard copy information to:
 Corporation for National and Community Service
 ATT: AmeriCorps State
 1201 New York Avenue NW
 Washington, DC 20525

Please use an alternative service to the U.S. Postal Service to send hard copy. U.S. Postal Service deliveries to government agencies are delayed and sometimes damaged due to security measures. Attach a hard copy of the program’s SF424 facesheet to each document so that we know which application corresponds to each document.

If you prefer, you may submit evaluations and labor union concurrence electronically to acapplications@cns.gov. This information must be received at the Corporation by 5 p.m. Eastern Time on the deadline.

VI. Budget Instructions for New and Recompeting State Competitive Applicants

For EAPs Only: Use the Budget Instructions for EAPs on page 29 and the budget worksheet in Attachment G to prepare your budget.

A. Overview of Key Budget Requirements

Program requirements, including requirements on match, are located in the AmeriCorps regulations, modified by 2008 appropriations language, and summarized below. The appropriations language includes an important change in how AmeriCorps State and National programs match federal funds. It replaces the regulatory 15% minimum member support and 33% minimum program operating match with a single overall minimum match of 24% for the first three-year funding period. Starting with the second three-year cycle, match gradually increases every three years to 50% by year ten, according to the minimum overall share chart found in 45 CFR 2521.60. Current grantees remain where they are in terms of match requirements. For example, a grantee entering the sixth year of funding will be required to match at 34% as specified in the chart.

Table 3: Match Requirements in the AmeriCorps Regulations

Competition	Match Requirement
State and Territory Competitive	Minimum grantee share is 24% of program costs for the first three years. Overall grantee share of total program costs increases gradually beginning in Year 4 to 50% by the tenth year of funding and any year thereafter.
State EAP	Grantee pays all program costs over \$600 per MSY

provided by the Corporation.

- Equipment costs must not exceed 10% of the total Corporation share.
- Administrative costs must not exceed 5% of the total Corporation funds requested.
- If you are applying for the first time, you must match with cash or in-kind contributions at least 24% of the project's total Operating Costs (Section I) plus Member Costs (Section II) plus Administrative Costs (Section III). If you are re-competing, your Program Officer can tell you where you are in the match schedule.
- The acceptable sources of matching funds are federal, state, local, private sector, and/or other funds in accordance with applicable AmeriCorps requirements.
- In Sections I, II, and III of the budget, you should clearly and specifically identify the source and total dollar amount of cash match from private, state and local and federal funds, and the source and total amounts of in-kind support. Define all acronyms the first time they are used.

Note: The Corporation's legislation permits the use of non-Corporation federal funds as match for the grantee share of the budget. However, it may be advisable to discuss your intention to report expenditures as costs on both grants with the other agency (matching on the CNCS grant and direct on the other agency's grant).

B. Preparing Your Budget

Your proposed budget should be sufficient to allow you to perform the tasks described in your proposal narrative. Reviewers will consider the information you provide in this section in their assessment of the Cost-Effectiveness and Budget Adequacy selection criterion.

Follow the detailed budget instructions, below, to prepare your budget. We recommend that you prepare your budget in the same order as indicated in the Budget Worksheets in Attachments F and G. The Budget Checklist in Attachment H is a resource for you to ensure your budget is complete. eGrants will create the budget and the budget narrative automatically from the detailed budget information you enter. Once you have entered your budget information in eGrants you will be asked to validate your budget, and eGrants will check your submission for errors.

As you prepare your budget:

- All the amounts you request must be defined for a particular purpose. Do not include miscellaneous, contingency, or other undefined budget amounts.
- Your detailed budget narrative must provide a full explanation of the proposed costs including their purpose.
- Present the basis for all calculations in the form of an equation.
- Do not include unallowable expenses, e.g., entertainment costs (which include food and beverage costs) unless they are justified as an essential component of an activity.
- Do not include fractional amounts (cents).

Please refer to the relevant OMB Circulars on allowable costs for further guidance. The OMB circulars are online at www.whitehouse.gov/OMB/circulars.

- A-21 - Cost Principles for Educational Institutions, 2 CFR 220
- A-87 - Cost Principles for State, Local, and Indian Tribal Governments, 2 CFR 225
- A-122 - Cost Principles for Non Profit Organizations, 2 CFR 230

Programs must comply with all applicable federal laws, regulations, and OMB circulars for grant management, allowable costs, and audits, including providing audits to the A-133 clearinghouse if they expend over \$500,000 in federal funds, as required in OMB Circular A-133.

These instructions do not apply to applicants for State EAP grants.

Source of Match

In the “Source of Match” field that appears at the beginning of Sections I, II, and III, enter a brief description of the Source of Match, the amount, the match classification (Cash, In-kind, or Not Available) and Match Source (State/Local, Federal, Private, Other or Not Available). Define any acronyms the first time they are used.

Section I. Program Operating Costs

Complete Section I, Program Operating Costs, of the Budget Worksheet by entering the “Total Amount,” “CNCS Share,” and “Grantee Share” for Parts A-I, as follows:

A. Personnel Expenses

Under “Position/Title Description,” list each staff position separately and provide a brief 5 or 6 word position description, salary, and percentage of effort devoted to this award. Because the purpose of this grant is to enable and stimulate volunteer community service, do not include the value of direct community service performed by volunteers. However, you may include the value of volunteer services contributed to the organization for organizational functions such as accounting, audit work, or training of staff and AmeriCorps members.

B. Personnel Fringe Benefits

Under “Purpose/Description,” identify the types of fringe benefits to be covered and the costs of benefit(s) for each staff position. Allowable fringe benefits typically include FICA, Worker’s Compensation, Retirement, SUTA, Health and Life Insurance, IRA, and 401K. You may provide a calculation for total benefits as a percentage of the salaries to which they apply or list each benefit as a separate item. If a fringe amount is over 30%, please list separately. Holidays, leave, and other similar vacation benefits are not included in the fringe benefit rates but are absorbed into the personnel expenses (salary) budget line item. Uncommon or exceptionally high-cost benefits should be itemized and justified.

C. 1. Staff Travel

Describe the purpose for which program staff member will travel. Provide a calculation to include costs for airfare, transportation, lodging, per diem, and other travel-related expenses multiplied by the number of trips/staff. Where applicable, identify the current standard reimbursement rate(s) of the organization for mileage, daily per diem, and similar supporting information. Only domestic travel is allowable.

We expect applicants to include funds in this line item for travel for staff and site staff to attend Corporation-sponsored technical assistance meetings. There are two to three such opportunities per year, including opportunities for new grantee orientation, financial training, and the National Conference on Service and Volunteering.

C. 2. Member Travel

Describe the purpose for which members will travel. Provide a calculation to include costs for airfare, transportation, lodging, per diem, and other related expenses for members to travel outside their service location or between sites. Costs associated with local travel, such as bus passes to local sites, mileage reimbursement for use of car, etc., should be included in this budget category. Where applicable, identify the current standard reimbursement rate(s) of the organization for mileage, daily per diem, and similar supporting information.

D. Equipment

Equipment is defined as tangible, non-expendable personal property having a useful life of more than one year AND an acquisition cost of **\$5,000 or more per unit** (including accessories, attachments, and modifications). Any items that do not meet this definition should be entered in E. Supplies below. Purchases of equipment are limited to 10% of the total Corporation funds requested. If applicable, show the unit cost and number of units you are requesting. Provide a brief justification for the purchase of the equipment under Item/Purpose.

E. Supplies

Include the amount of funds to purchase consumable supplies and materials, including member service gear and equipment that does not fit the definition above. You must individually list any single item costing \$1,000 or more. Except for safety equipment, grantees may only charge the cost of member service gear to the federal share if it includes the AmeriCorps logo. Grantees may also add the AmeriCorps logo to their own local program uniform items using federal funds. All safety gear may be charged to the federal share, regardless of whether it includes the AmeriCorps logo. All other service gear must be purchased with non-federal funds.

F. Contractual and Consultant Services

Include costs for consultants related to the project's operations, except evaluation consultants, who will be listed in Section H., below. Payments to individuals for consultant services under this grant may not exceed \$540 per day (excluding costs for indirect expenses, travel, supplies, etc.). The \$540 daily rate is a ceiling, and we anticipate budgeted daily rates at considerably lower levels. Indicate the daily rate for consultants you are proposing to use and their contractual services. Indicate the daily rate, number of days, and total cost.

G. 1. Staff Training

Include the costs associated with training staff on project requirements and training to enhance the skills staff need for effective project implementation, i.e., project or financial management, team building, etc. If using a consultant(s) for training, indicate the estimated daily rate, not to exceed the daily rate limit.

G. 2. Member Training

Include the costs associated with member training to support them in carrying out their service activities, for example, orientation, project-specific skills such as age-appropriate tutoring, CPR, or ecosystems and the environment. You may also use this section to request funds to support training in Life After AmeriCorps. If using a consultant(s) for training, indicate the estimated daily rate, not to exceed the daily rate limit.

H. Evaluation

Include costs for project evaluation activities, including additional staff time or subcontracts, use of evaluation consultants, purchase of instrumentation, and other costs specifically for this activity not budgeted in Personnel Expenses. This cost **does not** include the daily/weekly gathering of data to assess progress toward meeting performance measures, but is a larger assessment of the impact your project is having on the community, as well as an assessment of the overall systems and project design. Indicate daily rates of consultants, where applicable.

I. Other Program Operating Costs

Allowable costs in this budget category should include when applicable:

- Background checks of members and grant-funded staff who have recurring access to vulnerable populations, i.e., children, the elderly, disabled, etc.
- Office space rental for projects operating without an approved indirect cost rate agreement that covers office space. For national office space, rental may be unallowable; check relevant OMB Circulars. If space is budgeted and it is shared with other projects or activities, the costs must be equitably pro-rated and allocated between the activities or projects.
- Utilities, telephone, Internet and similar expenses that are specifically used for AmeriCorps members and AmeriCorps project staff, and are not part of the organizations indirect cost/admin cost allocation pool.
- Recognition costs for members. List each item and provide a justification in the budget narrative. Gifts and/or food in an entertainment/event setting are not allowable costs.

Section II. Member Costs

Member Costs are identified as "Living Allowance" and "Member Support Costs." Your required match can be federal, state, local, or private sector funds.

In the “Source of Match” box, enter the total amount of cash and in-kind match under columns for “Private,” “State and/or local,” and “Federal.” Then, for each amount entered, identify the source of the matching funds or in-kind contributions by entering text under “Sources.” Define acronyms the first time they are used.

A. Living Allowance

The narrative should clearly identify the number of members you are supporting by category (i.e., full-time, half-time, reduced-half-time, quarter-time, minimum-time, 1st and 2nd Years of 2-year half-time) and the amount of living allowance they will receive, allocating appropriate portions between the Corporation’s share (CNCS Share) and grantee match (Grantee Share).

Members – Enter the total number of members you are requesting in each category. Enter the amount of the living allowance for each type of member. Enter the number of members for which you are not requesting funds for a living allowance, but for which you request education awards.

Table 4: Minimum and Maximum Living Allowance

Term of Service	Minimum Number of Hours	Minimum Living Allowance	Maximum Living Allowance	MSY
Full-time	1700	\$11,400	\$22,800	1.000
One Year Half-Time	900	N/A	\$12,070	0.500
Two Year Half-Time	900	N/A	\$12,070	*0.250
Reduced Half-Time	675	N/A	\$9,050	0.381
Quarter-Time	450	N/A	\$6,035	0.2646
Minimum-Time	300	N/A	\$4,025	0.2117

Notes:

1. There is no requirement to pay a living allowance to less than full-time members.
 2. The amount of the maximum for less than full-time living allowance is rounded to the nearest dollar.
- * For a two year half-time position, the living allowance can be split between two years, e.g. 0.250 in Year 1 and 0.250 in Year 2. The total MSY factor is .500.

