Indiana
A State that Works

2013-2014

Indiana AmeriCorps*State Grant Program Handbook

"AmeriCorps members make our communities safer, stronger, healthier, and improve the lives of tens of millions of our most vulnerable citizens. AmeriCorps' impacts are proven and measurable."

- Corporation for National and Community Service

#ServeIndiana

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Table of Contents

Introduction 4
Laws and Regulations 11
Glossary of Key Terms 12

Program Management

Grant Agreement 14
Program Environment 14
Public Relations 16
Program Monitoring and Evaluation 19
Training and Technical Support 24
Community Development 25
Disability 26
Inclusion 27
Grievance Policy 28

Member Management

Recruitment 30
Conducting Criminal History Checks 35
Enrollment 37
Refilling Slots 37
Retention 38
Release/ Exit 38
Establishing Member Files 39
Supervising Members 42
Member Benefits 46

Financial Management

Accuracy, Documentation, & Controls 50
Allowable Expenses 52
Meeting Your Match 53

Time and Activity Reporting....55
Reimbursement....56
Budget Modification....56
Distribution of Living Allowance....57

Policies

Definitions....61
Grant Application Review Process (GARP)....62
Multi-Site (Host Site) Standards....65
Signatory Authority....67
Sustainability....68
Unemployment....69

Examples Appendix

Bi-Weekly Time Sheet – For Members....72
Great Stories Tips....73
Grievance Procedure....74
In-Kind Contributions....77
Monitoring Tools....78
Press Release....93
Progress Reports....95
Request For Funds....100
Risk Based Assessment Tool....101
Time/Activity Reporting Policy Development....103
Time Distribution Report (monthly)....105
Verification of Federal Funding....106

Introduction

PURPOSE

The Indiana AmeriCorps*State Grant Program Handbook has been specifically designed as a guide for those who administer Indiana AmeriCorps*State programs. This handbook will assist in detailing the process for monitoring, supporting, and evaluating programs and, above all, for working collaboratively to make the AmeriCorps*State programs in Indiana successful.

Please note that the information contained in this handbook does not include all the legal requirements of an AmeriCorps grant. Program directors or individuals with particular legal questions should consult the regulations (45 CFR Sections 2520 – 2550), the AmeriCorps Grant Provisions and Grants Policy guidance, and relevant state law and regulations (links below). If there is a conflict between the content of this handbook and the AmeriCorps provisions, the provisions are the controlling authority.

It is important that subgrantees become familiar with all the information contained in this handbook. The program handbook will be revised as needed. Revisions will be sent to each Indiana AmeriCorps program director when possible and major changes may be listed on the website when they first occur. It is the responsibility of each program director to stay up-to-date and abide by all changes to policies and procedures.

This program handbook:

- ✓ *Is a guide for healthy program development*
- ✓ *Illustrates legal requirements*
- ✓ *Helps identify best practices*

USE

The handbook is filled with web links to connect you to the resources you will need to manage your program. Throughout the handbook, many words are linked to other sections of the document for ease of use. When you see a word underlined, click on it to navigate to another section for more information or to an external website. You can also use the "ctrl + F" function to search key words in the document.

Icons are used to help you find forms, examples, and policies. The icons below will help you find the right place to grab your resource:

Fillable pdf form can be found at www.in.gov/ofbci on the "Resources for Grantees" page

When you need sample wording or need to see an example of the document to create your own, this symbol will let you know an example exists in the appendix of the handbook

If you see this symbol, you know to jump to the policy section towards the end of the handbook to read more

HISTORY OF NATIONAL SERVICE

In 1993, Congress enacted the National and Community Service Act, creating the Corporation for National and Community Service. President Clinton signed the legislation soon after, and AmeriCorps was launched the following year. In the 1997-98-program year, there were more than 40,000 members serving in all of the AmeriCorps programs, with approximately 15,000 of those in the Education Awards Program. When faced with challenges, our nation has always relied on the dedication and action of citizens. The Corporation for National and Community Service carries on a long tradition of citizen involvement by providing opportunities for Americans of all ages to improve their communities through service. The following is a brief history of national service:

1910
American philosopher William James envisions non-military national service in his essay, "The Moral Equivalent of War." "…instead of military conscription, a conscription of the whole youthful population to form for a certain number of years as a part of the army enlisted against Nature, the injustice would tend to be evened out and numerous other goods of the commonwealth would follow."

1933-1942
Through the Civilian Conservation Corps (CCC), created by Franklin D. Roosevelt, millions of young people serve terms of 6 to 18 months to help restore the nations' parks, revitalize the economy, and support their families and themselves. The GI Bill links service and education, offering Americans educational opportunity in return for service to their country.

1944
The GI Bill, officially known as the Servicemen's Readjustment Act of 1944, is created, linking service and education and offering Americans educational opportunity in return for service to their country.

1960s
The Retired and Senior Volunteer Program (RSVP), the Foster Grandparent Program, and the Senior Companion Program (which today comprise National Senior Service Corps) are developed to engage older Americans in the work of improving the nations.

1961
President John F. Kennedy established the Peace Corps, with authorizing legislation approved by Congress on September 22, 1961. President Kennedy says, "The wisdom of this idea is that someday we'll bring it home to America."

1964
As part of the "War on Poverty," President Lyndon B. Johnson creates VISTA (Volunteers in Service to America), a National Teacher Corps, the Job Corps, and University Year of Action. VISTA provides opportunities for Americans to serve full-time to help thousands of low-income communities.

1970
The Youth Conservation Corps engages 38,000 people ages 14 to 18 in summer environmental programs.

1976
California Governor Jerry Brown established the California Conservation Corps, the first non-federal youth corps at the state level.

1978
The Young Adult Conservation Corps creates small conservation corps in the state with 22,500 participants ages 16 to 23.

1980s
National service efforts are launched at the grassroots level, including the Campus Outreach Opportunity League (1984) and Campus Compact (1985), which help mobilize service programs in higher education; the National Association of Service and Conservation Corps (1985), which helps replicate youth corps in states and cities; and Youth Service America (1985), through which many young people are given a chance to serve.

1989-1990
President George Bush creates the Office of National Service in the White House and the Points of Light Foundation to foster volunteering.

1990
Congress passes, and President Bush signs, the National and Community Service Act of 1990. The legislation authorizes grants to schools to support service-learning (Serve America, now known as Learn and Serve America) and demonstration grants for national service programs to youth corps, nonprofits, and colleges and universities.

September 1993
President Bill Clinton signs the National and Community Service Trust Act of 1993, creating AmeriCorps and the Corporation for National and Community Service (CNCS) to expand opportunities for Americans to serve their communities. VISTA becomes part of AmeriCorps.

1994
Congress passes the King Holiday and Service Act of 1994, charging the Corporation for National Service with taking the lead in organizing Martin Luther King Day as a day of service.

September 1994
The first class of AmeriCorps members (20,000 strong) begins serving in more than 1,000 communities. In swearing in the Americans, President Clinton says, "Service is a spark to rekindle the spirit of democracy in an age of uncertainty…when it is all said an done, it comes down to three simple questions: What is right? What is wrong? And what are we going to do about it? Today you are doing what is right--turning your words into deeds."

1995
A study commissioned by the IBM Foundation, the Charles A. Dana foundation, and the James Irvine foundation finds that every federal dollar invested in AmeriCorps results in $1.60 to $2.60 or more in direct, measurable benefits to AmeriCorps members and the communities they serve.

April 1997
The Presidents' summit for America's Future, chaired by General Colin Powell, brings together President Clinton, former Presidents Bush, Ford, and Carter, and Mrs. Reagan to recognize and expand the role of AmeriCorps and other service programs in meeting the needs of America's youth.

1997
AmeriCorps expands by introducing the Education Awards Program, which allows more organizations to join the service network--nonprofits, faith-based organizations, colleges and universities, welfare-to-

work programs, and other groups. President Clinton and former President George Bush announced the resumption of the Daily Points of Light Award.

September 1998
The fifth class of AmeriCorps members is sworn in, bringing in the total number of current and former members to more than 100,000.

October 1999
AmeriCorps celebrates five years and 150,000 members. General Colin Powell, Utah's Governor Mike Leavitt, Coretta Scott King, and Sergeant Shriver join President Clinton at the White House honoring the winners of the first All*AmeriCorps awards.
June 2000
The Foster Grandparent Program recognizes its 35th anniversary. As the Senior Companion Program enters its 26th year of service, and RSVP look ahead to its 30th birthday in 2001, the three National Senior Service Corps programs engage more than 500,000 adults age fifty-five and older in sharing their time and talents to help meet local community needs.

October 2000
AmeriCorps*VISTA commemorates 35 years of fighting poverty in America. Since 1965, more than 130,000 VISTA members have used a hands-on, grassroots approach to empower individuals and communities throughout the country. With this year's AmeriCorps class, funded with 2000 appropriations, more than 200,000 individuals will have served in AmeriCorps since 1994.

January 2002
In response to the September 11, 2001 terrorist attacks in New York and Washington, D.C., President George W. Bush created the USA Freedom Corps. During his State of the Union address, he called upon every American to commit to least two years of their lives—the equivalent of 4,000 hours—to the service of others. Through the USA Freedom Corps, President Bush wants to help every American to answer the call to service by strengthening and expanding service opportunities for them to protect our homeland, to support our communities and to extend American compassion around the world. The USA Freedom Corps includes AmeriCorps, Peace Corps, Senior Corps, Learn and Serve America, Citizen Corps, and nationwide local volunteer opportunities.

July 2002
CNCS awards first Homeland Security grants to engage citizens in public health, public safety, and disaster relief and preparedness.

2003
President Bush creates the President's Council on Service and Civic Participation to find ways to recognize the valuable contributions volunteers are making in our Nation. The Council creates the President's Volunteer Service Award program as a way to thank and honor Americans who, by their demonstrated commitment and example, inspire others to engage in volunteer service.

December 2003
The Bureau of Labor Statistics of the U.S. Department of Labor reports that both the number of volunteers and the volunteer rate rose over the year ended in September 2003. About 63.8 million people did volunteer work at some point from September 2002 to September 2003, up from 59.8 million for the similar period ended in September 2002.

January 2004
AmeriCorps receives record funding increase to allow programs to grow to 75,000 members.

2004
AmeriCorps*NCCC recognizes 10,000 alumni, 15.3 million service hours, 4,500 projects and 10 years of service during Legacy Weekends at all five campuses. In recognition of its 40th anniversary, AmeriCorps*VISTA commences a study of its alumni and the impact national service had on their lives. More than 330,000 individuals have served through AmeriCorps. During the past decade, more than 1 billion volunteer service hours have been generated by Senior Corps volunteers. Senior Companion Program celebrates its 30th anniversary. More than 1.8 billion high school students participate annually in service-learning initiatives funded by Learn and Serve America

2006
President's Higher Education Community Service Honor Roll launched by CNCS to honor the nation's top college and universities for their commitment to community service, civic engagement, and service-learning

2007
AmeriCorps celebrates its 500,000 member. First annual AmeriCorps Week launched.

2009
President Barack Obama signed the Edward M. Kennedy Serve America Act. The Serve America Act reauthorizes and expands national service programs administered by the Corporation for National and Community Service, a federal agency created in 1993. The Corporation engages four million Americans in result-driven service each year, including 75,000 AmeriCorps members, 492,000 Senior Corps volunteers, 1.1 million Learn and Serve America students, and 2.2 million additional community volunteers mobilized and managed through the agency's programs.

2010
CNCS launches the Social Innovation Fund. SIF ensures that high-impact nonprofits are able to attract the resources they need to grow and improve the economic, education and health prospects of low-income communities.

2012
CNCS and the Federal Emergency Management Agency (FEMA) launch FEMA Corps. FEMA Corps is an innovative new partnership designed to strengthen the nation's ability to respond to and recover from disasters while expanding career opportunities for young people.

2013
President Barack Obama announces the creation of an interagency task force led by CNCS to develop strategies to expand national service to meet national needs through partnerships with other Federal agencies and the private sector. The National Service Task Force will make recommendations on polices to expand national service opportunities, recommend ways to coordinate volunteering and service programs across the Federal government, develop opportunities for interagency agreements between CNCS and other federal agencies, and identify public-private partnerships to expand national service.