B. Member Support Costs

Consistent with the laws of the state where your members serve, you must provide members with the benefits described below.

- **FICA for Members.** Unless exempted by the IRS with accompanying documentation (note in the narrative and provide documentation with application), all projects must pay FICA for any member receiving a living allowance, even when the Corporation does not supply the living allowance. In the first column next to FICA, indicate the number of members who will receive FICA. Calculate the FICA at 7.65% of the total amount of the living allowance.
- **Worker’s Compensation.** Some states require worker’s compensation for AmeriCorps members. You must check with your State Department of Labor or state commission to determine if you are required to pay worker’s compensation and at what level. If you are not required to pay worker’s compensation, you must obtain Occupational, Accidental, Death and Dismemberment coverage for members to cover in-service injury or incidents.
- **Health Care.** You must offer health care benefits to full-time members in accordance with AmeriCorps requirements. Except as stated below you may not pay health care benefits to less-than-full-time members with Corporation funds. You may choose to provide health care benefits to less-than-full-time members from other sources (i.e., non-federal). Less-than-full-time members who are serving in a full-time capacity for a sustained period of time (such as a full-time summer project) are eligible for health care benefits. In your budget narrative, indicate the number of members who will receive health care benefits. The Corporation will not pay for dependent coverage.

- **Unemployment Insurance and Other Member Support Costs.** Include any other required member support costs here. Some states require unemployment coverage for their AmeriCorps members. You may not charge the cost of unemployment insurance taxes to the grant unless mandated by state law. Programs are responsible for determining the requirements of state law by consulting their state commission, legal counsel, or the applicable state agency.

Section III. Administrative/Indirect Costs

Definitions

Administrative costs are general or centralized expenses of the overall administration of an organization that receives Corporation funds and do not include particular project costs. These costs may include administrative staff positions. For organizations that have an established indirect cost rate for federal awards, administrative costs mean those costs that are included in the organization's indirect cost rate agreement. Such costs are generally identified with the organization's overall operation and are further described in Office of Management and Budget Circulars A-21, A-87, and A-122.

Options for Calculating Administrative/Indirect Costs (choose either A. OR B.)

Applicants can choose to use one of two methods to calculate allowable administrative costs – a Corporation fixed percentage method or a federally approved indirect cost rate method. Regardless of the option chosen, the Corporation's share of administrative costs is limited by statute to 5% of the total Corporation funds **actually expended** under this grant.

State Commission 1% Fixed Amount Option. Regardless of the method used to calculate administrative costs, state commissions may choose to set aside a portion of the Corporation share to use in administering its subgrantees. This amount must not exceed a one-fifth share of the maximum 5% Corporation share (i.e., allocating 1% as set aside for administering subgrantees and the remaining 4% for subgrantee administrative costs). When using this option, the subgrantee's portion must not exceed the remaining 4% portion of the maximum Corporation share. Both the commission and subgrantee portions of the Corporation share of administrative costs should be requested in the subgrantee's budget.

To allocate the subgrantee share of the amount: Multiply the sum of the Corporation share of Sections I and II by 4.21% (i.e. 0.0421). This is the maximum amount that the subgrantee can request as the Corporation share of administrative costs. Enter this amount as the Corporation share for Section III A or Section III B as appropriate, in the line item subgrantee share amount.

To allocate the Commission share of this amount: Multiply the sum of the Corporation shares of Sections I and II by 1.05% (i.e. 0.0105). This amount is the total the commission can retain to administer the subgrant(s). Enter this amount as the Corporation share for Section IIIA or Section IIIB as appropriate, line item commission share amount.

A. Corporation Fixed Percentage Method

The Corporation fixed rate allows you to charge administrative costs up to a cap without a federally approved indirect cost rate and without documentation supporting the allocation. If you choose the Corporation Fixed Percentage Method (Section IIIA in eGrants), you may charge, for administrative costs, a fixed 5% of the total of the Corporation funds expended. In order to charge this fixed 5%, the grantee match for administrative costs may not exceed 10% of all direct cost expenditures.

- Multiply the sum of the Corporation funding shares of Sections I and II by 0.0526. This is the maximum amount you can request as Corporation share. Enter this amount as the Corporation share for Section III A.
- Then multiply the total (both Corporation and grantee share) of Sections I and II by 10% (0.10) and enter this amount as the grantee share for Section III A.

c. Enter the sum of the Corporation and grantee shares under Total Amount.

B. Federally Approved Indirect Cost Rate Method

If you have a Federally Approved Indirect Cost (IDC) rate and choose to use it, the IDC rate will constitute documentation of your administrative costs including the 5% maximum payable by the Corporation. Specify the Cost Type for which your organization has current documentation on file, i.e., Provisional, Predetermined, Fixed, or Final indirect cost rate. Supply your approved IDC rate (percentage) and the base upon which this rate is calculated (direct salaries, salaries and fringe benefits, etc.). It is at your discretion whether or not to claim your entire IDC rate to calculate administrative costs. If you choose to claim a lower rate, please include this rate in the Rate Claimed field.

a. Determine the base amount of direct costs to which you will apply the IDC rate, including both the Corporation and Grantee's shares, as prescribed by your established rate agreement (i.e., based on salaries and benefits, total direct costs, or other). Then multiply the appropriate direct costs by the rate being claimed. This will determine the total amount of indirect costs allowable under the grant.

b. Multiply the sum of the Corporation funding share in Sections I and II by 0.0526. This is the maximum amount you can claim as the Corporation share of indirect costs.

c. Subtract the amount calculated in step b (the Corporation administrative share) from the amount calculated in step a (the Indirect Cost total). This is the amount the applicant can claim as grantee share for administrative costs.

Section IV. Increasing Grantee Overall Share of Total Budgeted Costs

Grantees are required to meet an overall matching rate that increases over time. You have the flexibility to meet the overall match requirements in any of the three budget areas, as long as the minimum match of 24% for the first three years, and the increasing minimum in years thereafter, are maintained. These matching requirements may be waived in limited circumstances.

Applying for Alternative Match

If you are requesting the alternative match as specified in 45 CFR § 2521.60(b), you must demonstrate that your program is either located in a rural county or in a severely economically distressed community as defined below. Also describe the efforts you have taken to raise the resources needed to meet the matching requirements in the Waiver Justification field in the Application Info Section of eGrants.

Please see 45 CFR §§ 2521.35–2521.90, for match and waiver requirements. You apply for the alternative match the year before it goes into effect. If approved, you will base your budget in your next application on the approved alternative match. The alternative match requirement will be in effect for whatever portion of the three-year project period remains, if you are approved for funding.

- 1. Program Location:** Except when approved otherwise, the Corporation will determine the location of your program based on the legal applicant's address. If you believe that the legal applicant's address is not the appropriate way to consider the location of your program, you must provide relevant facts about your program location in your waiver request. The Corporation will, in its sole discretion, determine whether some other address is more appropriate for determining a program's location.
- 2. Rural County:** In determining whether a program is rural, the Corporation will consider the most recent Beale code rating published by the U.S. Department of Agriculture for the county in which the program is located. Any program located in a county with a Beale code of 6, 7, 8 or 9 is eligible to apply for the alternative match requirement. See Attachment K for the Table of Beale codes.

3. Severely Economically Distressed County: In determining whether a program is located in a severely economically distressed county, the Corporation will consider the following list of county-level characteristics. See Attachment K for a list of website addresses where this publicly available information can be found.

- The county-level per capita income is less than or equal to 75 percent of the national average for all counties using the most recent census data or Bureau of Economic Analysis data;
- The county-level poverty rate is equal to or greater than 125 percent of the national average for all counties using the most recent census data; and
- The county-level unemployment is above the national average for all counties for the previous 12 months using the most recently available Bureau of Labor Statistics data.

State and State EAP: Your state commission must approve your waiver request before it is forwarded to the Corporation.

VII. Budget Instructions for Education Award Programs

These instructions apply only to applicants for Education Award Program funding. EAP applicants may only request a fixed amount of funding per MSY. Therefore, EAP applicants are not required to complete a detailed budget. In addition, the matching requirements in 45 CFR §§ 2521.40– 2521.95 do not apply to EAP applicants.

Budget Section II. AmeriCorps Member Positions

Member Positions

Identify the number of Education Award members you are requesting by category (i.e. full-time, half-time, reduced half-time, quarter-time, minimum-time) and list under the column labeled **#w/o Allow** (without CNCS-funded living allowance.) Leave all other columns blank.

The total number of member service years (MSY) will **automatically calculate** at the bottom of the Member Positions chart, per the following example:

Amounts of fixed awards are based on the member service years which are calculated as follows:

Member Positions	Calculation	MSY
_____ Full-time (1700 hours)	(_____ members x 1.000)	= _____
_____ 1-Year Half-time (900 hours)	(_____ members x 0.500)	= _____
_____ 2-Year Half-time (1 st Year) (generally 450 hours)	(_____ members x 0.500)	= _____
_____ 2-Year Half-time (2 nd Year) (generally 450 hours)	(_____ members x 0.000)*	= _____
_____ Reduced Half-time (675 hours)	(_____ members x 0.3810)	= _____
_____ Quarter-time (450 hours)	(_____ members x 0.2646)	= _____
_____ Minimum-time (300 hours)	(_____ members x 0.2117)	= _____
	Total MSY	_____

Total # of MSYs _____ x MSY amount (up to \$600) _____ = Total Grant Request \$ _____

* Grantees receive the total amount for 2-Year Half-time members in the first year. Therefore, 2-Year Half-time members serving in their second year are not included in the calculation for funds.

Fixed Award

Under “Calculation,” you will enter the calculation for your grant request. Applicants may request up to \$600 per member service year (MSY).

Display your calculation in the following format:

Type the total amount requested in the “Total Amount” & “CNCS Share” columns. Leave the “Grantee Share” blank. See example below:

Purpose	Calculation	Total Amount	CNCS Share	Grantee Share	edit	del
Program Grant Request	47.5 MSY	\$19,000	\$19,000	\$0		
	X \$600/MSY				view	
Subtotal		\$19,000	\$19,000	\$0		

VIII. Review, Authorize, and Submit

eGrants requires that you review and verify your entire application before submitting, by completing the following sections in eGrants:

- Review
- Authorize
- Assurances
- Certifications
- Verify and
- Submit

Read the Authorization, Assurances, and Certifications carefully. Complete each section of the Assurances and Certifications. If you are submitting an application in hard copy, the Assurances and Certifications can be found in Attachment E.

The person who authorizes the application must be the applicant’s authorized representative. A copy of the governing body’s authorization for this official representative to sign must be on file in the applicant’s office.

Be sure to check your entire application to make sure that there are no errors before submitting it. eGrants will also generate a list of errors if there are sections that need to be corrected prior to submission when you verify.

IX. Survey on Ensuring Equal Opportunity for Applicants

The Corporation and other federal agencies are collaborating with the White House Office of Faith-Based and Community Initiatives to conduct a survey of organizations that apply for federal funding. The purpose of this voluntary information collection is to compile statistics on the types of organizations that apply to the Corporation for funds, such as number of employees, budget size, and self-identification as a faith-based/religious organization or a non-religious community-based organization.

This form is for applicants that are nonprofit private organizations, **not including private universities**. All information from the attached survey will be confidential and the responses will be aggregated in-house for a summary report. Information provided on your form will not be released and will not be considered in any way in making funding decisions.

There are two ways to complete the survey: (1) while preparing your application; and (2) after submitting your application.

- 1) To complete the survey while preparing your application, go to the eGrants Main Menu, click on Enter Survey on Ensuring Equal Opportunity, provide the requested information and submit.
- 2) If you submit your grant application without completing the survey, a pop-up box will appear and ask you if you would like to complete the survey. You may select Yes, No, or Remind Me Later. If you select Remind Me Later, you will be asked to fill in the survey next time you attempt to submit an application to the Corporation for National and Community Service.

If you are submitting an application in hard copy, the survey forms and instructions are found in the Attachment J.

Application Instructions:

CONTINUATION REQUESTS

The following instructions for submitting a continuation request apply only to programs that are currently in their first or second year of operation within a three-year grant cycle. If your program is currently in the final year of its grant cycle, you must apply using the application instructions for new and recompeting programs.

Continuation Expansions

Based on our anticipated appropriation, and the expected volume of new and recompeting applications in 2009, the Corporation does not expect to approve any requests for expansion (additional members or funding) within continuation requests in fiscal year 2009. If any expansions are considered, preference will be given to expansions that address the Corporation's strategic initiatives, include low cost MSYs, and expansions of programs demonstrating outcomes that have exceeded their goals.

Continuation Budget Increase: In 2009, your continuation request may not include an increase for cost of living.

When to Submit Your Continuation Request:

The date for the submission of continuation requests is **January 13, 2009 at 5:00 p.m. Eastern Time**. Submit your continuation request directly to the Corporation.

How to Submit Your Continuation Request:

- Submit your continuation request in eGrants.
- To create your continuation request in eGrants, click **Continuation** on your eGrants home page. You will be shown a list of grants that are eligible to be continued. Select the grant you wish to continue. **Make sure you select the correct one**. The system will copy your most recently awarded application.
- Edit your continuation application as directed in the continuation request instructions below. When you have completed your edits, click the **SUBMIT** button.

Be sure you also review the *Notice* when preparing your request. If you have questions about the content of your continuation request, please contact your program officer. **If you experience problems using eGrants, contact the eGrants Help Desk at (888) 677-7849 or (202) 606-7506, or email at egrantshelp@cns.gov.**

What to Include in Your Continuation Request:

I. Applicant Info and Application Info

Update the Applicant Info and Application Info Sections in eGrants if necessary. Note in the Continuation Changes field that you have updated the Applicant Info or Application Info Section(s).

II. Narrative (Narratives Section)

Your original application will appear in the narrative sections Rationale and Approach, Community Outputs and Outcomes, Organizational Capability, Cost-Effectiveness and Budget Adequacy, Evaluation Summary or Plan, Amendment Justification, Clarification Information, and Continuation Changes, as appropriate.

If you have changes in any of these areas, please document them in the Continuation Changes field in eGrants. Delete information previously entered in the Continuation Changes field before entering new information. Do not enter continuation changes in the original fields. If you are not proposing changes to your continuation request, simply leave your original narrative as it is, and enter No Changes in the Continuation Changes field.

Enrollment

If you enrolled less than 100% of slots received during your last full year of program operation, provide an explanation, and describe your plan for improvement in the Continuation Changes field.

Retention

If you were not able to retain all of your members during your last full year of program operation, provide an explanation, and describe your plan for improvement in the Continuation Changes field. We recognize retention rates may vary among equally effective programs depending on the program model. We expect grantees to pursue the highest retention rate possible.

III. Performance Measures (Performance Measures Section)

Your performance measures are copied from your previous year's application into your continuation request. If you need to revise your performance measures, View/Edit the performance measures that copy over from your original application, or add new performance measures. Note in the Continuation Changes field that you have updated your performance measures.

IV. Budget (Budget Section)

Provide a detailed budget for the upcoming year. Incorporate any required Corporation increases, such as an increase to the member living allowance into your budget. Your budget from the previous year's application is copied into your continuation request so you can make the necessary adjustments.

V. Increasing Grantee Overall Share of Total Budgeted Costs

Grantees are required to meet an overall matching rate that increases over time. You have the flexibility to meet the overall match requirements in any of the three budget areas, as long as the minimum match of 24% for the first three years, and the increasing minimum in years thereafter, are maintained. These matching requirements may be waived in limited circumstances. See 45 CFR §§ 2521.35–2521.95 for the specific regulatory match and waiver requirements.

Applying for Alternative Match

If you are requesting the alternative match as specified in § 2521.60(b), you must demonstrate that your program is either located in a rural county or in a severely economically distressed community as defined below. Also describe the efforts you have taken to raise the resources needed to meet the matching requirements in the Waiver Justification field in the Application Info Section of eGrants.

Please see 45 CFR §§ 2521.35–2521.90, for match and waiver requirements. You apply for the alternative match the year before it goes into effect. If approved, you will base your budget in your next application on the approved alternative match. The alternative match requirement will be in effect for whatever portion of the three-year project period remains, if you are approved for funding.

Program Location: Except when approved otherwise, the Corporation will determine the location of your program based on the legal applicant's address. If you believe that the legal applicant's address is not the appropriate way to consider the location of your program, you must provide relevant facts about your program location in your waiver request. The Corporation will, in its sole discretion, determine whether some other address is more appropriate for determining a program's location.

Rural County: In determining whether a program is rural, the Corporation will consider the most recent Beale code rating published by the U.S. Department of Agriculture for the county in which the program is located. Any

program located in a county with a Beale code of 6, 7, 8 or 9 is eligible to apply for the alternative match requirement. See Attachment K for the Table of Beale codes.

Severely Economically Distressed County: In determining whether a program is located in a severely economically distressed county, the Corporation will consider the following list of county-level characteristics. See Attachment K for a list of website addresses where this publicly available information can be found.

- The county-level per capita income is less than or equal to 75 percent of the national average for all counties using the most recent census data or Bureau of Economic Analysis data;
 - The county-level poverty rate is equal to or greater than 125 percent of the national average for all counties using the most recent census data; and
 - The county-level unemployment is above the national average for all counties for the previous 12 months using the most recently available Bureau of Labor Statistics data.
-

ATTACHMENT A: Facesheet Instructions

(eGrants Applicant Info and Application Info Sections)

Modified Standard Form 424 (Rev. 11/02 to conform to the Corporation’s eGrants system)

This form is required for applications submitted for federal assistance.

Item #

- 1. Filled in for your convenience.
- 2. Self-explanatory.
- 3. 3. a. and 3. b. are for state use only (if applicable).
- 4. Item 4. a: Leave blank.
Item 4. b: If you are a recipient in year 2 or 3 of an already-awarded grant, enter the grant number, otherwise, leave blank.
- 5. Enter the following information:
 - a. The complete name of the organization that will be legally responsible for the grant, not the name of the organizational unit within the legally responsible organization. (For example, indicate “National University” instead of “Liberal Arts Department.”)
 - b. Your organization’s DUNS number (received from Dun and Bradstreet). **This is a required field. Please see the Notice for instructions on how to obtain a DUNS number.**
 - c. The name of the primary organizational unit that will undertake the assistance activity, if different from 5. a.
 - d. Your organization’s complete address with the 9 digit ZIP+ 4 code.
 - e. The name and contact information of the project director or other person to contact on matters related to this application.
- 6. Enter your Employer Identification Number (EIN) as assigned by the Internal Revenue Service.
- 7. Item 7. a.: Enter the appropriate letter in the box.
Item 7. b.: Please enter the characteristic(s) that best describe your organization.

K-12 Education

- 1 School (K-12)
- 2 Local Education Agency
- 3 State Education Agency

Higher Education

- 4 Vocational/Technical College
- 5 Community College
- 6 2-year College
- 7 4-year College
- 8 Hispanic Serving College or University
- 9 Historically Black College or University
- 10 Tribally Controlled College or University

Government

- 23 Local Government-Municipal
- 24 Health Department
- 25 Law Enforcement Agency
- 26 Governor’s Office

Non-Profit Organizations

- 11 Community-Based Organization
- 12 Faith-Based Organization
- 13 Chamber of Commerce/ Business Association
- 14 Community Action Agency/ Program
- 15 Service/Civic Organization
- 16 Volunteer Management Organization
- 17 Self-Incorporated Senior Corps Project
- 18 Statewide Association
- 19 National Non-Profit (Multistate)
- 20 Local Affiliate of National Organization
- 21 Tribal Organization (Non-government)
- 22 Other Native American Organization

- 27 State Commission/Alternative Administrative Entity

8. Check the appropriate box for type of application and enter the appropriate letter(s) in the lower boxes:
- Check “New” if your organization has never held an AmeriCorps State or National grant before.
 - Check “New Application/Previous Grantee” if your organization has held an AmeriCorps State or National grant in the past and the application is for a new grant.
 - Check “Continuation” if you are a grantee applying for an additional year of funding within an existing multi-year grant project period. AmeriCorps State and National grants are typically awarded for three year periods.
 - Check “Amendment” if you are a grantee proposing any measurable change in an existing grant award; e.g., a budget amendment, extension, changes in the program scope or goals, etc.

If you are proposing an amendment to your grant, check the type of revision you are submitting.

- A. Select “Augmentation” if you are an AmeriCorps State or National grantee submitting a revised budget to incorporate a Corporation-authorized increase.
- B. Select “Budget Revision” to make a change in the grant budget, including slots.
- C. Select “No-cost Extension” to request an extension of the grant period, then enter the extension date requested in the blank following the checkbox. No-cost extensions can be requested only in the third year of the 3-year grant cycle and must be requested before the project period ends.
- D. Select “Other,” as applicable, and specify in the blank provided.
9. Filled in for your convenience.
10. Use the following list of CFDA (Catalog of Federal Domestic Assistance) numbers for the applicable program listing, or other source if so instructed in the *Notice*: 94.006 AmeriCorps State and National.
11. Enter the project title.
- a. When applying for a “Continuation” or “Amendment” applicants should use the same title as used for their existing grant program. When applying as a “New Applicant/Previous Grantee” if the application is for re-funding of a previous grant program, use the same title as was used in the prior grant program if appropriate (i.e., if the program is unchanged).
- b. Enter the name of the Corporation’s program initiative, if any, as provided in the instructions corresponding to the *Notice* for which you are applying; otherwise, leave blank.
12. List only the largest political entities affected (e.g., counties, and cities).
13. (See item 8) “New” application or “New application/previous grantee.” Enter the dates for the proposed project period. “Continuation” or “Amendment” application: Enter the dates of the approved project period.

Performance Period: this appears only in eGrants, and is for the use of staff only.

14. Leave blank, staff use only.
15. Estimated Funding. Check the appropriate box to indicate the grant year for which funding is being requested. Enter the amount requested or to be contributed during this budget period on each appropriate line, as shown below. The value of in-kind contributions should be included in these amounts, as applicable. For revisions (See item 8), if the action will result in a dollar change to an existing award, include only the amount of the change. For decreases, enclose the amounts in parentheses.

- a. **Federal** The total amount of federal funds being requested in the budget.
- b. **Applicant** The total amount of the applicant share as entered in the budget.
- c. **State** The amount of the applicant share that is coming from state sources.
- d. **Local** The amount of the applicant share that is coming from local governmental sources (e.g., city, county and other municipal sources).
- e. **Other** The amount of the applicant share that is coming from non-governmental sources.
- f. **Program Income** The amount of the applicant share that is coming from income generated by programmatic activities (i.e., use of the additive option where program income is used to increase the size of the program).
- g. **Total** The applicant's estimate of the total funding amount for the agreement.

16. Pre-filled for your convenience. This program is excluded from coverage by State Executive Order 12372.

17. Check the appropriate box. This question applies to the applicant organization, not the person who signs as the authorized representative. Categories of debt include delinquent audit allowances, loans, and taxes. If Yes, attach an explanation.

18. The person who signs this form must be the applicant's authorized representative. A copy of the governing body's authorization for this official representative to sign must be on file in the applicant's office.

Note: Falsification or concealment of a material fact, or submission of false, fictitious or fraudulent statements or representations to any department or agency of the United States Government may result in a fine of not more than \$10,000 or imprisonment for not more than five (5) years, or both. (18 U.S. Code Section 1001

**ATTACHMENT B: Program Model, Design, Location, and Focus
(eGrants Applicant Info Section)**

SECTION I: PROGRAM MODEL

Directions: Choose one primary and one secondary program model, if applicable.