CORPORATION FOR NATIONAL AND COMMUNITY SERVICE STRATEGIC PLAN

The Corporation for National and Community Service (CNCS) was created to connect Americans of all ages and backgrounds with opportunities to give back to their communities and their nation. CNCS empowers and supports Americans to tackle persistent challenges such as helping youth succeed in school, securing safe affordable housing for economically disadvantaged families, or helping communities respond to disasters. Through this work, CNCS achieves its mission of improving lives, strengthening communities and fortifying the civic health of our nation.

The 2011 -2015 CNCS Strategic Plan leverages the strength of grantees, subgrantees, participants, programs, state service commissions and the American public to build a network of programs that offer effective solutions in the six priority areas:

1. Disaster Services
2. Economic Opportunity
3. Education
4. Environmental Stewardship
5. Healthy Futures
6. Veterans and Military Families

They will produce these results by investing in effective local initiatives, engaging more Americans in service, supporting evidence-based programs, and leveraging public-private partnerships.

CNCS PROGRAMS

AmeriCorps: Through its programs, AmeriCorps provides opportunities for Americans to make an ongoing, intensive commitment to service.

- **AmeriCorps*State and National:** AmeriCorps*State and National offers grants that support a broad range of local service programs that engage thousands of Americans in intensive service to meet critical community needs. AmeriCorps*State and National also administers grants for Indian tribes and U.S. territories, who are eligible for funding that is set aside to address critical needs within their communities. *The Office of Faith-Based and Community Initiatives administers the grants in Indiana.*
- **AmeriCorps VISTA:** AmeriCorps*VISTA provides full-time members to community organizations and public agencies to create and expand programs that build capacity and ultimately bring low-income individuals and communities out of poverty.
- **AmeriCorps NCCC:** The AmeriCorps*National Civilian Community Corps is a full-time residential program for men and women aged 18-24 that strengthens communities while developing leaders through direct, team-based national and community service.

Senior Corps: Senior Corps offers a network of programs that tap the rich experience, skills and talents of older citizens to meet community challenges.

Social Innovation Fund: The Social Innovation Fund (SIF), an initiative enacted under the Edward M. Kennedy Serve America Act, is a new way of doing business for the federal government that stands to yield greater impact on urgent national challenges. The Social Innovation Fund targets millions in public-private funds to expand effective solutions across three issue areas: economic opportunity, healthy futures, and youth development and school support. This work will directly impact thousands of low-

income families and create a catalog of proven approaches that can be replicated in communities across the country.

Volunteer Generation Fund: The Volunteer Generation Fund, a new program authorized by the Edward M. Kennedy Serve America Act, is designed to increase the number of people who serve in meaningful roles as volunteers dedicated to addressing important needs in communities across America.

Special Initiatives: The Corporation supports a variety of special initiatives and innovation grants.

- United We Serve / Serve.gov
- Martin Luther King, Jr. Day of Service
- President's Volunteer Service Award
- Other Special Initiatives

INDIANA OFFICE OF FAITH-BASED AND COMMUNITY INITIATIVES

In January 2005, Governor Mitch Daniels created the Office of Faith-Based and Community Initiatives (OFBCI). Together the OFBCI and the Indiana Commission on Community Service and Volunteerism (ICCSV; see below), administer grants to both community based and faith-based organizations in support of community service and volunteerism. The three current grant programs that the office administers are AmeriCorps, Hoosier Corps, and Mitch's Kids. The OFBCI also provides information, training, and technical assistance through events such as the Governor's Conference on Service and Nonprofit Capacity Building. For more information about the OFBCI, please visit our website at www.in.ofbci.gov.

The mission of the OFBCI is to advance service and volunteerism by informing, connecting, and promoting opportunities and resources that enrich the lives of Hoosiers.

INDIANA COMMISSION ON COMMUNITY SERVICE AND VOLUNTEERISM

The Indiana Commission on Community Service and Volunteerism (ICCSV) is the governor-appointed administrative agent of the Indiana AmeriCorps*State programs for the Corporation for National and Community Service. ICCSV selects and administers AmeriCorps grants under the provisions of the National and Community Service Trust Act of 1990. The ICCSV, through the OFBCI, provides AmeriCorps programs with extensive training and ongoing technical assistance to support the development of high quality AmeriCorps programs.

The ICCSV's goals are to:

Encourage Indiana's strong ethic of civic responsibility and rich tradition of community involvement; Ensure a serious role for service and volunteerism in meeting Indiana's educational, environmental, health, public safety, and homeland security challenges; Connect Hoosiers from diverse backgrounds and experiences to find solutions to problems together; and, Nurture the growth and emergence of Indiana's next generation of community and professional leaders.

Laws and Regulations

AmeriCorps*State programs are governed by many laws and regulations. Although this handbook highlights some of the applicable laws and regulations, it is not a substitute for reading and understanding those which govern the program. Please click on the links in the box to review the laws, regulations, and provisions that will be crucial to your operation of a compliant program. Additionally, you should re-read your grant agreement periodically to make sure you are in compliance and staying on track. If you have questions about something specific, please read through the law, regulation, or provision that applies to the subject first, consult this handbook second, and then always contact your OFBCI Program Officer to discuss how to apply the information.

Laws and regulations that govern & guide the Indiana AmeriCorps*State program:

- National and Community Service Act of 1990
- Serve America Act
- Code of Federal Regulations
- 45 CFR Chapter XXV
- 42 USC Chapter 66
- OMB Circulars
- State and Local Regulations
- Grant Provisions
- Notice of Grant Award
- Program Proposal & Budget
- Notice of Funding Opportunity

Glossary of Key Terms

- **Approved vendors -** are official criminal history information repositories, designated by CNCS, for each state or territory. Programs must use approved vendors to obtain criminal history check information, unless CNCS approves an Alternate Search Protocol (ASP).
- **Authorized supervisor** - a person (program or service site staff) who has a completed two- or three-part criminal history check.
- **Auxiliary Aids** - are devices that enable effective communication for people with disabilities.
- **Calculation** - shows the steps taken to arrive at a particular line item in equation format; should identify the number of persons/units involved and the cost person/unit.
- **Continuation request** - the AmeriCorps grant application completed by organizations that seek to continue funding for Year 2 or Year 3 of a grant cycle.
- **Covered individual** - a person whose position or role, is listed as an estimated direct cost on the approved grant budget (federal or subgrantee—matching—share), as receiving salary, stipend, living allowance, national education award or similar, in return for providing service to the program; OR a person whose costs associated with their salary, stipend, living allowance, etc. that will be included within amounts reported as expenditure of either federal or matching share on the program's financial reports. For grant types such as full-time, fixed-amount AmeriCorps programs where the program is exempted from submitting budgets or financial reports, the test is to examine the funded grant program application narrative wherein the program's activities are described. Individuals performing the described program implementation activities and administering the program are individuals in covered positions subject to the requirements.
- **eGrants/My AmeriCorps Portal -** programs can utilize this CNCS sponsored website to recruit AmeriCorps Members. Programs *must* utilize the Portal to enroll members, manage members, exit members, apply for funding, and communicate with CNCS.
- **Enrollment Rate-** is the percentage that AmeriCorps Programs enroll AmeriCorps Members into initial enrollment slots (refill slots are included in this percentage).
- **Federal Financial Report (FFR)** each organization must submit an FFR that captures the information submitted on the organization's PERs for a designated period. They are due in OnCorps and deadlines are provided in the AmeriCorps Calendar issued to programs (also found on the OFBCI website).
- **Fixed-amount grant programs** –Programs that receive a fixed-mount per member service year. The reporting requirements are significantly less, but the programs can only be reimbursed based on the member's completed hours of service.
- **Grant cycle** - the three-year term that AmeriCorps grants are issued. This term is contingent upon positive compliance record and strong program performance.
- **Grant year** - the year in which the program operates.
- **Periodic Expense Report (PER) –** is submitted each month by the program. The PER records the expenditures that the program incurred for that month that are both reimbursable by OFBCI and those incurred for match. They are due via OnCorps. Fixed amount grants do not submit PERs.
- **Program year** - the year in which your program is in full operation.
- **Re-compete programs** - are those that have completed a 3-year grant cycle and have applied to begin another three-year grant cycle
- **Retention rate** - the percentage of AmeriCorps members who successfully complete the AmeriCorps Program with either a full or pro-rated Education Award.
- **Service site/service location/host site** - the organization(s) where a member provides service in the community. Typical service locations are schools, food banks, health clinics, community parks, etc.
- **Subgrantee** – Indiana AmeriCorps*State programs are considered subgrantees of the OFBCI. (Note: the contract says Grantee because of state regulations that cannot be modified, but the term subgrantee is used by AmeriCorps, so we use it in the handbook to be consistent with what you will hear from other state and national organizations.)
- **Vulnerable populations** - are persons who are age 17 or younger, age 55 or older, or individuals with disabilities.

Program Management

Jump to:

Grant Agreement
Program Environment
Public Relations
Program Monitoring & Evaluation
Training & Technical Support
Community Development
Disability Inclusion
Grievance Procedure

Grant Agreement

UNDERSTANDING YOUR GRANT AGREEMENT

The grant agreement (or memorandum of understanding) is a legally binding contract that establishes your program's relationship with the Indiana Office of Faith-Based and Community Initiatives. A new grant agreement is signed each year, after your program has been approved for new or continued CNCS funding. It is the most essential document for your AmeriCorps program. Program directors and key staff persons should become familiar with the full grant agreement.

The deliverables contained within your grant agreement list the major reporting requirements for the current program year. The list provides a brief description of each item and includes how and to whom the report is to be submitted. OFBCI staff will provide further details and guidance during program director trainings or through e-mail and phone conversations. However, the deliverables *are not* intended to be an exhaustive list of all OFBCI and CNCS requirements. As stated in the grant agreement, there may be additional requirements set forth by the OFBCI or CNCS at any time during the program year. Program directors are responsible for meeting all requirements.

You should also keep in mind that as a subgrantee of OFBCI, your program is required to adhere to all requests for public records in accordance with Indiana's Access to Public Records Act.

PROGRAM AMENDMENTS

Program amendments are defined as mid-year program changes (direct or indirect) that alter the scope or objective of the program, impact your program's performance measures, involve a turnover or extended absence or time reduction (45 CFR§2543.25) in a management/supervisory staff position, or propose any other material changes to the original executed grant agreement. These changes must be reported to an OFBCI program officer in writing.

Any program considering making changes that will impact their grant approved performance measures should consult with their OFBCI program officer well in advance. Any changes to the program scope, objective or performance measures must be approved. Programs should not consider any request granted until written notification is provided.

Program Environment

COMMUNICATING AND ESTABLISHING THE ENVIRONMENT

The approach to create a positive program environment is to combine your unique AmeriCorps program style with a gratifying service experience. The program director's office should be a professional, confidential, and a safe place for individuals to communicate openly. Your office, as well as any common space utilized by members, should reflect the AmeriCorps brand. Training spaces and all meetings should also be a safe place for attendees and it is imperative that the environment be unattached to religious, political, and other practices or beliefs.

As appropriate communication is important for the success of your program, e-mails should be timely and respectful, and conducted in a professional manner. For best practices on e-mail etiquette, a great resource for you or your members is http://www.101emailetiquettetips.com/.

When the program director is out of the office to attend a conference or away for a number of days, it is important to have an out-off-office (auto reply) e-mail and voice mail message. The message should reflect contact information of the staff covering your program duties and a time when you will return to the office. There may be situations when your OFBCI program officer needs to contact staff for information and timing may be crucial.

WORK PLAN

Your members should know your program's vision, mission statement, and elevator speech. Each is an element of your program's work plan. The elevator speech is a brief description of who, what, where, when and how of your program. Additionally, the work plan should include a statement of quantitative and qualitative reasons why this program is essential for the community. Researching, organizing, and evaluating service/host site locations as well as creating strong program objectives are all part of your program's work plan. The work plan would also include a well thought out annual calendar which includes OFBCI deadlines, trainings, and events for the 12-month grant period. All programs should have an established plan for how the calendar is maintained, updated and distributed.