✓	Section I: Project Models (select one for primary and another for secondary)	
	Youth Corps	A full-time year-round youth corps program or full-time summer youth corps program, such as a conservation corps or youth service corps that undertakes meaningful service projects with visible public benefits; includes as participants youths and young adults between the ages of 16 and 25 inclusive, including out-of-school youths and other disadvantaged youths.
	Community Corps	A community corps program that meets unmet human, educational, environmental, or public safety needs and promotes greater community unity through the use of organized teams of participants of varied social and economic backgrounds, skill levels, physical and developmental capabilities, ages, ethnic backgrounds, or genders.
	Campus-based Model	A campus-based program that is designed to provide substantial service in a community during the school term and during summer or other vacation periods through the use of students who are attending an institution of higher education.
	Pre-Professional Corps	A pre-professional training program in which students enrolled in an institution of higher education receive training in specified fields, which may include classes containing service-learning; perform service related to such training outside the classroom during the school term and during summer and other vacation periods; and agree to provide service upon graduation to meet unmet human, educational, environmental, or public safety needs related to such training.
	Professional Corps	A professional corps program that recruits and places qualified participants to meet unmet human, educational, environmental, or public safety needs in communities with an inadequate number of such professionals.
	Entrepreneur Corps	A national service entrepreneur program that identifies, recruits, and trains young adults of all backgrounds and assists them in designing solutions to community problems.
	Intergenerational Program	An intergenerational program that combines students, out-of-school youths, and older adults as participants to provide needed community services, including an intergenerational component for other national service programs described in this subsection.
	Service-Learning Program	A program that provides specialized training to individuals in service-learning and places the individuals after such training in positions, including positions as service-learning coordinators to facilitate service-learning in programs eligible for funding under Learn and Serve America School-Based and Community-Based Grants.
	Rural Corps	A program designed to meet the needs of rural communities, using teams or individual placements to address the development needs of rural communities and to combat rural poverty, including health care, education, and job training.
	Hunger Elimination Program	A program that seeks to eliminate hunger in communities and rural areas through service in projects involving food banks, food pantries, and nonprofit organizations that provide food during emergencies.

SECTION II: PROGRAM DESIGN

Directions: Choose one or more project designs.

✓	Section II: Program Design	
	Team-Based	A program where members regularly function as a team during the service week.
	Individual Placement /Scattered Site	A program that places one or two members at sites in a variety of locations.
	Intermediary Organization	Intermediary organizations provide the mechanism by which a number of community or faith-based organizations or grassroots groups may access AmeriCorps and other Corporation resources. We define intermediaries as national, regional, state, or local organizations that agree to provide the technical and financial support to assist community or faith-based organizations that do not have the capacity to perform these functions. Intermediaries serve as the legal applicant for a Corporation grant, thereby ensuring that the systems to manage a federal grant are in place.
	Statewide Initiative	A program that operates throughout the state and may or may not have a single issue focus.

SECTION III: PROGRAM LOCATION

Directions: Please enter your program's location information.

✓	Geography (please check one)	
	Urban	A program designed to meet the needs of urban communities.
	Rural	A program designed to meet the needs of rural communities.
	Both	A program designed to meet the needs of both urban and rural communities.
		Areas of Need Identification: Check all that apply (optional)
	Areas Affected by Military Downsizing	Areas adversely impacted by reductions in defense spending or the closure or realignment of military installations.
	Empowerment Zones or Redevelopment Areas	Communities designated as empowerment zones or redevelopment areas that are targeted for special economic incentives, or otherwise identifiable as having high concentrations of low-income people.
	Environmentally Distressed Areas	Areas that are environmentally distressed.
	Areas Affected by Management of Federal Lands	Areas adversely affected by federal actions related to the management of federal lands that result in significant regional job losses and economic dislocation.
	Areas with High Unemployment Rates	Areas that have an unemployment rate greater than the national average unemployment for the most recent 12 months for which satisfactory data are available.

SECTION IV: PROGRAM FOCUS

Directions: Choose one or more program focus areas from below.

✓	Section IV: Program Focus			
	African American community		Pre-school Children	At-Risk Youth
	Asian American community		K-12 Students	Children of Prisoners
	Latin American community		Young Adults (17-24)	Foster Children
	Native American community		College Students	
	Families/Parents		Incarcerated Individuals and Ex-Offenders	Seniors
	Homeless		Low-Income Community	Unemployed
	Homeless Veterans		Low-Income Housing Residents	Veterans
	Immigrants		Mentally/Physically Challenged	Victims/Potential Victims of Crime
			Persons with HIV/AIDS	
	Asset Accumulation	Community and faith-based organizations that conduct activities that empower the poor through asset accumulation programs including home ownership, individual development accounts, and financial literacy.		
	Strengthening Families	Community and faith-based organizations that conduct activities that strengthen families to break the intergenerational cycle of poverty.		

ATTACHMENT C: Issue Areas and Service Categories
(eGrants Performance Measures Section)

In this section you will select service categories that describe your program activities. First select an issue area, and then choose one or more service categories. When you have selected all applicable service categories, indicate which service category is the primary one by entering a 1 next to the check box, and which is the secondary by entering a 2 next to the checkbox. Only one service category can be indicated as the primary, and one as the secondary.

Issue Areas and Service Categories (Issue Areas in Bold)

Community and Economic Development

- Community-based Volunteer Programs
- Community Revitalization/Improvement
- Consumer Education
- Cooperatives/Credit Unions
- Food Production/Community Gardens/Farming
- Job Development/Placement
- Management Consulting
- Micro Enterprise
- Other Economic and Community Development
- Public Safety
- Regional/State/City Planning
- Small/Minority Business Development
- Social Services Planning & Delivery Systems/Community Organization
- Tax Counseling/Counseling
- Technology Access
- Thrift Store
- Transportation Services
- Welfare to Work

Disaster Recovery/Relief

- Disaster Mitigation
- Disaster Preparedness
- Disaster Recovery
- Disaster Response
- Other Disaster

Education

- Adult Education and Literacy
- After School Programs
- America Reads
- Computer Literacy
- Cultural Heritage
- ESL
- Elementary Education
- GED/Dropouts
- Head Start/School Preparedness
- Job Preparedness/School to Work

Library Services

- Other Education
- Pre-Elementary Day Care
- Secondary Education
- Service-Learning
- Special Education
- Tutoring & Child Literacy—Elementary
- Tutoring & Child Literacy—High School
- Tutoring & Child Literacy—Middle School
- Vocational Education
- Youth Leadership/Development

Environment

- Clean Air
- Clean and Safe Water
- Community Restoration/Clean Up
- Energy Conservation
- Environmental Awareness
- Indoor Environment
- Other Environment
- Toxic Waste Management
- Waste Reduction, Management, and Recycling
- Wildlife, Land & Vegetation Protection or Restoration

Health/Nutrition

- Boarder Babies
- CHIOS/SCHIPS
- Congregate Meals
- Delivery of Health Services
- Food Distribution/Collection
- HIV/AIDS
- Health Education
- Health Screening
- Hospice/Terminally Ill
- Immunization
- In-Home Care
- Maternal/Child Health Services
- Mental Health

- Mental Retardation
- Other Health/Nutrition
- Physical Disabilities Programs
- Substance Abuse
- Homeland Security**
 - Disaster Preparedness/Relief
 - Public Health
 - Other Homeland Security
 - Public Safety
- Human Needs**
 - Adoption
 - Adult Day Care/Senior Center
 - Companionship/Outreach
 - Crisis Intervention
 - Intensive Mentoring (at least 1 hour weekly for at least 9 months)
 - Mentoring
 - Other Human Needs
 - Respite
 - Senior Center Program (Non Residential)
 - Senior Citizen Assistance
 - Teen Pregnancy/Abstinence/Parent Support
- Housing**
 - Home Management Support/Education
 - Homeless
- Housing Referrals/Relocation/Other
- Housing Rehabilitation/Construction
- Independent Living—Disabled
- Independent Living—Seniors
- Other Housing
- Tenant Organizing
- Transitional Housing
- Public Safety**
 - Adult Offender/Ex-Offender Services/Rehabilitation
 - Child Abuse/Neglect
 - Children & Youth Safety Programs
 - Community Policing/Community Patrol
 - Conflict Resolution/Mediation
 - Crime Awareness/Crime Avoidance
 - Elder Abuse/Neglect
 - Family Violence
 - Improvement of Household Security
 - Juvenile Justice, Delinquency, Gangs
 - Legal Assistance
 - Neighborhood Watch/Block Watch
 - Other Public Safety
 - Safe Havens
 - Safety/Fire Prevention/Accident Prevention
 - Sexual Abuse/Rape
 - Victim/Witness Assistance

ATTACHMENT D: Performance Measure Worksheet
(eGrants Performance Measures Section)

Please fill in the performance measure information for each section.
General Info
Performance Measurement Title:
Measure Category (choose one): Needs and Service Activities Participant Development Strengthening Communities
Service Category addressed by this Performance Measure Worksheet (see Attachment A, Service Categories):
Needs and Activities
Briefly describe the need to be addressed (1-3 sentences):
Briefly describe how you will achieve this result (1-3 sentences):
How many AmeriCorps members will be participating in this activity?
How many days per week (on average) will this activity occur?
How many hours per day (on average) will this activity occur?
When does this activity begin?
When does this activity end?
Results
The outputs and outcomes you intend to track for a particular activity:
Result Type
Outputs are counts of the amount of service members or volunteers have completed, but do not provide information on benefits to or other changes in the lives of members and/or beneficiaries.
Intermediate-outcomes specify changes that have occurred in the lives of members and/or beneficiaries, but are short of a significant benefit for them.
End-outcomes specify changes that have occurred in the lives of members and/or beneficiaries that are significant.
Result: Output
Result Statement: 1-2 sentences stating the expected result.
Indicator: A specific, measurable item of information that specifies progress toward achieving a result. Indicator:
Other Indicator:

Targets
Target Description:
(number) or % (percent):
Instruments: Specific tool to collect information (e.g. behavior checklist, tally sheet, attitude questionnaire, interview protocol).
Result: Intermediate Outcome
Result Statement: 1-2 sentences stating the expected result.
Indicator: A specific, measurable item of information that specifies progress toward achieving a result. Indicator:
Other Indicator:
Targets
Target Description:
(number) or % (percent):
Instruments: Specific tool to collect information (e.g. behavior checklist, tally sheet, attitude questionnaire, interview protocol).
Result: End Outcome
Result Statement: 1-2 sentences stating the expected result.