The work plan should also include staff roles and development goals. It is a strategy for ensuring that your program has well trained and passionate staff members.

SUSTAINABILITY

As economic trends differ yearly, each grant funding cycle becomes more competitive. Being able to demonstrate your program's longevity and sustainability reassures funders of their investment.

The more support from members, volunteers, funding sources, staff, board members and the community that your program receives, the easier your program's sustainability becomes. Both a community needs assessment and organizational chart are useful aids that can be used to create support and program buy-in. A community needs assessment is a functional tool that will allow you, your organization, and critical board members to realize the impact that your AmeriCorps program can have on your community. An organizational chart can be helpful in demonstrating the program design. Please view the resource page for templates on these tools.

The Corporation's Sustainability and Capacity Building Toolkit can help you develop a program that is sustainable, builds organizational and local capacity, engages community volunteers, and produces outcomes beyond those accomplished by AmeriCorps members alone. It will lead a program director through the processes for developing a sustainability and capacity building plan. See the Sustainability Policy for more information and requirements.

HOST SITE SELECTION

The Office of Faith-Based and Community Initiatives recognizes the key role partner organizations play in helping subgrantees fulfill their goals in addressing community needs. To further clarify the guidelines and expectations related to partnering with community organizations to operate a successful AmeriCorps*State program, OFBCI has set standards that are to be used in conjunction with the rules, provisions, and guidelines established by the Corporation for National and Community Service for the AmeriCorps program.

The subgrantee must establish written member host site selection criteria based on, at a minimum:

- Grant requirements
- Adequate host site capacity
- An alignment between the host organization's (subgrantee) mission and the identified community need
- Past performance (if applicable)

In addition, the selected host site(s) must provide adequate member supervision and capacity and have the ability to comply with all AmeriCorps requirements. The subgrantee is responsible for host site development and support (including supervisor and staff training) and host site supervision and monitoring (including assurance of compliance, safety, and reporting).

The subgrantee must also secure signed agreements/contracts with each host site (Memorandums of Understanding/MOUs). A Sample Host Site Agreement/MOU may be found in the appendix. Additional details about host site requirements may be found in the Sustainability Policy.

Public Relations

CREATING YOUR PROGRAM IMAGE

Establishing a strong program identity is extremely important to the sustainability and growth of your program. Public relations is building and promoting your program's image. Through media attention and the growth of social networking you can increase awareness of and generate support for your program within the community.

PROGRAM IDENTITY

Promoting your program creates awareness of your involvement in the community. As an AmeriCorps program you belong to a national network which is an essential piece of your program's public relations plan. The Corporation for National and Community Service continues to provide an increasing number of resources for program promotion. A media guide can be found on the OFBCI website.

Through your program's grant, OFBCI provides support for promotion and connectivity. Programs must follow the guidelines documented in the grant agreement. All promotions and publications must use the AmeriCorps Indiana logo and contain information as outlined in the grant agreement. Program promotion best practices include:

- Program directors (and other AmeriCorps program management staff) to have business cards with the AmeriCorps Indiana logo;
- Program directors (and other AmeriCorps program management staff) to have a professional e-mail address from the program's legal applicant's domain;
- Program directors (and other AmeriCorps program management staff) to use an e-mail signature indicating that they are the Program Director of (Program Name), an AmeriCorps program.
- A program's web page linking to the AmeriCorps website for recruitment and advertising.

MEMBER GEAR

The CNCS provides support for various member items known as "gear". Programs can purchase AmeriCorps specific gear for members from the CNCS sponsored vendors. Although these items only have the generic AmeriCorps logo, programs may also produce their own gear with their program name and the AmeriCorps Indiana logo on these items.

LOGOS

Program web pages should use the AmeriCorps Indiana logo. The AmeriCorps Indiana logo should link to AmeriCorps.gov. Likewise, program web pages should also contain a CNCS logo and a link to their homepage.

The Program director can email CNCS at logos@cns.gov and they will produce an AmeriCorps logo with your program name that can be used for gear, publications, web sites, etc. Logo specifications can be found in the logo guide.

PROGRAM WEB PAGE

Your legal applicant's web site should have a page specific to your AmeriCorps*State program. The tab or link to your program's web page should have the AmeriCorps Indiana logo next to your program link, or include a statement that identifies it as an AmeriCorps*State program.

Your AmeriCorps program web page should also contain information on your program's mission, current information about the program, and recruitment status. It should have as much information as possible to promote your program, including links to social media if you have Facebook, Twitter, etc.
It is also helpful to think about key words for search engine optimization. For example, if someone is interested in AmeriCorps programs in Indianapolis, a web search using key words should display your program at the top of the search list.

MEDIA

Writing, speaking and word of mouth are important ways of marketing your program. The story that a member tells is vital to the program's reputation. When speaking or writing, you should always use the phrases, "an AmeriCorps program" or a member of "the AmeriCorps National Service Network." Additionally, marketing should incorporate appropriate AmeriCorps "lingo" to accurately tell the story of national service.
To get started, here is a list of marketing best practices:

- *Keep a collection of stories and pictures*. People resonate with a feel good story, which can be good for brochures, newsletters, and newspaper articles. Reporters want facts and stories.
- *Have a favorite story handle for speaking engagements*. It doesn't matter how old it is, if it has a message that captures what your experience with the program is about- use it.
- When distributing press releases, *think beyond traditional media sources*. Know your community newspapers, send releases to donors, volunteers, board members, parents and anyone who could potentially share to audiences you won't normally reach.

- *Elected officials consistently look for photo opportunities*. Know who your elected officials are; from your city-county council persons, and school board reps, to your state and federal representatives. Keep their email addresses on your listserv for information.
- *When doing a press release keep all the pertinent information in the first paragraph*. Media persons want you to answer their first question which is: "why should I care about this," and the second group of "who, what, when, where." Most individuals reading press releases will only read the title and first paragraph. If it doesn't grab their attention, it's often tossed.
- *No event is too small* to market, if you can answer the question – why should people care about what we are doing – then let people know.

Media attention and social networking are other important tools to increase understanding and build support for your program within the community. If you would like to add icon links on your web page and social media pages to promote National Days of Service and AmeriCorps Week, widgets are a free service offered by AmeriCorps and the CNCS.

Social networking is a growing area for connecting to the community and getting your message out to a larger audience. Social media is increasingly being used by government and non-profits to recruit, train, fundraise, inform and create awareness of programs and services. Through online newsletters and blogs, programs can document and tell their success stories, allowing members and the community to feel connected to the program.

Press releases are an effective way to inform the community and potential funders of your program's achievements and how you are making a difference in the community, highlight your program's awards/recognitions, and announce events. An example can be found in the appendix.

LEGAL CONSIDERATIONS

AmeriCorps members must abide by the conditions outlined in the CNCS Provisions regarding media interviews. At the beginning of the program year, each child, member, or volunteer should have a signed media release form granting your program the right to use the individual's name and image in media and publications. An example of a Photography & Publicity Release may be found on the OFBCI website.

Remember that to be in compliance with your grant, all publications, press, and media must identify your program as an AmeriCorps program or a member of the AmeriCorps National Service Network.

Program Monitoring and Evaluation

OFBCI PROGRAM MONITORING

The OFBCI is tasked with ensuring that its programs and affiliated host sites are operating in accordance with the obligations set forth in their grant agreements and are in compliance with all applicable federal regulations and provisions. All National Service programs face challenges as they administer their AmeriCorps programs. The OFBCI is committed to assessing those challenges and working with subgrantees to find adequate technical assistance to meet their needs. To that end, the OFBCI has developed a monitoring strategy that enhances opportunities for guidance and intervention. We want monitoring to be as transparent as possible so we have included our Monitoring Tools in the appendix. Please refer to these tools to help guide your program.

RISK-BASED MONITORING AND COMPLIANCE

The Risk-Based Monitoring policy will assist the Office of Faith-Based and Community Initiatives (OFBCI) to determine a subgrantee's risk relative to monitoring and evaluation of the program for legal, financial, and programmatic compliance. An example of the Risk-Based Assessment Tool is included in the example appendix at the end of this handbook.

The OFBCI shall complete a Program Risk Assessment for each AmeriCorps subgrantee at the commencement of each program year, utilizing the standardized Program Risk Assessment Tool. The OFBCI shall assign each subgrantee a risk level based upon the review and analysis of the PRA, based on considerations which may include, but are not limited, to the following factors:

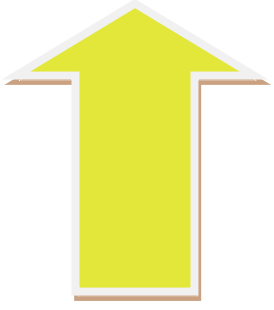
- Funding cycle year
- Ability of the subgrantee to meet statutory, regulatory, and budgeted match requirements
- Turnover of key and/or experienced subgrantee staff
- Demonstration of a critical need for technical assistance or guidance
- Programmatic quality
- Accuracy of financial reporting in previous program years
- Timeliness in correcting previous programmatic and fiscal issues
- First-time recipient of an AmeriCorps*State grant
- Organizational/financial stability of legal applicant
- Ability to achieve performance measure objectives
- Participation in staff and member meetings and trainings
- Challenges/issues identified during the subgrantee's last monitoring review
- Member recruitment/retention
- Member management

Additionally, when developing the program's monitoring plan throughout the year, consideration will be given to the responses provided on the Program's Self Assessment tool. At the completion of each subgrantee's Program Risk Assessment, the OFBCI shall assign one of the following levels of risk, and based on the assigned risk level, subgrantees must comply with the aligned review processes. All first year subgrantees (planning, operational, or hybrid), will be automatically deemed as high risk. Deadlines for completion will be established and communicated by the OFBCI and shall give a reasonable amount of time for the programs to complete. The high risk level results in more monitoring activities. Programs should strive to keep their risk rating low.

Low Risk

A subgrantee designated to be low risk shall comply with the following monitoring activities, at minimum, for the applicable program year:

- **Comprehensive NSOPW Check Review.** During the first thirty (30) days of the program year, all completed NSOPW checks must be scanned and emailed (or faxed) to the OFBCI by the deadline communicated, for thorough review.
- **Subgrantee Site Visit**. At least one on-site visit will be conducted by the OFBCI per program year.
    - **Sample Criminal History Check Review**. A minimum of five (5) members will be chosen by the OFBCI for review. Programs must submit (by email or fax), the full and completed criminal history checks for each of the chosen members to the OFBCI for review by the provided deadline. This review will be conducted at least once per program year.
    - **Member Contract Review**. One (1) member, at minimum, will be chosen by the OFBCI to have their member contract reviewed. Subgrantees must email or fax the full member contract, by the deadline provided, to the OFBCI for review. This review will be conducted at least once per program year.
    - **Member File Review.** The OFBCI will select, at minimum, five (5) member files to review during each on-site visit.
    - **Self-assessment survey.** The subgrantee must fully answer all programmatic and fiscal questions provided in the Monitoring Questionnaire by the deadline provided by the OFBCI.
    - **Host site Agreements/Memorandums of Understanding (MOUs).** The OFBCI will select at least one program host site to review. The subgrantee must email or fax this host site's executed MOU to the OFBCI by the deadline provided. This review will be conducted at least once per program year.
    - **Performance Measure Review.** During on-site monitoring instruments will be reviewed and analyzed the application measures including data collection (logs, pre/post tests)
- **Miscellaneous Reviews.** The OFBCI may ask to review other documents throughout the year, and subgrantees must submit the requested documents by the deadline provided (for ex., training agendas, volunteer tracking tools/supporting documentation, etc.).