<p>Indicator: A specific, measurable item of information that specifies progress toward achieving a result.</p> <p>Indicator:</p>
<p>Other Indicator:</p>
<p>Targets</p>
<p>Target Description:</p>
<p># (number) or % (percent):</p>
<p>Instruments: Specific tool to collect information (e.g. behavior checklist, tally sheet, attitude questionnaire, interview protocol).</p>
<p>Performance Measure Statement (summary)</p>
<p>Combine expected results and targets into a sentence:</p>

ATTACHMENT E: Assurances and Certifications
(eGrants Review, Authorize and Submit Section)

Instructions

By signing and submitting this application, as the duly authorized representative of the applicant, you certify that the applicant will comply with the Assurances and Certifications described below.

a) Inability to certify

Your inability to provide the assurances and certifications listed below will not necessarily result in denial of a grant. You must submit an explanation of why you cannot do so. We will consider your explanation in determining whether to enter into this transaction. However, your failure to furnish an explanation will disqualify your application.

b) Erroneous certification or assurance

The assurances and certifications are material representations of fact upon which we rely in determining whether to enter into this transaction. If we later determine that you knowingly submitted an erroneous certification or assurance, in addition to other remedies available to the federal government, we may terminate this transaction for cause or default.

c) Notice of error in certification or assurance

You must provide immediate written notice to us if at any time you learn that a certification or assurance was erroneous when submitted or has become erroneous because of changed circumstances.

d) Definitions

The terms “covered transaction”, “debarred”, “suspended”, “ineligible”, “lower tier covered transaction”, “participant”, “person”, “primary covered transaction”, “principal”, “proposal”, and “voluntarily excluded” as used in this clause, have the meanings set out in the Definitions and Coverage sections of the rules implementing Executive Order 12549. An applicant shall be considered a “prospective primary participant in a covered transaction” as defined in the rules implementing Executive Order 12549. You may contact us for assistance in obtaining a copy of those regulations.

e) Assurance requirement for subgrant agreements

You agree by submitting this proposal that if we approve your application you shall not knowingly enter into any lower tier covered transaction with a person who is debarred, suspended, declared ineligible, or voluntarily excluded from participation in this covered transaction, unless authorized by us.

f) Assurance inclusion in subgrant agreements

You agree by submitting this proposal that you will obtain an assurance from prospective participants in all lower tier covered transactions and in all solicitations for lower tier covered transactions that the participants are not debarred, suspended, ineligible, or voluntarily excluded from the covered transaction.

g) Assurance of subgrant principals

You may rely upon an assurance of a prospective participant in a lower-tier covered transaction that is not debarred, suspended, ineligible, or voluntarily excluded from the covered transaction, unless you

know that the assurance is erroneous. You may decide the method and frequency by which you determine the eligibility of your principals. You may, but are not required to, check the List of Parties Excluded from Federal Procurement and Nonprocurement Programs.

h) Non-assurance in subgrant agreements

If you knowingly enter into a lower tier covered transaction with a person who is suspended, debarred, ineligible, or voluntarily excluded from participation in this transaction, in addition to other remedies available to the federal government, we may terminate this transaction for cause or default.

i) Prudent person standard

Nothing contained in the aforementioned may be construed to require establishment of a system of records in order to render in good faith the assurances and certifications required. Your knowledge and information is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.

ASSURANCES

As the duly authorized representative of the applicant, I certify, to the best of my knowledge and belief, that the applicant:

- Has the legal authority to apply for federal assistance, and the institutional, managerial, and financial capability (including funds sufficient to pay the non-federal share of project costs) to ensure proper planning, management, and completion of the project described in this application.
- Will give the awarding agency, the Comptroller General of the United States, and if appropriate, the state, through any authorized representative, access to and the right to examine all records, books, papers, or documents related to the award; and will establish a proper accounting system in accordance with generally accepted accounting standards or agency directives.
- Will establish safeguards to prohibit employees from using their position for a purpose that constitutes or presents the appearance of personal or organizational conflict of interest, or personal gain.
- Will initiate and complete the work within the applicable time frame after receipt of approval of the awarding agency.
- Will comply with the Intergovernmental Personnel Act of 1970 (42 U.S.C. 4728-4763) relating to prescribed standards for merit systems for programs funded under one of the nineteen statutes or regulations specified in Appendix A of OPM's Standards for a Merit System of Personnel Administration (5 CFR 900, Subpart F).
- Will comply with all federal statutes relating to nondiscrimination. These include but are not limited to: Title VI of the Civil Rights Act of 1964 (P.L. 88-352) which prohibits discrimination on the basis of race, color, or national origin; (b) Title IX of the Education Amendments of 1972, as amended (20 U.S.C. 1681-1683, and 1685-1686). which prohibits discrimination on the basis of sex; (c) Section 504 of the Rehabilitation Act of 1973, as amended (29 U.S.C. 794), which prohibits discrimination on the basis of disability (d) The Age Discrimination Act of 1975, as amended (42 U.S.C. 6101-6107), which prohibits discrimination on the basis of age; (e) The Drug Abuse Office and Treatment Act of 1972 (P.L. 92-255), as amended, relating to nondiscrimination on the basis of drug abuse; (f) The Comprehensive Alcohol Abuse and Alcoholism Prevention, Treatment and Rehabilitation Act of 1970 (P.L. 91-616), as amended, relating to nondiscrimination on the basis of alcohol abuse or alcoholism; (g) sections 523 and 527 of the Public Health Service Act of 1912 (42 U.S.C. 290dd-3 and 290ee-3), as amended, relating to confidentiality of alcohol and drug abuse patient records; (h) Title VIII of the Civil

Rights Act of 1968 (42 U.S.C. 3601 et seq.), as amended, relating to nondiscrimination in the sale, rental or financing of housing; (i) any other nondiscrimination provisions in the National and Community Service Act of 1990, as amended; and (j) the requirements of any other nondiscrimination statute(s) which may apply to the application.

- Will comply, or has already complied, with the requirements of Titles II and III of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 (P.L. 91-646) which provide for fair and equitable treatment of persons displaced or whose property is acquired as a result of federal or federally assisted programs. These requirements apply to all interests in real property acquired for project purposes regardless of federal participation in purchases.
- Will comply with the provisions of the Hatch Act (5 U.S.C. 1501-1508 and 7324-7328) which limit the political activities of employees whose principal employment activities are funded in whole or in part with Federal funds.
- Will comply, as applicable, with the provisions of the Davis-Bacon Act (40 U.S.C 276a and 276a-77), the Copeland Act (40 U.S.C 276c and 18 U.S.C. 874), and the Contract Work Hours and Safety Standards Act (40 U.S.C. 327-333), regarding labor standards for Federally assisted construction sub-agreements.
- Will comply, if applicable, with flood insurance purchase requirements of Section 102(a) of the Flood Disaster Protection Act of 1973 (P.L. 93-234) which requires the recipients in a special flood hazard area to participate in the program and to purchase flood insurance if the total cost of insurable construction and acquisition is \$10,000 or more.
- Will comply with environmental standards which may be prescribed pursuant to the following: (a) institution of environmental quality control measures under the National Environmental Policy Act of 1969 (P.L. 91-190) and Executive Order (EO) 11514; (b) notification of violating facilities pursuant to EO 11738; (c) protection of wetlands pursuant to EO 11990; (d) evaluation of flood hazards in floodplains in accordance with EO 11988; (e) assurance of project consistency with the approved state management program developed under the Coastal Zone Management Act of 1972 (16 U.S.C 1451 et seq.); (f) conformity of federal actions to State (Clean Air) Implementation Plans under Section 176(c) of the Clean Air Act of 1955, as amended (42 U.S.C. 7401 et seq.); (g) protection of underground sources of drinking water under the Safe Drinking Water Act of 1974, as amended (P.L. 93-523); and (h) protection of endangered species under the Endangered Species Act of 1973, as amended (P.L. 93-205).
- Will comply with the Wild and Scenic Rivers Act of 1968 (16 U.S.C 1271 et seq.) related to protecting components or potential components of the national wild and scenic rivers system.
- Will assist the awarding agency in assuring compliance with Section 106 of the National Historic Preservation Act of 1966, as amended (16 U.S.C. 470), EO 11593 (identification and protection of historic properties), and the Archaeological and Historic Preservation Act of 1974 (16U.S.C. 469a-1 et seq.).
- Will comply with P.L. 93-348 regarding the protection of human subjects involved in research, development, and related activities supported by this award of assistance.
- Will comply with the Laboratory Animal Welfare Act of 1966 (P.L. 89-544, as amended, 7 U.S.C. 2131 et seq.) pertaining to the care, handling, and treatment of warm blooded animals held for research, teaching, or other activities supported by this award of assistance.
- Will comply with the Lead-Based Paint Poisoning Prevention Act (42 U.S.C. §§ 4801 et seq.) which prohibits the use of lead based paint in construction or rehabilitation of residence structures.

- Will cause to be performed the required financial and compliance audits in accordance with the Single Audit Act of 1984, as amended, and OMB Circular A-133, Audits of States, Local Governments, and Non-Profit Organizations.
- Will comply with all applicable requirements of all other Federal laws, executive orders, regulations, application guidelines, and policies governing this program.

For AmeriCorps*State and National Applicants ONLY

If you are not applying for a grant through AmeriCorps, you may ignore this section.

- Will comply with all rules regarding prohibited activities, including those stated in applicable Notice, grant provisions, and program regulations, and will ensure that no assistance made available by the Corporation will be used to support any such prohibited activities.
- Will comply with the nondiscrimination provisions in the national service laws, which provide that an individual with responsibility for the operation of a project or program that receives assistance under the national service laws shall not discriminate against a participant in, or member of the staff of, such project or program on the basis of race, color, national origin, sex, age, political affiliation, disability, or on the basis of religion. (NOTE: the prohibition on religious discrimination does not apply to the employment of any staff member paid with non-Corporation funds or paid with Corporation funds but employed with the organization operating the project prior to or on the date the grant was awarded. If your organization is a faith-based organization that makes hiring decisions on the basis of religious belief, your organization may be entitled, under the Religious Freedom Restoration Act, 42 U.S.C. § 2000bb, to receive federal funds and yet maintain that hiring practice, even though the national service legislation includes a restriction on religious discrimination in employment of staff hired to work on a Corporation-funded project and paid with Corporation grant funds. (42 U.S.C. §§ 5057(c) and 12635(c)). For the circumstances under which this may occur, please see the document “Effect of the Religious Freedom Restoration Act on Faith-Based Applicants for Grants” on the Corporation’s website at: <http://www.usdoj.gov/fbc/effect-rfra.pdf>.
- Will comply with all other federal statutes relating to nondiscrimination, including any self-evaluation requirements. These include but are not limited to: (a) Title VI of the Civil Rights Act of 1964 (P.L. 88-352) which prohibits discrimination on the basis of race, color, or national origin; (b) Title IX of the Education Amendments of 1972, as amended (20 U.S.C. 1681-1683, and 1685-1686). which prohibits discrimination on the basis of sex; (c) Section 504 of the Rehabilitation Act of 1973, as amended (29 U.S.C. 794), which prohibits discrimination on the basis of handicaps (d) The Age Discrimination Act of 1975, as amended (42 U.S.C. 6101-6107), which prohibits discrimination on the basis of age; (e) The Drug Abuse Office and Treatment Act of 1972 (P.L. 92-255), as amended, relating to nondiscrimination on the basis of drug abuse; (f) The Comprehensive Alcohol Abuse and Alcoholism Prevention, Treatment and Rehabilitation Act of 1970 (P.L. 91-616), as amended, relating to nondiscrimination on the basis of alcohol abuse or alcoholism; (g) sections 523 and 527 of the Public Health Service Act of 1912 (42 U.S.C. 290 dd-3 and 290 ee-3), as amended, relating to confidentiality of alcohol and drug abuse patient records; (h) Title VIII of the Civil Rights Act of 1968 (42 U.S.C. 3601 et seq.), as amended, relating to nondiscrimination in the sale, rental or financing of housing; and (i) the requirements of any other nondiscrimination statute(s) which may apply to the application.
- Will provide, in the design, recruitment, and operation of any AmeriCorps program, for broad-based input from – (1) the community served and potential participants in the program; and (2)

community-based agencies with a demonstrated record of experience in providing services and local labor organizations representing employees of service sponsors, if these entities exist in the area to be served by the program;

- Will, prior to the placement of participants, consult with the appropriate local labor organization, if any, representing employees in the area who are engaged in the same or similar work as that proposed to be carried out by an AmeriCorps program, to ensure compliance with the nondisplacement requirements specified in section 177 of the NCSA;
- Will, in the case of an AmeriCorps program that is not funded through a State, consult with and coordinate activities with the state commission for the state in which the program operates.
- Will ensure that any national service program carried out by the applicant using assistance provided under section 121 of the National and Community Service Act of 1990 and any national service program supported by a grant made by the applicant using such assistance will address unmet human, educational, environmental, or public safety needs through services that provide a direct benefit to the community in which the service is performed;
- Will comply with the nonduplication and nondisplacement requirements set out in section 177 of the National and Community Service Act of 1990, and in the Corporation's regulations at § 2540.100;
- Will comply with the grievance procedure requirements as set out in section 176(f) of the National and Community Service Act of 1990 and in the Corporation's regulations at 45 CFR § 2540.230;
- Will provide participants in the national service program with the training, skills, and knowledge necessary for the projects that participants are called upon to perform;
- Will provide support services to participants, such as information regarding G.E.D. attainment and post-service employment, and, if appropriate, opportunities for participants to reflect on their service experiences;
- Will arrange for an independent evaluation of any national service program carried out using assistance provided to the applicant under section 121 of the National and Community Service Act of 1990 or, with the approval of the Corporation, conduct an internal evaluation of the program;
- Will apply measurable performance goals and evaluation methods, which are to be used as part of such evaluation to determine the program's impact on communities and persons served by the program, on participants who take part in the projects, and in other such areas as required by the Corporation;
- Will ensure the provision of a living allowance and other benefits to participants as required by the Corporation;
- If a state applicant, will ensure that the State sub-grants will be used to support national service programs that were selected by the State on a competitive basis;

- If a state applicant, will seek to ensure an equitable allocation within the State of assistance and approved national service positions, taking into consideration such factors as the locations of the programs, population density, and economic distress;
- If a state applicant, will ensure that not less than 60% of the assistance will be used to make grants to support national service programs other than those carried out by a State agency, unless the Corporation approves otherwise.