High Risk

A subgrantee designated to be high risk shall comply with the following monitoring activities, at minimum, for the applicable program year:

- **Comprehensive NSOPW Check Review.** During the first thirty (30) days of the program year, all completed NSOPW checks must be scanned in and emailed (or faxed) to the OFBCI by the deadline communicated for thorough review.
- **Subgrantee Site Visit**. At least one, on-site visit will be conducted by the OFBCI per program year.
    - **Sample NSOPW Check Review.** There will be **two** NSOPW reviews that will be sample-based. For each of these reviews, the OFBCI will choose at least five (5) members. The initial review will occur during the onsite visit and an additional review will be conducted at a different time to be provided to programs.
    - **Sample Criminal History Check Review**. A minimum of five (5) members will be chosen by the OFBCI for review. Programs must submit the full and completed criminal history checks for each of the chosen members to the OFBCI. The initial review will occur during the onsite visit and an additional review (by email/fax) will be conducted at a different time to be provided to programs. This sample review will be conducted at least **twice** during the program year.
    - **Member Contract Review**. Five (5) members, at minimum, will be chosen by the OFBCI to have their member contract reviewed. Subgrantees must provide the full and executed member contract to the OFBCI for review. This review will be conducted at least once per program year.
    - **Member File Review.** The OFBCI will select, at minimum, five member files to review during each on-site visit.
    - **Self-assessment survey.** The subgrantee must fully answer all programmatic and fiscal questions provided in the Monitoring Questionnaire by the deadline provided by the OFBCI.
    - **Host site Agreements/Memorandums of Understanding (MOUs).** The OFBCI will select at least three (3) program host sites to review. The subgrantee must email or fax the host sites' executed MOUs to the OFBCI by the deadline provided. This review will be conducted at least once per program year.
    - **Performance Measure Review.** During on-site monitoring instruments will be reviewed and analyzed the application measures including data collection (logs, pre/post tests)
- **Miscellaneous Reviews.** The OFBCI may ask to review other documents throughout the year, and subgrantees must submit the requested documents by the deadline provided (for ex., training agendas, volunteer tracking tools/supporting documentation, etc.).

FISCAL MONITORING

In addition to the programmatic monitoring activities listed above, programs will participate in annual fiscal monitoring, which will consist of a review of at least one month of expense activity, regardless of risk level. (Fiscal monitoring will not be conducted on fixed-amount grant programs unless deemed necessary by OFBCI.) Additionally, a Fiscal Self Assessment tool will be provided to programs to self-assess their program's fiscal controls. Other reviews may be scheduled for subgrantees, prioritizing those programs with a high risk rating or based on the results of the self-assessment. For these reviews, subgrantees will be asked to provide the following information to the OFBCI (the OFBCI may also request additional information not listed here):

- The most recent A-133 audit, if applicable
- Trial balance for the grant program for the specified month(s)
- General ledger for the specified month(s)
- Periodic Expense Reports (PERs) for the specified month(s) with supporting documentation traceable to the general ledger
- Petty cash detail for the program with back-up detail for the specified month(s), if applicable
- Staff time sheets if expensing time on PERs for the specified month(s)
- Payroll register for the specified month(s)
- Accounting procedure manual
- Schedule of all in-kind contributions and supporting detail for the specified month(s)
- Copy of liability insurance binder documenting coverage on AmeriCorps members
- Organizational Chart
- IRS form 990
- Cost allocation plan

CORRECTIVE ACTIONS

Observations vs. Findings
At the conclusion of each of the monitoring activities, the OFBCI shall inform the program of any findings and/or observations discovered during the review process through a formal, written communication. Any failures to adhere to policy or compliance infractions shall be designated as either a finding or observation by the OFCBI. These designations will be made taking into account factors such as (this is not an exhaustive list):

- the severity of the infraction
- the prevalence of infraction (ex., every file vs. one out of five files)
- the program's past history in adhering to a specific policy (repeat infractions will automatically be deemed as findings)
- the potential and/or real consequences of the infraction

Consistency across subgrantees when designating findings or observations will be maintained whenever possible by the OFBCI.

Response
Observations will not require a response from the subgrantee, unless explicitly requested by the OFBCI. If a compliance finding(s) is/are noted, a subgrantee shall have no more than thirty (30) calendar days to make corrections acceptable to the OFBCI. If acceptable compliance is not achieved by the required due date, a subgrantee shall be determined to be in a status of non-compliance. The OFBCI may withhold

grant funds until evidence of correction is submitted and accepted. A subgrantee's non-compliance status shall be a determining factor in future funding decisions. If additional finding(s) is/are discovered when the OFBCI concludes its final analysis and before the final monitoring response is issued, then the OFBCI may require a subgrantee to submit: (a) additional documentation in an effort to prove compliance; or, (b) a corrective action plan. This policy shall not preclude the OFBCI from conducting a site visit or a desk review at any time or requesting any pertinent programmatic or fiscal information as the OFBCI may deem appropriate.

PERFORMANCE MEASURES

Performance measurement is the systematic, ongoing tracking of your program's outputs and outcomes. Performance measures are used to gauge your program's progress on addressing its defined community need. Program staff must have detailed and accurate procedures for tracking performance measures. Program directors, key staff, and AmeriCorps members, should be informed about the program's performance measures and how that data is assessed and maintained. Each initial funding application must include at least one set of aligned performance measures. These should include at least one output and one intermediate outcome. Performance measures will be monitored by your OFBCI program officer on a semi-annual basis through Progress Reports (see below).

Subgrantees whose performance at any point in the year indicates that performance targets will not be achieved must take action to address the issue(s). One of the following two steps may be taken in order to address performance measures that are behind target:

1. Develop and submit to OFBCI a corrective action plan that includes:
    - The factors impacting performance goals
    - The strategy the subgrantee is using and corrective action being taken to get back on track toward the established performance measure target(s)
    - The timeframe for getting back on track with the performance measures.

2. Submit a request to amend the approved performance measures.

If, after a period of corrective action, a subgrantee continues to under-perform, or fails to collect appropriate data to allow accurate performance measurement, the CNCS, ICCSV, or OFBCI may reduce or suspend the AmeriCorps grant, use the information to assess any application from the subgrantee's organization for new a new AmeriCorps grant, or any other corrective action deemed appropriate by CNCS, ICCSV, or OFBCI.

There are many resources provided by CNCS to help you with performance measurement. These can be found on the Knowledge Network website at: https://www.nationalserviceresources.org/npm/home .

PROGRESS REPORTS

OFBCI requires semi-annual progress reporting. Reports are to be submitted through OnCorps, on or before the due date(s) specified in your program's grant agreement and the program calendar. It is expected that all reports will be received by the due date provided. Late submissions may lead to delayed or withheld reimbursement. OFBCI has specific instructions for completing the progress reports that may not be intuitive when logged into the OnCorps system. Please carefully read through the Progress Report example in the appendix and use it to walk you through filling out the report.

PROGRAM EVALUATION

All AmeriCorps programs are required to conduct a program evaluation within each 3 year grant cycle. The AmeriCorps regulations require AmeriCorps*State and National subgrantees receiving more than $500,000 of Corporation grant funds to conduct an independent evaluation (45 CFR§2522.700-740). Independent evaluations must use an external evaluator with no formal or personal relationship to the organization. All other AmeriCorps*State formula and competitive programs in Indiana may submit an internal evaluation.

The evaluation report is based on the program's prior 3 year cycle and is required to be submitted with your application in any re-compete year. Applications submitted without an evaluation report will be considered incomplete and will not be reviewed or considered in the grant competition. Guidance on submission will be outlined in the appropriate year's grant application instructions. Organizations should use the completed evaluation report as tool to enhance their program in future years. Please see http://www.nationalserviceresources.org/program-financial-and-grant-management/program-evaluation for more information.

GRANT CLOSEOUT

All subgrantees must close out their grants at the end of each program year. The program will have a reasonable amount of time to complete any required closeout procedures. This may include submission of final budget and progress reporting. Your OFBCI program officer will give you clear instructions for any required procedures and will provide a reasonable amount of time to complete the required task(s). The close out procedure is conducted through Oncorps.

Training and Technical Support

PROGRAM STAFF TRAINING AND SUPPORT

Training and technical assistance priorities for CNCS include improving the programmatic quality of national service programs, enhancing programs' capacity to successfully administer CNCS grants, advancing programs' ability to measure results, and providing outreach and support to rural and underserved communities.

> *A great way to utilize the knowledge of the AmeriCorps community is to ask seasoned AmeriCorps programs how they train their staff to implement their programs.*

In order to ensure that you have the tools for success, the CNCS provides required trainings, events, conference calls, and/or workshops. OFBCI trainings are a chance to connect with AmeriCorps*State program staff and others from the National Service network. By applying shared best practices, program directors can more effectively guide members throughout their AmeriCorps experience.

Community Development

STRENGTHENING COMMUNITIES

AmeriCorps*State's ability to get things done in Indiana through intensive service for over 15 years is a testament to state programs' commitment to addressing the needs of local communities. One of the primary goals of AmeriCorps is to strengthen and develop communities by engaging Indiana residents in service. In these economic times, AmeriCorps*State programs, now more than ever before, must seek additional avenues to sustain their efforts. Volunteer participation, outreach at AmeriCorps events, and the resulting collaborations and partnerships can advance a program's impact on target community needs.

AMERICORPS EVENTS

Annually, there are many events celebrated both locally and nationally across the National Service Network. Each occasion is an opportunity to spotlight your program's impact while fulfilling programmatic needs. Some examples of what can be achieved during these events are raising member morale, inspiring Indiana residents, recruiting new individuals, and expanding your program's reach in communities. A few CNCS-sponsored events are described below.

National Day of Remembrance - *September 11, 2013*
By pledging to volunteer, perform good deeds, or engage in other forms of charitable service during the week of 9/11, you and your organization will help rekindle the remarkable spirit of unity, service and compassion shared by so many in the immediate aftermath of the attacks. And you'll help create a fitting, enduring and historic legacy in the name of those lost and injured on 9/11, and in tribute to the 9/11 first responders, rescue and recovery workers, and volunteers, and our brave military personnel who continue to serve to this day.
For more information visit http://www.911day.org/.

Make a Difference Day -*October 26, 2013*
Sponsored by USA Weekend and Points of Light Foundation, Make a Difference Day is held each year on the fourth Saturday in October. See www.makeadifferenceday.com for more information.

Martin Luther King, Jr. Day (A day ON, not a day off!) - *January 20, 2014*
"A day ON…not a day off" occurs on the day of observance of the federal holiday honoring Dr. King's birth. The Corporation for National and Community Service is responsible for promoting this day as a day of service to honor the life and teachings of Martin Luther King, Jr. See www.mlkday.org for more information.

Global Youth Service Day - *April 11-13, 2014*
Over the past decade, Global Youth Service Day has brought together more than 13 million people in thousands of communities nationwide. For more information, visit www.ysa.org.

National Conference on Volunteering and Service - Atlanta, GA *June (tbd), 2014*
The National Conference on Volunteering and Service, typically held in the summer, is a wonderful way for Program directors to gain knowledge, inspiration, best practices and opportunities to network with other states regarding AmeriCorps and volunteerism. Convened by the CNCS and the Points of Light Institute, this annual event provides attendees with a wide

range of exciting informational plenary sessions, workshops, special events, service projects, exhibits, specialized corporate tracks and more. For more information, visit http://www.volunteeringandservice.org/.

VOLUNTEERS

All active AmeriCorps programs are expected to recruit volunteers to assist in community projects. Volunteers are a key component to building stronger organizations and communities. It is up to the Program Director or other key staff to utilize volunteers efficiently and maximize community impact. Volunteers recruited by AmeriCorps programs are individuals who can be leveraged to meet community needs. Volunteers add to your program's pool of skills, expertise and talents.

Program directors oversee the recruitment of volunteers. Regardless of how your program structures volunteer recruitment, program directors are responsible for integrating volunteers into a service environment where everyone is supported. During the member recruitment process you may find candidates who are not the right fit for your program's membership. However, these individuals may be good candidates for volunteering with your service program.

Depending on the nature of your program, members (under the supervision of their program director) may have volunteer management responsibilities. If so, outlining the duties of volunteers, training volunteers to understand their role, and instructing members on how to direct volunteers are necessary measures to ensure effective and compliant member-driven volunteer management. Volunteers should not be treated the same as members, but they are bound by the AmeriCorps regulations, in particular, the prohibited activities, if they are volunteering for an AmeriCorps program. There may be instances where a specific task, function, responsibility, directive and/or expectation are the same for a member and a volunteer. Hence, it is important to establish clear distinctions between their roles. A program director's supervision style for volunteers should remain consistent for all volunteers. A great way to connect volunteers is to make each individual feel like they are an integral part of the team. A service environment with a team atmosphere creates a positive, fun, and united volunteer experience for everyone.