CERTIFICATIONS

Certification – Debarment, Suspension, and Other Responsibility Matters

This certification is required by the government-wide regulations implementing Executive Order 12549, Debarment and Suspension, 2 CFR Part 180, Section 180.335, *What information must I provide before entering into a covered transaction with a Federal agency?*

As the duly authorized representative of the applicant, I certify, to the best of my knowledge and belief, that neither the applicant nor its principals:

- Is presently excluded or disqualified;
- Has been convicted within the preceding three years of any of the offenses listed in § 180.800(a) or had a civil judgment rendered against it for one of those offenses within that time period;
- Is presently indicted for or otherwise criminally or civilly charged by a governmental entity (Federal, State, or local) with commission or any of the offenses listed in § 180.800(a); or
- Has had one or more public transactions (Federal, State, or local) terminated within the preceding three years for cause or default.

Certification – Drug Free Workplace

This certification is required by the Corporation’s regulations implementing sections 5150-5160 of the Drug-Free Workplace Act of 1988 (P.L. 100-690), 45 CFR Part 2545, Subpart B. The regulations require certification by grantees, prior to award, that they will make a good faith effort, on a continuing basis, to maintain a drug-free workplace. The certification set out below is a material representation of fact upon which reliance will be placed when the agency determines to award the grant. False certification or violation of the certification may be grounds for suspension of payments, suspension or termination of grants, or government-wide suspension or debarment (see 45 CFR Part 2542, Subparts G and H).

As the duly authorized representative of the grantee, I certify, to the best of my knowledge and belief, that the grantee will provide a drug-free workplace by:

- A. Publishing a drug-free workplace statement that:
 - a. Notifies employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the grantee’s workplace;
 - b. Specifies the actions that the grantee will take against employees for violating that prohibition; and
 - c. Informs employees that, as a condition of employment under any award, each employee will abide by the terms of the statement and notify the grantee in writing if the employee is convicted for a violation of a criminal drug statute occurring in the workplace within five days of the conviction;

- B. Requiring that a copy of the statement described in paragraph (A) be given to each employee who will be engaged in the performance of any Federal award;
- C. Establishing a drug-free awareness program to inform employees about:
 - a. The dangers of drug abuse in the workplace;
 - b. The grantee's policy of maintaining a drug-free workplace;
 - c. Any available drug counseling, rehabilitation, and employee assistance programs; and
 - d. The penalties that the grantee may impose upon them for drug abuse violations occurring in the workplace;
- D. Providing us, as well as any other Federal agency on whose award the convicted employee was working, with written notification within 10 calendar days of learning that an employee has been convicted of a drug violation in the workplace;
- E. Taking one of the following actions within 30 calendar days of learning that an employee has been convicted of a drug violation in the workplace:
 - a. Taking appropriate personnel action against the employee, up to and including termination; or
 - b. Requiring that the employee participate satisfactorily in a drug abuse assistance or rehabilitation program approved for these purposes by a Federal, State, or local health, law enforcement, or other appropriate agency;
- F. Making a good faith effort to continue to maintain a drug-free workplace through implementation of paragraphs (A) through (E).

Certification - Lobbying Activities

As required by Section 1352, Title 31 of the U.S. Code, as the duly authorized representative of the applicant, I certify, to the best of my knowledge and belief, that:

- No federal appropriated funds have been paid or will be paid, by or on behalf of the applicant, to any person for influencing or attempting to influence an officer or employee of any agency, a member of Congress, an officer of Congress in connection with the awarding of any federal contract, the making of any federal loan, the entering into of any cooperative agreement, or modification of any federal contract, grant, loan, or cooperative agreement;
- If any funds other than federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a member of Congress, an officer or employee of Congress, or an employee of a member of Congress in connection with this federal contract, grant, loan, or cooperative agreement, the applicant will submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions;
- The applicant will require that the language of this certification be included in the award documents for all subcontracts at all tiers (including subcontracts, subgrants, and contracts under grants, loans and cooperative agreements) and that all subrecipients will certify and disclose accordingly.

Certification - Grant Review Process (State Commissions Only)

I certify that in conducting our review process, we have ensured compliance with the National and Community Service Act of 1990 as amended, the Corporation's peer review requirements, and all state laws and conflict of interest rules.

For AmeriCorps*State and National Direct Applicants ONLY

If you are not applying for a grant through AmeriCorps, you may ignore this section.

Erroneous certification or assurance

The assurances and certifications are material representations of fact upon which we rely in determining whether to enter into this transaction. If we later determine that you knowingly submitted an erroneous certification or assurance, in addition to other remedies available to the federal government, we may terminate this transaction for cause or default.

Notice of error in certification or assurance

You must provide immediate written notice to us if at any time you learn that a certification or assurance was erroneous when submitted or has become erroneous because of changed circumstances.

Definitions

The terms “debarment”, “suspension”, “excluded”, “disqualified”, “ineligible”, “participant”, “person”, “principal”, “proposal”, and “voluntarily excluded” as used in this document have the meanings set out in 2 CFR Part 180, subpart I, “Definitions.” A transaction shall be considered a “covered transaction” if it meets the definition in 2 CFR part 180 subpart B, “Covered Transactions.”

Assurance requirement for subgrant agreements

You agree by submitting this proposal that if we approve your application you shall not knowingly enter into any lower tier covered transaction with a person who is debarred, suspended, declared ineligible, or voluntarily excluded from participation in this covered transaction, unless authorized by us.

Assurance inclusion in subgrant agreements

You agree by submitting this proposal that you will obtain an assurance from prospective participants in all lower tier covered transactions and in all solicitations for lower tier covered transactions that the participants are not debarred, suspended, ineligible, or voluntarily excluded from the covered transaction.

Assurance of subgrant principals

You may rely upon an assurance of a prospective participant in a lower-tier covered transaction that is not debarred, suspended, ineligible, or voluntarily excluded from the covered transaction, unless you know that the assurance is erroneous. You may decide the method and frequency by which you determine the eligibility of your principals. You may, but are not required to, check the List of Parties Excluded from Federal Procurement and Nonprocurement Programs.

Non-assurance in subgrant agreements

If you knowingly enter into a lower tier covered transaction with a person who is suspended, debarred, ineligible, or voluntarily excluded from participation in this transaction, in addition to other remedies available to the federal government, we may terminate this transaction for cause or default.

Prudent person standard

Nothing contained in the aforementioned may be construed to require establishment of a system of records in order to render in good faith the assurances and certifications required. Your knowledge and information is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.

ASSURANCES AND CERTIFICATIONS

ASSURANCE SIGNATURE: **NOTE: Sign this form and include in the application.**

SIGNATURE:

By signing this assurances page, you certify that you agree to perform all actions and support all intentions in the Assurances section.

Organization Name: _____

Program Name: _____

Name and Title of Authorized Representative: _____

Signature: _____

Date: _____

CERTIFICATION SIGNATURE: **NOTE: Sign this form and include in the application.**

SIGNATURE:

By signing this certification page, you certify that you agree to perform all actions and support all intentions in the Certification sections of this application. The three Certifications are:

- Certification: Debarment, Suspension and Other Responsibility Matters
- Certification: Drug-Free Workplace
- Certification: Lobbying Activities

Organization Name: _____

Program Name: _____

Name and Title of Authorized Representative: _____

Signature: _____

Date: _____

ATTACHMENT F: Budget Worksheet (eGrants Budget Section)

Section I. Program Operating Costs

A. Personnel Expenses

Position/Title/Description	Qty	Annual Salary	% Time	Total Amount	CNCS Share	Grantee Share
Totals						

B. Personnel Fringe Benefits

Purpose/Description	Calculation	Total Amount	CNCS Share	Grantee Share
Totals				

C.1. Staff Travel

Purpose	Calculation	Total Amount	CNCS Share	Grantee Share
Totals				

C.2. Member Travel

Purpose	Calculation	Total Amount	CNCS Share	Grantee Share
Totals				

D. Equipment

Item/ Purpose/Justification	Qty	Unit Cost	Total Amount	CNCS Share	Grantee Share
Totals					

E. Supplies

Purpose	Calculation	Total Amount	CNCS Share	Grantee Share
Totals				

F. Contractual and Consultant Services

Purpose	Calculation	Daily Rate	Total Amount	CNCS Share	Grantee Share

Totals					

G.1. Staff Training

Purpose	Calculation	Daily Rate	Total Amount	CNCS Share	Grantee Share
Totals					

G.2. Member Training

Purpose	Calculation	Daily Rate	Total Amount	CNCS Share	Grantee Share
Totals					

H. Evaluation

Purpose	Calculation	Daily Rate	Total Amount	CNCS Share	Grantee Share
Totals					

I. Other Program Operating Costs

Purpose	Calculation	Daily Rate	Total Amount	CNCS Share	Grantee Share
Totals					
Subtotal Section I:			Total Amount	CNCS Share	Grantee Share

Section II. Member Costs

A. Living Allowance

Item	# Mbrs	Allowan ce Rate	# w/o Allowan ce	Total Amount	CNCS Share	Grantee Share
Full Time (1700 hrs)						
Half Time (900 hrs)						
1st Year of 2-Year Half Time						
2 nd Year of 2-Year Half Time						

Reduced Half Time (675 hrs)					
Quarter Time (450 hrs)					
Minimum Time (300 hrs)					
Totals					

B. Member Support Costs

Purpose	Calculation	Daily Rate	Total Amount	CNCS Share	Grantee Share
Totals					
Subtotal Section II:			Total Amount	CNCS Share	Grantee Share
Subtotal Sections I + II:					

Section III. Administrative/Indirect Costs

A. Corporation Fixed Percentage Method

Purpose	Calculation	Total Amount	CNCS Share	Grantee Share
Totals				

B. Federally Approved Indirect Cost Rate Method

Cost Type	Cost Basis	Calculation	Rate	Rate Claimed	Total Amount	CNCS Share	Grantee Share

Total Sections I + II + III:	Total Amount	CNCS Share	Grantee Share

Budget Total: Validate this budget Required Match Percentages:	Total Amount	CNCS Share	Grantee Share

ATTACHMENT G: Budget Worksheet for EAPs (eGrants Budget Section)

This worksheet applies only if you are applying for State or National EAP funding.