Disability

DISABILITY COMPLIANCE

Not only does OFBCI encourage individuals of all abilities and backgrounds to participate in Indiana's National Service programs, but any program receiving federal funds is required to comply with the Americans with Disabilities Act (ADA) and Section 504 of the Rehabilitation Act. To be in compliance with federal law, all AmeriCorps programs must prohibit any form of discrimination against persons with disabilities in recruitment and service. A qualified individual with a disability must not, solely due to his/her disability, be excluded from, denied benefits of, or subjected to discrimination by the services, programming, or activities of a CNCS program.

DEFINING DISABILITY

The Americans with Disabilities Act (ADA) and Section 504 of the Rehabilitation Act, defines a person with a disability as an individual who has a physical or mental impairment that substantially limits one of more major life activities. "Major life activities" refer to anything an average person can do with little or

EXAMPLE IN APPENDIX

no difficulty. Major life activities include, but are not limited to: caring for oneself, performing manual tasks, walking, seeing, hearing, speaking, breathing, learning, working, sitting, standing, lifting, reaching, sleeping and mental/emotional processes such as thinking, concentrating and interacting with others. The Americans with Disabilities Act Amendments Act (ADAAA) has added the operation of major bodily functions such as the immune system, normal cell growth and the endocrine system as major life activities that are subject to impairment and legally covered under the definition of disability.

REASONABLE ACCOMODATION

A reasonable accommodation is any adjustment or modification in a service position that enables a qualified person with a disability to receive an equitable service opportunity and/or experience. Programs have a legal obligation to provide reasonable accommodations, and to secure any resources necessary to meet this obligation. Reasonable accommodations include, but are not limited to:

- Modifying an application process, an interview, or a test
- Modifying a service site to making existing facilities accessible to and usable by an individual with a disability (e.g. distraction reduction or clutter removal)
- Modifying a policy or procedure
- Modifying training materials or supervisory methods
- Restructuring a position, including:
    - Adjusting how or when an essential function is completed.
    - Dividing, exchanging, reassigning, or eliminating marginal functions.
    - Allowing a fellow member or volunteer to assist an individual.
    - Reassigning an individual to a vacant service position.
    - Providing flexible work/service schedules or leave policies.
- Providing or modifying equipment, assistive technology, or auxiliary aids and services.
- Ensuring all program activities are held in accessible locations.

All AmeriCorps*State programs are required to report the number of reasonable accommodations requested, the number of reasonable accommodations provided, and the number of disability disclosures at the end of each program year, or when requested by the OFBCI. In addition, documentation to substantiate this disability-related data should be securely filed and available for review at any time.

There are a multitude of inclusion resources available on our website www.in.gov/ofbci on the "resources for grantees" page in the AmeriCorps section

Inclusion

Inclusion Is about ALL of us. Inclusion is about living full lives - about learning to live together. Inclusion treasures diversity and builds community. Inclusion is about our "abilities" - our gifts and how to share them.

Promoting inclusion in service means to respect and treat every individual as an individual. No two people experience things in the same way. Two individuals with the same backgrounds, culture, gender, or disabilities may have very different perspectives, attitudes, interests, and skills. Inclusion sees individuals; not stereotypes. Whereas accommodations are about providing access to facilities or programs, inclusion is about providing access for all people to the greatest extent possible without the need for adaptation or specialized design.

Inclusion is an essential element of Indiana AmeriCorps success! National service is for everyone because everyone has the ability to serve. It should be something that your program is intentional about when it is developing recruitment strategies, when creating program activities and structure, and when managing member experiences.

For some great ways to incorporate inclusion into the environment of your program or to improve your existing inclusive practices, see the Inclusion Rubric form on the OFBCI website.

Grievance Policy

Member and Host Site

Each program is responsible for developing its own grievance policy and procedure and ensuring that it includes the basic requirements. Specific elements that need to be incorporated into your procedure are dictated by the grant agreement, CNCS regulations, and provisions. An example of some wording to use is included in the appendix.

OFBCI & Program Officers

If an AmeriCorps*State program has a grievance with the Office of Faith-Based and Community Initiatives or one of its employees, they must follow the grievance procedure given to them by their OFBCI program officer. This procedure is only for the subgrantee and should not be distributed to members or host sites.

*TIP: Look at the grievance procedure section of the example **Monitoring Tool** in the appendix to see how your OFBCI program officer will evaluate your program's grievance procedures.*

Member Management

Recruitment
Criminal History Checks
Member File Management
Enrollment
Supervising Members
Member Benefits….

…. this sounds like a lot of work!

Recruitment

An AmeriCorps*State program is responsible for proactively recruiting qualified individuals who are interested in contributing their knowledge, experience, skills and service to the program's target community.

DEFINING "MEMBER"

Knowing and determining who is eligible for AmeriCorps service is essential to recruiting the right applicants. A member is an individual:

1) Who has been selected by a grantee or subgrantee to serve 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 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) Who 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 begin a term of service 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 subgrantee to be incapable of obtaining a high school diploma or its equivalent.

DEVELOPING A POSITION DESCRIPTION

Creating a written service position description sets the foundation for the recruitment process by outlining specific member functions and activities. Also, this description can help identify individuals that may be a good match for your program's service opportunity based on education, life experience, attitude, temperament, potential, and motivation.

Be careful to make sure the position description does not include anything that would violate the prohibited activities, non-duplication, and nondisplacement requirements. Do not include phrases such as "other duties as assigned" and "etc." when creating a service position description; instead be descriptive and clear about the duties. Make sure position descriptions carry the correct AmeriCorps lingo. It is not a "job description" and they are not "potential employees," it is a "position description" and they are "potential members."

DOES YOUR POSITION DESCRIPTION INCLUDE ENOUGH ACTIVITIES TO ALLOW THE MEMBER TO COMPLETE THEIR ENTIRE TERM OF SERVICE?

The way service position descriptions are presented can strongly impact how your program is perceived – especially by those who have no prior knowledge of your organization or AmeriCorps. The recruitment process from an applicant's perspective generally begins when one views a

service position description in an advertisement. A prospective applicant should be able to get a clear sense of your program's expectations and be able to assess if the role suits their goals and interests. Once a service position description is composed, it can be easily added to flyers, brochures, newsletters, group/mass e-mails, posters, websites and a wide variety of other mediums where your target applicants are likely to take note of this information.

Program staff must ensure that service position descriptions are carefully written and that the CNCS provisions are upheld including, but not limited to, the public notice of non-discrimination.

In addition, all AmeriCorps Member Service Position Descriptions should include the following:

- An accurate service position title.
- A description your organization's mission and work.
- A brief summary of the service opportunity and what your program is looking for in a member.
- A list of duties and/or responsibilities that clearly distinguish between the essential functions and marginal functions. (Descending order from most to least important is recommended.)
- A list of required and preferred skills.
- A list of required and preferred qualifications.
- A description of the benefits of serving as an AmeriCorps member.
- A description of the unique benefits and opportunities your program and/or service site provides.
- Equal Employment Opportunity Council language. For example: At Program X we do not discriminate against members on the basis of race, color, religion, ancestry, union affiliation, etc.
- The amount of hours and the time length of available service terms.
- Contact information that interested individuals can use to learn more.
- Text stating that reasonable accommodations for the selection process and during service are available upon request. Also, this text should express that individuals can make an accommodation request by calling/e-mailing the name of contact person X at his/her phone number/e-mail address, by a specific deadline.

When writing a service description, the position should be analyzed to determine the following:

- **Purpose** – the reason for the position;
- **Essential Functions** – the tasks or duties that are fundamental and critical to the performance of the position;
- **Marginal Functions** – those activities that are seldom or intermittently performed. The position does not exist to perform these functions and their removal would not fundamentally alter the nature, purpose, or result of the essential tasks to be accomplished by the member;
- **Setting** – the work station and/or conditions where the essential functions are to be carried out; and
- **Qualifications** – the minimal skills an individual must possess to perform essential functions.

It is helpful to describe the purpose and results of the essential functions (what needs to be accomplished) rather than HOW the function must be performed. These elements will be an important part of inclusion.

TIP: When recruiting, remember to think outside of the box, visiting your local university or college disability resource center and/or work study program may broaden your selection pool. One program in Indiana requested the left over applications from a similar highly regarded AmeriCorps program because they knew that program simply didn't have enough room to accept all the highly qualified applicants that applied. They received great applications with minimal time investment.

IMPLEMENTING A PLAN

Since each AmeriCorps*State program is different, an individualized recruitment plan is necessary to gain members who are avid about service and ensure member retention. Your program may find creating a timeline of budgeted recruitment activities a useful recruitment strategy. Regardless of the chosen strategy, your program's process should include planning, revision when necessary, and commitment to the intended recruitment goals. OFBCI strongly encourages AmeriCorps*State programs to commit their final recruitment plans in writing. Creating a typed document allows your recruitment plan to serve as a reference point that can be easily accessed, shared, and modified if necessary.

RESOURCES AND HELP

The My AmeriCorps Portal is an online member management system supported by the Corporation for National and Community Service. Among many functions, this resource gives AmeriCorps programs the opportunity to recruit nationally, free of charge. The OFBCI highly encourages the use of the My AmeriCorps system as a part of a program's recruitment strategy. Since My AmeriCorps is a component of eGrants, all new AmeriCorps programs are required to first register with eGrants.

Use the Recruitment Manual National Service.Gov
http://www.nationalservice.gov/pdf/recruitment_manual.pdf

My AmeriCorps' recruitment features include the ability to:

- Create, post, and edit a service opportunity
- Search for applicants based on specific programmatic needs
- View applications
- Approve or reject an application
- Select applicants
- Contact applicants

The Corporation for National and Community Service provides a step-by-step instructional video, *My AmeriCorps-AmeriCorps*State Programs Member Recruitment,* on how to use the features mentioned above at (http://www.nationalserviceresources.org/member-recruitment-state).

For addition information on using My AmeriCorps for recruitment purposes please refer to http://www.americorps.gov/fororganizations/members/index.asp.

If you need technical assistance concerning My AmeriCorps Member Recruitment you can contact a Corporation Technical Assistance provider at 1-800-942-2677 or http://www.nationalservice.gov/questions/app/ask.

SELECTION PROCESS

Once you have implemented your recruitment plan, you should receive a wealth of completed member applications. The application review marks the start of the selection process. After you have narrowed down your selections you will contact potential members to schedule an interview. This is the best time to present an applicant with information concerning your program's selection process and explain the criminal history check requirements. It is important to explain what AmeriCorps is, define the goals of your specific AmeriCorps program, and your selection criteria.

Retention begins when you have accurately described the member role and assessed whether the potential member is correct fit. Hence, retention begins in the interview process. Program directors should be honest and up front about the commitment needs of their AmeriCorps program, and should especially emphasize that serving as a member is different from traditional employment. Otherwise, retention for your program will be challenging and the member may feel mislead.

Not everyone interviewed will be a good fit for your program, but they may be a great fit for another program. Keep collaboration with other programs in mind when interviewing.

Program directors **must** ensure that each applicant understands that if selected s/he will:

- Be a member of your program, as a participant who has committed to a specific term of service.
- **Not** be an employee of your organization who receives payment for hours worked
- Receive certain benefits as outlined in their MEMBER CONTRACT/ SERVICE Agreement, over the course of the program year and/or upon successful completion of their service term. Note: Some member benefits vary from program to program. Consult your program's grant agreement and/or your OFBCI Program Officer for clarification. For general information on all AmeriCorps*State benefits see the Member Benefits section.

INTERVIEWING

Program directors and staff involved in member selection should be aware that anything that is asked, requested, required, or done for one applicant must be asked, requested, required, or done for all applicants. Interviewer(s) should uphold the right for all individuals to be evaluated based on merit and potential.

When interviewing, a program director *should*:

- Interview in facilities that are accessible to everyone and provide confidentiality
- Use the service position description as a guide that can be referred to when necessary
- Ask each interviewee the same questions and record responses
- Ask about education, experience, skills, licenses and/or certificates that are *relevant* to the service position
- Be clear about the essential functions and expectations of a service opportunity
- Be willing to consider alternative ways an essential function, marginal function or task can be performed
- Focus on what an interviewee can contribute to the needs of your service program and target community
- Focus on what an interviewee can gain from participating in your program's service opportunity
    - Adhere to interview etiquette such as showing respect to all interviewees, facing the person being interviewed, providing an interviewee your undivided attention, and maintain eye contact with the interviewee, even if he/she is blind, using an interpreter, etc.
- Use appropriate language
    - "disability" instead of "handicap"
    - "person with a disability" instead of a "disabled person"

A program director *must not*:

- Make assumptions about an interviewee's abilities or about the type of accommodations an interviewee may need
- Make medical inquiries, even if it was disclosed by the interviewee
    - Note: Medical inquiries and/or requests for medical documentation must occur after an applicant is officially offered a service opportunity
- Allow the disclosure of a disability during an interview to be used as a factor in the consideration of your selection decision
- Ask direct or indirect questions related to the existence, nature, severity, or cause of an illness or disability.
    - This includes questions concerning past attendance and leave from work related to illness or disability
- Ask personal questions related to an interviewee's marital, family, and/or financial status
- Inquire about an interviewee's non-professional affiliations (i.e. clubs, social organizations, union membership, etc.)
- Ask race-related questions
- Make biological sex and gender related assumptions about an interviewee's abilities

When an interviewee reveals information that is illegal for an interviewer to ask, inappropriate, and/or information you would rather not be aware of, the interviewer should always change the course of the conversation back to an appropriate topic. Information of this nature should not be noted nor serve as a factor in your selection decision.

REASONABLE ACCOMODATION RECRUITMENT CONSIDERATIONS

A program director should communicate reasonable accommodation rights to all current staff (and the larger agency if applicable) prior to start of the recruitment process. Throughout the recruitment process all applicants should be informed about their reasonable accommodation rights, including their right to request a reasonable accommodation at any time during the selection process for any portion of the selection process.

If an applicant discusses, discloses, and/or requests a reasonable accommodation unrelated to the selection process a program director should not discuss, inquire, nor use this information when selecting members. To address this potential situation a program director can redirect the conversation. For example, one could say, "Thank you. I appreciate the fact that you felt comfortable enough to express X information, here at Y service project we encourage the participation of every individual with the skills and abilities to execute the responsibilities of this service opportunity and we will provide the accommodations necessary to ensure inclusive participation." Also, a program director can briefly explain their program's accommodation process. Prohibiting disability, illness, and medical information questions (or discussions) prior to the official offer of a position helps to prevent an interviewer from being perceived as someone who offered or denied a service position to an applicant based on the applicant's disability/illness/medical history. Once selection decisions have been made, and if the member is offered a service opportunity, then a confidential conversation can occur concerning the best way to accommodate the member.

MAKING A SELECTION

The members chosen should have interests that relate closely to the goals and activities of your service position. Establishing and fostering a connection between the needs/wants/desires of members to their service opportunity, allows members to gain satisfaction and personal/professional development from their service. Although fulfillment is relative to each member, addressing the motivations that influence member fulfillment (recognition, ability to make a difference, learning, growth, to be a part of something greater than one's self, etc.), programs can enhance member retention. Additionally, members should be committed to national service and should understand that while your program will include professional development opportunities, it is distinctly different from a "job" and requires a strong commitment to intensive service.

OFFER OF SERVICE POSITION

After you have selected the best potential members for your program, it is up the each organization to determine the best way to offer the position to the member. Remember to clearly explain that all offers are contingent on the results of the individual's criminal history check.

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REMEMBER:
SEX OFFENDER SEARCHES MUST BE COMPLETED PRIOR TO THE START OF MEMBER SERVICE, AND CRIMINAL HISTORY CHECKS FOR ALL COVERED INDIVIDUALS MUST BE INITIATED PRIOR TO THE START OF MEMBER SERVICE.

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Conducting Criminal History Checks

All AmeriCorps*State programs are required to conduct complete and accurate criminal history checks on all covered positions. A covered position is a position in which an individual serving or employed receives a living allowance, stipend, national service education award, or salary through a program receiving a grant under the national service laws. Coverage is not dependent on the type of service the individual is performing, the individual's access to vulnerable populations, or whether the grantee or subgrantee programs are using federal share or subgrantee matching share funds to pay the individual, including salary or stipends which may be counted as matching contributions.

Programs can most easily identify covered individuals using the "on the budget" and "expenditure report" tests. Positions held by covered individuals or associated salary or stipends are usually, but not always, listed on the program's approved grant budget. Sometimes, a covered individual may be added to a program's operating budget at a time when a federally approved grant budget amendment is unnecessary; therefore, individuals in covered positions must also be identified by using the expenditure report test. The expenditure report test involves examining the program's federal financial reports (FFR). If the cost of the payment paid to the individual was, or will be, included in the federal or matching

share program costs reported for the program or its sub-awards, then the individual is in a covered position.

For grant types such as full-cost, fixed-amount AmeriCorps programs where the program is exempted from submitting budgets or financial reports, the test is to examine the funded grant program application narrative wherein the program's activities are described. Individuals performing the described program implementation activities and administering the program are individuals in covered positions subject to the requirements.

All subgrantees **must conduct at least a *three-part** National Service Criminal History check on all CNCS covered individuals. A *three-part** check includes:**

1. **A National Sex Offender Public Website check (NSOPW), conducted by visiting http://www.nsopw.gov/en-US , running a national name based-search, and printing off the results, ensuring the print-out has a computer-generated date stamp.**

2. **An L1 national FBI fingerprint-based search.**
3. ***An Indiana State check (automatically included in the L1 check/#2.)**
   This combined check (#s 2 and 3 above) should be initiated by visiting http://www.identogo.com/ to schedule an appointment. Although the NSOPW (sex offender check) does not require an authorization signed by the covered individual, a signed authorization is required prior to initiating the L1 FBI/Indiana state check.

   **If the covered individual claims residency in a state other than Indiana, a state based check for that state (through an approved vendor) must be conducted in addition to the 3 steps above.*

TIP: If your organization is not currently registered to conduct NSOPW checks in Indiana, you will need to contact the Indiana State Police (ISP) & ask to have your agency added to the drop down list prior to running your search.

ISP Contact:
Inez Ford
IFord@isp.IN.gov
317-234-2717.

If a covered individual needs to begin service/employment prior to the program receiving results of a full criminal history check that indicate no further action is required, please refer to the FAQs (link below) and your Program Officer for further guidance before proceeding.

Please read and become familiar with the entire FAQs on executing criminal history checks at https://www.nationalserviceresources.org/national-service-criminal-history-check-resources . These resources are updated as needed and outline the processes and regulations required to be compliant. Forms for use are found on the OFBCI website. Failures to adhere to the current criminal history check requirements are automatically deemed as findings when discovered during monitoring. Any deviations from policy can additionally result in significant financial consequences for the subgrantee.

The procedures outlined above are provided only as an overview of the basic criminal history check requirements and ***are not exhaustive*** of all the elements of a check. Resource for up-to-date information: https://www.nationalserviceresources.org/national-service-criminal-history-check-resources

Enrollment

Program directors must make sure members are enrolled in the My AmeriCorps Portal (eGrants), https://my.americorps.gov/mp/login.do, within 30 days of beginning their service. A delay in enrollment can be costly for both the program and the member.

If an individual signs a member contract and served hours within the term represented on that contract, then they are an AmeriCorps member and must be entered as such in eGrants. If an AmeriCorps member exits prior to being entered into eGrants or within the first 30 days, programs are not allowed to withhold that member's name from eGrants in order to enhance their retention rates. Accurate enrollment is necessary for CNCS to track members, education awards, and predict future funding needs.

Member file development begins during the enrollment process, make sure you visit the OFBCI website and print off the "**File Checklist (for member files)"** and read the Establishing Member Files section of this handbook to explain in more detail the contents of the checklist.

When it comes to slot enrollment, there are minimum standards that must be met. Every program should aim for 100% enrollment. Member enrollment technically refers to the number of slots filled divided by the number of slots awarded.

If a program is concerned it will not be able to achieve 100% enrollment, the program director should contact his/her OFBCI program officer. OFBCI may be able to transfer those slots to another Indiana AmeriCorps program. This would help reduce the loss of AmeriCorps funding given to the state of Indiana in the next funding cycle due to nonuse. The eligibility of slot transfers between programs is determined by the eligibility of the slot to be refilled; this eligibility is discussed in the Provisions.

Fixed-amount grant programs should be exceptionally concerned with keeping enrollment and retention at 100% so they are eligible to draw down the entire grant award. The rate of draw down is determined by the number of hours served by the member. Therefore any open slots will reduce the amount of grant dollars fixed-amount grant programs are able to use.

Programs must enroll members in eGrants within 30 days of signing the member contract and exit members in eGrants within 30 days of completing/leaving service.

Refilling Slots

Slots can be refilled through My AmeriCorps Portal. Please use the tutorials available at http://www.nationalserviceresources.org/ac-training-support-state for instructions. Not all slots are eligible to be refilled. Refill eligibility depends on whether or not the exiting member is eligible to receive an education award. Programs may not *refill* the *same* slot more than once. The chart below can be used as a quick reference to see if the slot may be eligible for refill.

If, the member has completed…	AND…	then…
less than 15% of their term	exits due to compelling personal circumstances	their slot **can** be refilled
more than 15% of their term	exits due to compelling personal circumstances	their slot **cannot** be refilled
less than 30% of their term	exits for reasons that do not qualify as compelling personal circumstances	their slot **can** be refilled
more than 30% of their term	exits for reasons that do not qualify as compelling personal circumstances	their slot **cannot** be refilled

When refilling a slot, a program should consider whether or not the new member would have enough time to complete his/her service term. It is best to address a refill situation before the current member leaves in order to give the program the best chance of filling the slot. The program may be able to convert a full time slot to 2 half time slots or a combination of reduced half, quarter, or minimum time slots. Programs must receive approval and instruction for conversion of slots from their OFBCI program officer *PRIOR* to conversion. Fixed-amount grant programs are not eligible to convert slots. For further guidance on member status and refilling slots, programs should consult their OFBCI program officer.

There may come a point when CNCS restricts slot refilling nationally to ensure that CNCS resources are available. At that time, CNCS will not permit refilling if either (1) the total national AmeriCorps program enrollment reaches 97% of the awarded slots; or (2) the number of refills reaches 5% of the awarded slots. These restrictions apply to AmeriCorps programs as a whole. Unless otherwise notified, individual programs should strive to keep 100% enrollment and will be notified if the CNCS restrictions are activated.

Retention

Retention begins in the interview process. Tune in to the individuals main reason for serving and honor this throughout his/her time with you. Understanding individual motivations can help your organization select the members best suited to serve alongside your employees. There are several key components in a program that enhance retention. These are: placement, orientation, training, supervision, evaluation, and recognition. Providing methods of feedback for members to express concerns, frustrations, likes, and dislikes, followed by strategic action responding to the feedback can help protect your program from members leaving service without cause. Each program should strive to retain 100% of its members.

Release/ Exit

OFBCI may release members from participation for two reasons: (a) for compelling personal circumstances; and (b) for cause. See 45 CFR § 2522.230 for requirements. Whether the reason for the release amounts to circumstances beyond the member's control is determined by OFBCI, consistent with the criteria listed in 45 CFR § 2522.230(a). Failure to follow the requirements set forth in regulation (e.g., releasing an individual for compelling personal circumstances when the individual is leaving to go to school) is considered non-compliance with grant requirements and may result in disallowed costs and other remedies for non-compliance. Programs should consult their Program Officer at OFBCI before taking action to release/exit a member. All members must be properly exited regardless of the reason for exit.