Member Positions

Item	# Mbrs	Allowance Rate	# w/o Allow	Total Amount	CNCS Share	Grantee Share		
Full Time (1700 hrs)								
1-Year Half Time (900 hrs)								
2-Year Half Time (1 st Year)								
2-Year Half Time (2 nd Year)								
Reduced Half Time (675 hrs)								
Quarter Time (450 hrs)								
Minimum Time (300 hrs)								
Subtotal							MSY	Cost/MSY

Fixed Award

Purpose	Calculation	Total Amount	CNCS Share	Grantee Share
Program Grant Request				
Subtotal				

ATTACHMENT H: Budget Checklist

Below is a checklist to help you make certain that you submit an accurate budget narrative that meets AmeriCorps requirements.

In Compliance?	Section I. Program Operating Costs
Yes ___ No ___	Costs charged under the Personnel line item directly relate to the operation of the AmeriCorps project? Examples include costs for staff that recruit, train, place, or supervise members as well as manage the project.
Yes ___ No ___	Staff indirectly involved in the management or operation of the applicant organization is funded through the administrative cost section (Section III.) of the budget? Examples of administrative costs include central management and support functions.
Yes ___ No ___	Staff fundraising expenses are not charged to the grant? You may not charge AmeriCorps staff members' time and related expenses for fundraising to the federal or grantee share of the grant. Expenses incurred to raise funds must be paid out of the funds raised. Development officers and fundraising staff are not allowable expenses.
Yes ___ No ___	Brief position descriptions are provided for each staff member listed on the grant?
Yes ___ No ___	The types of fringe benefits to be covered and the costs of benefit(s) for each staff position are described? Allowable fringe benefits typically include FICA, Worker's Compensation, Retirement, SUTA, Health and Life Insurance, IRA, and 401K. You may provide a calculation for total benefits as a percentage of the salaries to which they apply or list each benefit as a separate item. If the fringe amount is over 30%, please list separately. Holidays, leave, and other similar vacation benefits are not included in the fringe benefit rates but are absorbed into the personnel expenses (salary) budget line item?
Yes ___ No ___	Holidays, leave, and other similar vacation benefits are not included in the fringe benefit rates but are absorbed into the personnel expenses (salary) budget line item?
Yes ___ No ___	The purpose for all staff and member travel is clearly identified?
Yes ___ No ___	You have budgeted funds for staff travel to CNCS sponsored meetings in the budget narrative?
Yes ___ No ___	Funds to pay relocation expenses of AmeriCorps members are not in the federal share of the budget?
Yes ___ No ___	Funds for the purchase of equipment (does not include general use office equipment) are limited to 10% of the total grant amount?
Yes ___ No ___	All single equipment items over \$5000 per unit are specifically listed?
Yes ___ No ___	Justification/explanation of equipment items is included in the budget narrative?
Yes ___ No ___	All single supply items over \$1000 per unit are specifically listed?
Yes ___ No ___	You only charged to the federal share of the budget member service gear, with the exception of safety equipment, that includes the AmeriCorps logo?
Yes ___ No ___	Are all consultant services budgeted below the maximum federal daily rate of \$540/day? Is the daily rate noted in all sections of the budget narrative where consultants are proposed?
Yes ___ No ___	Does the budget reflect adequate budgeted costs for project evaluation?
Yes ___ No ___	Have you provided budgeted costs for background checks of members and grant-funded staff that will have recurring access to vulnerable populations (i.e. children, frail elderly,

In Compliance?	Section I. Program Operating Costs
	and/or persons with disabilities)?
Yes ___ No ___	Are all items in the budget narrative itemized and the purpose of the funds justified?

In Compliance?	Section II. Member Costs
Yes ___ No ___ —	Are the living allowance amounts correct? Full-time AmeriCorps members must receive at least the minimum living allowance as indicated in the chart in the budget instructions. Note: Programs in existence prior to September 21, 1993 may offer a lower living allowance than the minimum. If such a program chooses to offer a living allowance, it is exempt from the minimum requirement, but not from the maximum requirement.
Yes ___ No ___	Living allowances are not paid on an hourly basis? They may be calculated using service hours and program length to derive a weekly or biweekly distribution amount. Divide the distribution in equal increments that are not based on the specified number of hours served.
Yes ___ No ___	Is FICA calculated correctly? You must pay FICA for any member receiving a living allowance. Unless exempted by the IRS, calculate FICA at 7.65% of the total amount of the living allowance.
Yes ___ No ___	Is the Worker's Compensation calculation correct? Some states require worker's compensation for AmeriCorps members. Check with your local State Department of Labor or state commission to determine whether or not you are required to pay worker's compensation and at what level (i.e., rate). If you are not required to pay worker's compensation, you need to provide similar coverage for members' on-the-job injuries through their own existing coverage or a new policy purchased in accordance with normal procedures (i.e., Death and Dismemberment coverage).
Yes ___ No ___	Health care is provided for full-time AmeriCorps members only (unless half-time serving for a sustained full-time period of time such as summer service)? If your project chooses to provide health care to other half-time members, you may not use federal funds to help pay for any portion of the cost. Projects must provide health care coverage to all full-time members who do not have adequate health care coverage at the time of enrollment or who lose coverage due to participation in the project. In addition, projects must provide coverage if a full-time member loses coverage during the term of service through no deliberate act of his/her own.

In Compliance?	Section III. Administrative/Indirect Costs
Yes ___ No ___	Applicant has chosen Option A – Corporation fixed percentage method and the maximum federal share of administrative costs does not exceed 5% of the total federal funds budgeted? To determine the federal administrative share, multiply all other budgeted federal funds by .0526.
Yes ___ No ___	Applicant has chosen Option A – Corporation fixed percentage method and the maximum grantee share is at 10% or less of total budgeted funds?
Yes ___ No ___	Applicant has chosen Option B – federally approved indirect cost rate method and documentation on file? Administrative costs budgeted include the following: (1) indirect costs such as legal staff, central management and support functions; (2) costs for financial, accounting, audit, internal evaluations, and contracting functions; (3) costs for insurance that protects the entity that operates the project; and (4) the portion of the salaries and benefits of the director and any other project administrative staff not

	attributable to the time spent in direct support of a specific project.
Yes ___ No ___	Applicant has chosen Option B – The maximum grantee share is at 10% or less of total budgeted funds, less the 5% CNCS share?

In Compliance?	Match
Yes ___ No ___	Is the overall match being met at the required level, based on the year of funding?
Yes ___ No ___	For all matching funds, the source(s) [private, state and local, and federal], the type of contribution (cash or in-kind), and the amount (or an estimate) of match, are clearly identified in the narrative? [sb1]



ATTACHMENT I: SURVEY ON ENSURING EQUAL OPPORTUNITY FOR APPLICANTS

OMB NO. 1890-0014 EXP 2/28/2009

Purpose: The Federal government is committed to ensuring that all qualified applicants, small or large, non-religious or faith-based, have an equal opportunity to compete for Federal funding. In order for us to better understand the population of applicants for Federal funds, we are asking nonprofit private organizations (not including private universities) to fill out this survey.

Upon receipt, the survey will be separated from the application. Information provided on the survey will not be considered in any way in making funding decisions and will not be included in the Federal grants database. While your help in this data collection process is greatly appreciated, completion of this survey is voluntary.

Instructions for Submitting the Survey: If you are applying using a hard copy application, please place the completed survey in an envelope labeled "Applicant Survey." Seal the envelope and include it along with your application package. If you are applying electronically, please submit this survey along with your application.

Applicant's (Organization) Name:

Applicant's DUNS Number:

Federal Program: _____ **CFDA Number:** _____

1. Has the applicant ever received a grant or contract from the Federal government?

Yes No

2. Is the applicant a faith-based organization?

Yes No

3. Is the applicant secular organization?

Yes No

4. Does the applicant have 501(c)(3) status?

Yes No

5. Is the applicant a local affiliate of a national organization?

Yes No

6. How many member service year employees does the applicant have? (*Check only one box.*)

3 or Fewer 15-50
 4-5 51-100
 6-14 over 100

7. What is the size of the applicant's annual budget? (*Check only one box.*)

Less Than \$150,000
 \$150,000 - \$299,999
 \$300,000 - \$499,999
 \$500,000 - \$999,999
 \$1,000,000 - \$4,999,999
 \$5,000,000 or more

Survey Instructions on Ensuring Equal Opportunity for Applicant

Provide the applicant's (organization) name and DUNS number and the grant name and CFDA number.

1. Self-explanatory.
2. Self-identify.
3. Self-identify.
4. 501(c)(3) status is a legal designation provided on application to the Internal Revenue Service by eligible organizations. Some grant programs may require nonprofit applicants to have 501(c)(3) status. Other grant programs do not.
5. Self-explanatory.
6. For example, two part-time employees who each work half-time equal one member service year employee. If the applicant is a local affiliate of a national organization, the responses to survey questions 2 and 3 should reflect the staff and budget size of the local affiliate.

7. Annual budget means the amount of money your organization spends each year on all of its activities.

Paperwork Burden Statement

According to the Paperwork Reduction Act of 1995, no persons are required to respond to a collection of information unless such collection displays a valid OMB control number. The valid OMB control number for this information collection is **1890-0014**. The time required to complete this information collection is estimated to average five (5) minutes per response, including the time to review instructions, search existing data resources, gather the data needed, and complete and review the information collection. **If you have any comments concerning the accuracy of the time estimate(s) or suggestions for improving this form, please write to: Amy Borgstrom, Corporation for National and Community Service, 1201 New York Avenue, NW, Washington, D.C. 20525.**

ATTACHMENT J: Beale Codes and County-Level Economic Data

Rural Community

Beale codes are published by the U.S. Department of Agriculture and are used to classify counties as being more urban or more rural. Counties are designated on a scale from one to nine according to the following descriptions:

2003 Beale Codes		
Code#	Metropolitan Type	Description
1	Metropolitan	Counties in metro areas of 1 million population or more
2	Metropolitan	Counties in metro areas of 250,000 to 1 million
3	Metropolitan	Counties in metro areas of fewer than 250,000
4	Non-metro	Urban population of 20,000 or more, adjacent to a metropolitan area
5	Non-metro	Urban population of 20,000 or more, not adjacent to a metropolitan area
6	Non-metro	Urban population of 2,500 to 19,999, adjacent to a metropolitan area
7	Non-metro	Urban population of 2,500 to 19,999, not adjacent to a metropolitan area
8	Non-metro	Completely rural or less than 2,500 urban population, adjacent to a metropolitan area
9	Non-metro	Completely rural or less than 2,500 urban population, not adjacent to a metropolitan area

Any program located in a county with a Beale code of 6, 7, 8, or 9 is eligible *to apply* for the alternative match.

Severely Economically Distressed Community

The following table provides the website addresses where the publicly available information on county-level economic data including per capita income, poverty rate, and unemployment levels can be found.

WEBSITE ADDRESS	EXPLANATION
www.econdata.net	Econdata.Net: This site Links to a variety of social and economic data by states, counties and metro areas.
www.bea.doc.gov/bea/regional/rei	Bureau of Economic Analysis’ Regional Economic Information System (REIS): Provides data on per capita income by county for all states except Puerto Rico.
www.census.gov/hhes/www/saipe/index.html	Census Bureau’s Small Area Poverty Estimates: Provides data on poverty and population estimates by county for all states except Puerto Rico.

WEBSITE ADDRESS	EXPLANATION
www.census.gov/main/www/cen2000.html	Census Bureau's American Fact-finder: Provides all 1990 and 2000 census data including estimates on poverty, per capita income and unemployment by counties, states, and metro areas including Puerto Rico.
www.bls.gov/lau/home.htm	Bureau of Labor Statistics' Local Area Unemployment Statistics (LAUS): Provides data on annual and monthly employment and unemployment by counties for all states including Puerto Rico.
http://www.ers.usda.gov/Data/RuralUrbanContinuumCodes/	US Department of Agriculture's Rural-Urban Continuum Codes (Beale codes): Provides urban rural code for all counties in US.