Establishing Member Files

After you have selected a corps of individuals to serve in your community and enrolled them in the program you must establish the member files. The organization and maintenance of member files is perhaps the most essential administrative function performed by a program director. The documents maintained in these files ensure that members are eligible for their positions at the time of enrollment and eligible to receive member benefits. All required member documentation must be retained as required by 45 CFR§2541.420. It is also imperative that these documents are kept in a safe and secure location, with limited access granted only to essential program staff persons. If a member submits a written request to view the contents of their file, they must be permitted to do so. Both the My AmeriCorps Portal (eGrants) and the member file must match. Updates made to one must also be made to the other.

The organization and maintenance of member files is perhaps the most essential administrative function performed by a program director

A "*File Checklist (for member files)*" found on the OFBCI website should have been started during enrollment. Your OFBCI program officer will use the checklist to make sure proper procedures are followed. Some of the documents referenced there are described in more detail below. Be certain that you fully understand the "Member Records and Confidentiality" section of the grant provisions.

Before a major enrollment/exit period, it may be helpful to do a refresher course on using the MyAmeriCorps Portal

Member Application

The original application (not a copy) submitted by a member to apply for the AmeriCorps position and any related materials must be included in the member's file. The application should have been signed and dated at the time of application.

CNCS Enrollment and Exit Forms

A signed enrollment and/or exit form should be in the member's file. If a member completed the enrollment process initiated by the program online, a paper enrollment form does not need to be retained in the member file. Signed exit forms should always be retained in the member's file. Forms are provided in eGrants.

All information entered into the My AmeriCorps Portal should match the member file

SSN and Citizenship Verification

When you enroll your new members into eGrants, their SSN, Name, DOB, etc. will be sent automatically to CNCS for verification. If you do not hear a response from CNCS, no further action is needed. However, if the member's information cannot be verified, you will receive an email with instructions for further action. For more information please visit: http://www.nationalservice.gov/sites/default/files/documents/SSN_Citizenship_Verification_Process_FAQs.pdf

Member Contract/Service Agreement

A member's term of service should begin with the signing of their member contract/service agreement. The member contract serves as a legally-enforceable agreement between your organization and the person with whom you've offered the AmeriCorps service position, and needs to be

signed and dated by both the member and program director no later than their first day of service. The minimum requirements for the member contract are contained in the CNCS provisions and your grant agreement. An example member contract can be obtained from your program officer upon request.

Your organization is responsible for finalizing the contents of this contract and obtaining the necessary signatures prior to the member's start of service. Keep in mind that you must tailor your contract to suit the specific needs of your program, while ensuring that applicable requirements from your grant agreement, grant provisions, and federal law are met.

Criminal Background Check
Instructions for conducting the criminal history check were found earlier in this section. The forms can be found on the OFBCI website.

Health and Child Care Enrollment or Waiver
This requirement applies to full-time members only. All full-time members must be offered both health care and childcare benefits. This choice needs to be documented (Yes, I elect coverage or No, I decline coverage) on a form that is signed and dated by the member. If a member elects coverage for either or both benefits, the program must retain proof of their enrollment. For proof of enrollment, programs may retain the member's signed and approved benefit application form. Typically rosters are provided which specify covered members by name. For details on specific health care and childcare benefits, refer to the Member Benefits section.

Publicity Release Form (signed)
Programs must obtain the prior written consent from all members before using their names, photographs, videos and other identifying information for publicity, promotional or other purposes.

Tax Documents
W-4 (beginning of year) and WH-4 (beginning of year)
W-2 (end of calendar year)

Mid-Term Performance Reviews
Performance reviews/evaluations are required for all AmeriCorps members. Full-time members must receive both a mid-term and end-of-term evaluation. Part-time members must receive at least one end-of-term evaluation (discussed later). The format of the evaluation is determined by each individual program, but the evaluation must be reviewed and signed by the AmeriCorps member as well as their assigned site supervisor. The evaluation must meet the requirements specified in the provisions, and include:

a. Whether the member has completed the required number of hours;
b. Whether the member has satisfactorily completed assignments; and
c. Whether the member has met other performance criteria that were clearly communicated at the beginning of the term of service.

See Supervising Members for more information.

Documentation of Discipline
Throughout the program year there may be cause to change the status of a member's term of service. There are strict rules that govern the *release of a member from participation*. Refer to

your grant agreement and grant provisions for rules. Program directors are responsible for notifying the OFBCI within 30 days of a member's selection for or completion of, a term of service (this is done via the Portal/eGrants, as explained previously). If a member is going to be placed on suspension or released from service for cause or for compelling circumstances, OFBCI must be contacted for approval ***prior*** to the suspension/release.

- *In-Service*
  After enrollment is complete in My AmeriCorps, a member's status is listed as in-service. This indicates that the member is actively completing their service hours as required. Members will remain in-service until an authorized party makes a change through that system.

- *Member Leave*
  Members are not employees and thus are not entitled to the traditional sense of what most would consider vacation, holiday, or sick time. However, all programs should plan accordingly and leave room for occasions where members must be absent from service. The number of days of leave permitted will vary with each program. Members must adhere to the policies of their specific service site. Program directors should establish a clear system for members to make such a request and explain those procedures to members as early as possible. Members should not record zero hours during any pay period. Unless the member is suspended (see below), the member must still receive their normal living allowance.

- *Suspension*
  Suspension is defined as any extended period during which the member is not serving, accumulating service hours or receiving AmeriCorps benefits. Suspension can be used as both a disciplinary action against a member who has violated the terms of their member agreement (as outlined in the grievance procedure and member contract) and a means to address extenuating circumstances in the life of member who has otherwise performed satisfactorily. Under personal and compelling circumstances (as determined by the program director and/or site supervisor), a member may be suspended for up to two (2) years from the date of suspension. It is advised that program directors document the rationale behind a member suspension, and retain it within the member's secured file. OFBCI approval is required before any member is placed under suspension.

- *Exit*
  AmeriCorps members can be exited for two reasons: (1) they successfully completed their term of service or (2) they did/could not satisfy program requirements and were released from service. Programs must provide members with sufficient opportunity to complete their terms of service. They must also notify the OFBCI and the Corporation **within 30 days of a member's end of term by exiting the member in eGrants**.

End of Term Performance Review

All AmeriCorps members must receive one end-of-term evaluation. The format of the evaluation is determined by each individual program, but the evaluation must be reviewed and signed by the AmeriCorps member as well as their assigned site supervisor, and at minimum include: 1. If the member has completed the required number of hours, 2. If the member has satisfactorily completed assignments, and 3. Evaluate whether the member has met other performance criteria clearly communicated at the beginning of the term of service. See Supervising Members for more information.

Exit Form
Provided in eGrants. All members must be **exited from eGrants within 30 days** of when they actually complete their service.

If a member experiences serious injury or death, notify OFBCI immediately.

Supervising Members

The method used to supervise members must be unique since members are not volunteers or paid staff. AmeriCorps supervisors should focus on the tasks of the service and developing members in their charge. The duties of AmeriCorps members are restricted to activities specified in your program's approved grant application. Setting the tone and explaining your expectations as a supervisor is a key to member success. A good management style for supervising AmeriCorps members combines coaching, directing, supporting and delegating rather than creating a dictatorial atmosphere. Program directors should ask the following questions in order to create a positive supervising experience:

- How do I help members understand what is supposed to be done and how to do it?
- What additional training might the members need that I cannot provide?
- How do I consider the needs of members not just at the beginning, but in month six when their enthusiasm dips, and at the end when they leave?
- What can I do to inspire in members to commit to a life of service?

Remaining consistent is a great way to provide members guidance and become an effective supervisor and role model.

CREATING A PLAN

Paperwork is a necessary, but at times an overwhelming, part of a supervisor's job. All paperwork must be kept in a safe and secure location to maintain confidentially. Every supervisor has their own unique style and organization techniques, such as checklists.

Keeping track of the hours a member spends on direct service, training, and fundraising activities is a huge component of member supervision. In order to be eligible to receive member benefits (living allowance, education award, health care, childcare, etc.), members must have submitted timesheets in OnCorps which have subsequently been reviewed and approved by their designated supervisor. In the instance that paper timesheets are used, these should have a member signature as well as the designated supervisor's signature showing approval. All meetings, correspondence and disciplinary actions must be documented for legal credibility. Remember that your program is funded under a Federal grant so policy and procedures are subject to review.

Members should not log "outside" volunteering as service time. Any self-initiated volunteering outside the scope of the program and the member's position description should not be counted towards the member's term of service. Programs should inquire with OFBCI if this situation arises *prior* to the member logging the hours in question.

Keeping track of the hours a member spends on direct service, training and fundraising activities is a huge component of member supervision.

EVALUATING MEMBERS

Evaluating members through performance reviews can improve performance, clarify duties and provide constructive feedback. Evaluations are formal documents necessary for the retention, re-enrollment and/or termination process of members.

Supervisors should complete your program's member evaluation form and give it to members so they have the opportunity to review the document. When providing members with their evaluations it is best to schedule a mutually convenient time for an evaluation meeting. Supervisors should tell members to bring the completed evaluation form and come prepared to discuss any issues during the evaluation meeting. At the evaluation meeting, redo the ratings together while discussing each element. Document the ratings on a joint form. Work with the member to create a document of the member's strengths and weaknesses. For any areas that are deemed unsatisfactory, jointly develop an action plan to improve performance. All parties must sign the document.

Performance evaluations are required for all AmeriCorps members. Full-time members must receive both a mid-term and end-of-term evaluation. Part-time members must receive at least one end-of-term evaluation. The format of the evaluation is determined by each individual program.

The grant provisions state that end-of-term evaluation, should address, at a minimum, the following factors:

a. Whether the member has completed the required number of hours;
b. Whether the member has satisfactorily completed assignments; and
c. Whether the member has met other performance criteria that were clearly communicated at the beginning of the term of service.

This may be the first time that the member has ever received constructive criticism in a professional setting; therefore how you communicate this information is important.

Make two complete copies of all evaluation forms: the member receives a copy, the site keeps the second copy, and the original form should be given to the program office to be put in the member's official file.

DISCIPLINARY ACTION

If an incident occurs that warrants disciplinary action for a member or host site, the program director should notify their OFBCI program officer. Program directors should take great care to communicate with a member before an issue rises to the level where a disciplinary action would occur. All disciplinary steps must follow the discipline procedure outlined in your member or host site contract. The OFBCI must approve all suspensions before a program moves forward.

SUPPORT

OFBCI does not discipline or mediate internal conflicts with members, volunteers, or program staff. However, we may provide assistance through resources and options. We can provide management training, when appropriate, upon request. We encourage AmeriCorps*State programs to collaborate and share best practices, while maintaining confidentiality. The process of supervising a wide range of personalities can be stressful and having the ability to express concerns to fellow program directors can be beneficial.

TRAINING & DEVELOPMENT

The OFBCI requires that between 12-20 percent of AmeriCorps members' time is to be spent in training; whether preparing for service or enriching their personal and professional development. A majority of the member's development can be provided through trainings. Training is a time when a program director can educate on a variety of topics and provide members with the tools necessary to be successful during their service. It is also a time when you can connect to members on more professional and personal levels.

Well-trained individuals provide high quality, high impact service and increase the value of the AmeriCorps program. Training helps members develop skills in areas that they might not be introduced to prior to AmeriCorps (e.g. effective communication, conflict resolution, diversity and inclusion, leadership, CPR/first aid, outdoor education, volunteer development, resource mobilization, and partnership development). In trainings, members can learn more about the community they are serving and what national service entails. Training can also broaden attitudes and perspectives and increase their sense of empowerment, civic values and a service ethic. Lastly, trainings can promote retention and a lifelong engagement in service.

Some programs have found success training supervisors, staff, and members at the same time on the topic of prohibited activities so that one singular, clear message is received by all involved.

The training that is required is dictated by the grant agreement. Programs also conduct training that introduces the member to the specific program and their role.

Orientation is the first training that educates your members on a variety of topics and provides them with the necessary tools to be successful during their service. Orientation is when you can be creative and build teamwork through a wide range of activities and strategies. As a manager and mentor, orientation is an opportunity to express your expectations to members and volunteers in a professional, yet fun way.