DEFINITIONS AND CHECKLISTS

DEFINITIONS AND CHECKLISTS

NATIONAL SERVICE DEFINITIONS

Act means the National and Community Service Act of 1990, as amended (42 U.S.C. §12501 *et seq.*).

Approved national service position means a national service position for which the Corporation has approved the provision of a national service education award as one of the benefits provided for successful service in the position.

Eligible Member means an individual: (1) who is enrolled in an approved national service position; (2) who is a U.S. citizen, U.S. national or lawful permanent resident alien of the United States; (3) who is at least 17 years of age at the commencement of service unless the member is out of school and enrolled **(a)** in a full-time, year-round youth corps Program or full-time summer Program as defined in the Act (42 U.S.C. §12572 (a) (2)), in which case he or she must be between the ages of 16 and 25, inclusive, or **(b)** in a Program for economically disadvantaged youth as defined in the Act (42 U.S.C. §12572 (a)(9)), in which case he or she must be between the ages of 16 and 24, inclusive; and (4) has a high school diploma or an equivalency certificate [or agrees to obtain a high school diploma or its equivalent before using an education award] and who has not dropped out of elementary or secondary school in order to enroll as an AmeriCorps member (unless enrolled in an institution of higher education on an ability to benefit basis and is considered eligible for funds under section 484 of the Higher Education Act of 1965, 20 U.S.C. §1091), or who has been determined through an independent assessment conducted by the Program to be incapable of obtaining a high school diploma or its equivalent (provided that the Corporation has waived the education attainment requirement for the individual).

Indian tribe means a federally-recognized Indian Tribe, band, nation, or other organized group or community, including any Native village, Regional Corporation, or Village Corporation, as defined under the Alaska Native Claims Settlement Act (43 U.S.C. § 1602), that the United States Government determines is eligible for special programs and services provided under federal law to Indians because of their status as Indians. Indian Tribes also include any tribal organization controlled, sanctioned, or chartered by one of the entities described above.

Program means a national service Program, described in the Act (42 U.S.C. §12572(a)), carried out by the Grantee through funds awarded by the Corporation and carried out in accordance with federal requirements.

Project means an activity or set of activities carried out by a Program that results in a specific, identifiable community service or improvement: (1) that otherwise would not have been made with existing funds; and (2) that does not duplicate the routine services or functions of the organization to whom the members are assigned.

Project sponsor means an organization or other entity that has been selected to provide a placement for a member.

State Commission means, for the purposes of these application instructions, the Commission on National and Community Service established by a state pursuant to the Act (42 U.S.C. §12638), including an authorized alternative administrative entity to administer the state's national service plan and national service programs and to perform such other duties prescribed by law.

APPENDIX A – CITIZENSHIP GOALS FOR AMERICORPS MEMBERS

A successful applicant will provide training and use the service experience to help members acquire the knowledge, skills, and attitudes needed to be active citizens of communities--local, state, and national. This primarily means enhancing members' understanding of how our democracy works and the value of their playing an active role in it.

Citizenship goals for AmeriCorps programs to consider adopting for their members are to:

- foster within themselves and among their team members positive attitudes regarding the value of lifelong citizenship and service for the common good;
- discuss and explore their community and the people, processes, and institutions that are most effective in improving community conditions;
- enhance their ability to plan effective service projects that respond to real community needs; and
- develop the social, cultural and analytical skills necessary to effectively participate in American democracy.

In achieving these goals, programs could assist AmeriCorps members in attaining the following educational outcomes:

Knowledge

Members will:

- recognize the variety of characteristics and actions of effective, participating citizens;
- identify and describe the community in which they live;
- understand and be capable of explaining the role and importance of the voluntary sector in our nation;
- understand and be capable of explaining how the principles set out in the Declaration of Independence, and the Preamble to the Constitution, are related to the voluntary sector;
- identify, define, and describe local problems and their connection to problems on the state and national levels; and
- discuss and explore the variety of ways an individual can help solve community problems.

Skills

Members will:

- process and evaluate information for objectivity, accuracy, and point of view;
- apply information to effective efforts to help solve social problems;
- assess the consequences of and appropriate context for personal action;
- further develop and use critical-thinking skills and ethical reasoning to make informed and responsible decisions;
- further develop and use verbal and written communication skills to convey ideas, facts and opinions in an effective and reasonable manner;
- work cooperatively with others and develop effective teambuilding practices;
- effectively advocate individual and shared interests; and
- assess and apply their AmeriCorps experiences for future educational or professional development.

Attitudes

Members will:

- respect what we have in common as Americans;
- recognize and respect the different backgrounds of Americans;
- develop a sense of personal efficacy;
- understand that rights and freedoms require accepting civic responsibilities; and
- foster within themselves the value of service, the importance of continued involvement in the community, and attachment to the principles of freedom and equality on which our nation rests.

APPENDIX B – PERFORMANCE MEASURES

As stated in the Performance Measures and Accountability section of the guidelines, the Corporation is placing increased emphasis on the importance of performance measures as both a program management tool and a means by which to communicate program impact. The approach presented in this document builds upon the history of AmeriCorps program managers' efforts to measure results and implements findings from a recently completed study by the Urban Institute that is available on the Corporation's website at www.nationalservice.org/research/index.html.

Performance measures are intended to be a useful tool for program managers to define and communicate **the need** their program will address and **the impact** the program will have. The measures provide indicators as to whether the program is having the intended effect.

Defining performance measures is just one step in the program design phase. If it is helpful, you may want to use a standard framework (called a "logic model") to help you 1) think through each of the different activities in which your AmeriCorps members will engage, 2) identify the likely result of those activities, and 3) determine how to measure those results. The table below is an example of how you might structure your approach to defining activities and measures to accomplish a specific goal. The table is illustrative only; you do not have to include this table in your application.

Goal: AmeriCorps members help high-school students increase school success and positive behavior

INPUTS	ACTIVITIES	OUTPUTS	Intermediate OUTCOMES	End-OUTCOMES	MEASURES
Staff; AmeriCorps members; and high-school students with low grades and poor school attendance	AmeriCorps members mentor youth in three one-hour sessions each week during the school year.	30 AmeriCorps members spent 120 hours each with 30 high-risk teenagers.	59% of teens being mentored improved school attendance 67% improved attitudes toward school 64% improved attitudes toward family life	95% had no contact with juvenile justice system during the program 70% were promoted to the next grade level 23% obtained employment	School attendance records Youth surveys <i>Criminal justice records</i> Employer surveys

For each major activity you should think through what the likely outputs, intermediate-outcomes, and end-outcomes might be. Below are definitions; however, it is important to note that assigning a measure to these categories is not a science. You should use this categorization, as a way to help organize your thinking and recognize that there is not a "right" or "wrong" answer as each program will have its own set of circumstances.

PERFORMANCE MEASURE DEFINITIONS

Output indicators -- specify a count of the amount of service members or volunteers have completed, but do not provide information on benefits or other changes in the lives of members and/or beneficiaries.

Intermediate-outcome indicators -- specify a change that has occurred in the lives of beneficiaries and/or members, but is still short of a significant, lasting benefit for them.

End-outcome indicators -- specify a change that has occurred in the lives of beneficiaries and/or members that is significant and lasting.

Once you determine your program activities and define how to track your progress, you will choose which measures you want to report to the Corporation/State Service Commission. Remember, you only have to report one output, one intermediate-outcome and one end-outcome. These three measures could pertain to three different activities (for one activity you report only on outputs, for a second activity you report only on intermediate-outcomes, and for a third activity you report only on end-outcomes). Or, you could take one activity and apply each of the measurement types to it as shown in the school success example above.

After you have chosen which measures to report, you will fill out the performance measurement worksheets enclosed in the application packet. This year, we have redesigned the worksheet to reflect the Corporation's heightened emphasis on performance measurement. The worksheets will prompt you to identify which type of measure you will use for each objective, what activity will lead to the output, intermediate-outcome, or end-outcome you have identified, and the measurement method. These performance measurement worksheets are part of the e-grants system. We encourage you to make use of the performance measurement worksheets early in the process of completing your application, as experience indicates well-constructed objectives are essential to a quality application.

A few examples follow. See the application instructions for more details.

Outputs Examples

Environment

6 members and 40 volunteers (providing 3000 hours of volunteer service) will conduct a series of neighborhood cleanup projects to improve the safety and usability of neighborhood parks, as measured by attendance logs.

Other Human Needs

15 members and 50 volunteers (providing 3500 hours of volunteer service) will organize and pack food and clothing at a local distribution center, with 3,000 at-risk individuals receiving aid as measured by the organization's distribution logs.

Education

10 members will train 400 residents through 2 workshops on ways to prevent or better address environmental problems in the community, as documented by workshop sign-in sheets.

Intermediate-outcomes examples

Volunteer Recruitment

10 Members will recruit and manage 100 volunteers (providing 800 hours of service) to prepare and deliver nutritious meals twice a week to homebound HIV/AIDS patients, as measured by volunteer time sheets.

Member Development

40 members will receive training in housing counseling, problem-solving, and construction in order to increase members' abilities to serve homeless and low-income persons, as measured by 100% of members receiving certification as Housing Counselors or Construction Assistants from the Federation of Appalachia Housing Enterprises (FAHE).

Community Strengthening

10 members will recruit 32 families (100 students) to participate in a parent-child reading activity resulting in 80% of parents reporting at least a one hour increase in parent-child reading each week as reported through weekly family diaries of reading activities.

Capacity Building

5 members will help expand the community computer center's programs to include fee-based courses, which will generate an additional \$5,000 in revenue to sustain the center's free community services, as reported on accounting records.

End-outcomes examples

Education

12 Members will provide 7,650 hours of in-class tutoring to 85 elementary school students with 80% of students currently reading *below basic* increasing to at the least the *basic* reading level, as measured and documented by the Stanford Achievement Test Series, Ninth Edition.

Public Safety

20 members will assist victims of domestic violence to make personal safety plans, get temporary restraining orders, and find alternative living situations or housing resulting in an 80% decrease in repeat calls to police (as documented by police reports).

Other Human Needs

5 members and 15 volunteers (generating 600 hours of volunteer service) will provide job search training at the county career center to unemployed immigrants to improve their employability, resulting in a 30% increase in the number of job placements as documented by the center's annual reports.

Member Development

Members will increase their belief that they can participate in and improve civic life, as measured by a standardized questionnaire.

The Corporation has made available, on our website and through technical assistance resources, information that will facilitate the development of objectives and assist in the long-term implementation of performance measures within national and community service. Check our website – www.nationalservice.org – for information on performance measurement topics. We recommend that you use any of the following resources in developing your performance measures:

- Please see Project STAR's website at www.projectstar.org and their "Performance Measurement Toolkit" at www.projectstar.org/star/AmeriCorps/pmtoolkit.htm

Project STAR also provides clarification to applicants regarding the Performance Measurement section of the application. You can reach them via e-mail at star@aiweb.com or through their telephone assistance hotline at 1-800-548-3656.

- The Urban Institute: “Key Steps in Outcome Management”
<http://www.urban.org/Template.cfm?Section=ByTopic&NavMenuID=62&template=/TaggedContent/ViewPublication.cfm&PublicationID=8381>
- Center for Accountability and Performance www.aspanet.org/cap/index.html
- “The Measures Program: Balancing the Scales”
http://www.independentsector.org/pathfinder/resources/indep_sec/index.html
- United Way of America Outcome Measurement Resources
<http://national.unitedway.org/outcomes/resources/>
- “Urban Institute Report” on performance measurement at the Corporation for National & Community Service www.nationalservice.org/research/outcome.pdf
- The Results & Performance Accountability Implementation Guide www.raguide.org/Default.htm

We also encourage programs, when needed, to seek the help of local or regional professionals to perform and oversee performance measurement activities, including the development of a plan that encompasses the collection of and reporting on outcome data that will be used to improve program quality.