Orientation should provide:

1. An overview of national service
2. Program rules, regulations, and expectations (code of conduct, prohibited activities, requirements under Drug Free Workplace, suspension/termination, grievance procedure, sexual harassment, non discrimination, etc)
3. Review of the member contract contents

Training agendas and materials should include:

4. Service-specific training
   - Including roles, duties, tasks, program mission, etc.
5. Safety training
   - Young professionals especially could benefit from training that helps them understand basic safety practices, such as walking to their car with a co-worker if they are leaving the site late at night, checking with their supervisor if they believe a task may be dangerous to avoid miscommunications, and how to handle aggressive clients.
   - Safety practices include proper use of equipment, what to do in an emergency, and much more.
6. Professional development; life after AmeriCorps
7. Service learning: active citizenship, reflection on experience

Making sure members and staff understand allowable and prohibited activities is hugely important. Additionally, best practices have shown that when members are provided training on the program's performance measures they are better equipped to help the organization accomplish those goals and communicate great stories to their supervisors.

Incorporating former program members in the orientation is a great tool utilized to create member buy in. Ask other staff, colleagues with other organizations and other experts to share knowledge and best practices.

Make sure all of your members are consistently kept up to date and reminded of AmeriCorps prohibited activities as well as standards of conduct for your organization.

Member Benefits

LIVING ALLOWANCE

All Full-time AmeriCorps members must be provided with a living allowance (member stipend). Though not required, programs have the option to provide an allowance to part-time members. All living allowances must be provided within the confines of the minimums and maximums provided in the table below, and must align with the budget outlined in your executed grant agreement.

Service Term	Minimum # of Hours	Minimum Living Allowance	Maximum Total Living Allowance
Full-time	1700	$12,100	$24,200
One-year Half-time	900	n/a	$12,800
Reduced Half-time	675	n/a	$9,600
Quarter-time	450	n/a	$6,400
Minimum-time	300	n/a	$4,260

AmeriCorps members are not employees and a living allowance is not a wage. Thus, living allowances are not distributed based upon the number of hours served during each pay period. Living allowances must be dispersed to members in equal amounts throughout their term of service. Deductions should be made for federal and state income taxes, where applicable, and FICA (Social Security and Medicare taxes). The pay periods for living allowances are determined by each program.

As long as a member is enrolled and has in-service status, they must receive their living allowance, listed in their member contract, in equal increments throughout the program year. If a member is released early for any circumstance (including a compelling personal circumstance) they may not receive a lump sum of the remaining balance of their living allowance.

If you receive an order of wage garnishment from a court the program should seek legal counsel for how to best handle the situation. The federal portion of the living stipend is protected from garnishment, but different conditions may apply to the match portion. A member may also approach you for help if their bank account has been levied. They *may* have some protections, but must seek legal counsel. Some sample wording for Verification of Federal Funding has been included in the appendix.

To document and verify that members are completing their service hours, accurate timesheets that are properly approved and signed must be processed for each pay period. Timesheets are to be maintained in a safe and secure location. Improper documentation of hours can lead to serious consequences for members, so great care must be taken in properly documenting activities and time.

FEDERAL BENEFIT ELIGIBILITY

The National and Community Service Act of 1990 provides that allowances, earnings, and payments to participants in AmeriCorps*State and National programs "shall not be considered income for the purposes of determining eligibility for and the amount of income transfer and in-kind aid furnished under any federal or federally-assisted program based on need, other than as provided under the Social Security Act (SSA)." Temporary Assistance for Needy Families (TANF) is a block grant program provided under the SSA. Because TANF is under the SSA, the AmeriCorps*State and National living

allowance may be considered income for the purposes of determining eligibility for and the amount of aid under TANF.

Additionally, under the Heroes Earnings and Relief Tax (HEART) Act of 2008, the Social Security Administration will ignore an individual's receipt of AmeriCorps benefits for purposes of SSI eligibility. The HEART Act contains a provision that excludes AmeriCorps benefits from being counted as income for purposes of eligibility for Supplemental Security Income (SSI). This extends the long-time AmeriCorps VISTA income disregard for SSI to all AmeriCorps positions. While the law does not extend to Social Security Disability Insurance (SSDI), it removes a significant barrier to participation for SSI recipients. The Heart Act excludes "any benefit (whether cash or in-kind)" and so covers the living allowance, health insurance, child care and the education award (and related interest payments).

For more detail or questions, program directors should consult the AmeriCorps*State and National FAQs (http://www.americorps.gov/for_organizations/manage/index.asp) and/or contact their OFBCI program officer.

HEALTH CARE

Except for EAPs, Professional Corps, or members covered under a collective bargaining agreement, the subgrantee must provide, or make available, healthcare insurance to those members serving a 1700-hour full-time term who are not otherwise covered by a healthcare policy at the time the member begins his/her term of service. The subgrantee must also provide, or make available, healthcare insurance to members serving a 1700-hour full-time term who lose coverage during their term of service as a result of service or through no deliberate act of their own. CNCS will not cover healthcare costs for dependent coverage.

Less-than-full-time members who are serving in a full-time capacity for a sustained period of time (e.g. a full-time summer project) are eligible for healthcare benefits. Programs may provide health insurance to less-than-full-time members serving in a full-time capacity, but they are not required to do so. For purposes of this provision, a member is serving in a full-time capacity when his/her regular term of service will involve performing service on a normal full-time schedule for a period of six weeks or more. A member may be serving in a full-time capacity without regard to whether his/her agreed term of service will result in a full-time Segal AmeriCorps Education Award. When required to provide healthcare insurance coverage, the subgrantee may obtain healthcare from any provider. Coverage provided by the grantee must be provided for a period of no more that 364 days, and cannot be renewed or extended beyond that period. Coverage must include the following minimum benefits:

a. Physician services for illness or injury
b. Hospital room and board
c. Emergency room
d. X-ray and laboratory
e. Prescription drugs
f. Limited mental/nervous disorders
g. Limited substance abuse coverage
h. An annual deductible of no more than $250 charges per member
i. No more than $1,000 total annual out-of-pocket per member
j. A 20% co-pay or a comparable fixed fee with the exception of a 50% co-pay for mental and substance abuse care
k. A maximum benefit of at least $50,000 per occurrence or cause

CHILDCARE

Childcare must be made available to any full-time AmeriCorps members . A list of eligibility requirements and the Child Care application are available at www.americorpschildcare.com . Programs should maintain a copy of the member's completed child care application in the member's file. Programs must notify the provider in writing upon the member's exit or anytime a member becomes ineligible.

ELI SEGAL EDUCATION AWARD

Upon successful completion of their term of service, members are eligible to receive an Eli Segal Education Award. The amount of the award received is aligned with the member's minimum service hours. Members have up to seven years after the completion of service to make use of the award. The award is considered taxable income in the year that it is used.

Program Directors should see http://edaward.org for topics that should be covered while speaking with or training members about the education award.

Members age 55 and over have the option to transfer the education award to a child, grandchild, or foster child. For a tutorial to share with members, visit: http://edaward.org/.

LOAN FORBEARANCE AND INTEREST ACCRUAL

Enrolled AmeriCorps members are also eligible for forbearance and interest accrual payment for most federally-guaranteed student loans. Applying for forbearance gives members the opportunity to postpone repayment for qualified student loans. While in forbearance, interest will continue to accrue. However, if the member successfully completes their term of service, the National Service Trust will pay all or a portion of the accrued interest. The interest accrual payment is considered taxable income in the year that it is provided to the member.

To gain access to the necessary forms, members must create their own My AmeriCorps account. Instructions for members are available at: http://www.americorps.gov/for_individuals/online/index.asp.

For additional information on forbearance please visit:
http://www.americorps.gov/for_individuals/benefits/benefits_ed_award_repayment.asp.

FINANCIAL MANAGEMENT & REPORTING

Accuracy, Documentation, & Controls

Program directors are ultimately responsible for the overall administration of the program. Effective financial management is essential to your AmeriCorps program. Ineffective financial management will have a negative impact on the success of your program, such as bad publicity, or major audit findings leading to funding being delayed, withheld or having to be repaid. Program directors need to take an active role in understanding and monitoring the financial systems.

Having accurate information, supporting documentation, an efficient accounting system, internal controls, cash management and budgetary controls, and following policies and procedures will help as you work to establish and maintain a high quality AmeriCorps program.

Program directors and financial managers should be familiar with the financial components of their program's grant agreement. This agreement outlines the approved budget and budget narrative, as well as key financial and programmatic reporting requirements. The parameters set forth there will provide much of the information needed to establish systems and policies at the program level. The OFBCI should be notified of any potential financial problems. Please contact your OFBCI Program Officer if any financial concerns arise during the program year.

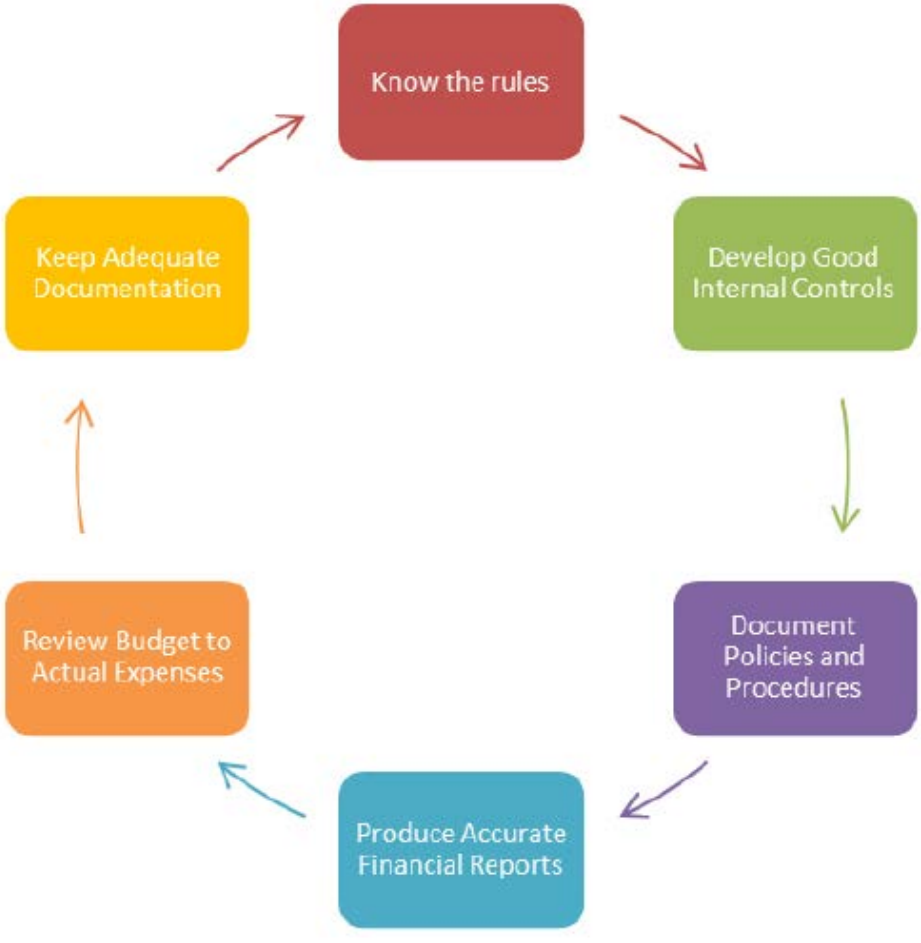
> *The budget approved in your grant agreement is the blueprint that will help your organization meet its goals and objectives and ensure that match requirements are met.*

UNDERSTANDING YOUR BLUEPRINT

Your AmeriCorps program budget (as approved in your grant agreement) is the blueprint that will help your organization meet its goals and objectives and ensure that match requirements are met. It is the responsibility of the program to review and compare the budget to actual expenses, assure that any necessary budget changes are properly approved and verify that any movements between line items fall within provision guidelines. It is crucial to have a reliable and accurate accounting system that will enable you to keep track of the program's financial progress.

An *organization's* accounting system must be capable of:

- Distinguishing grant vs. non-grant related expenditures
- Identifying costs by program year
- Identifying costs by budget category
- Differentiating between direct (program costs) and indirect costs (administrative costs)
- Accounting for each award/grant separately
- Maintaining Federal/non-Federal matching funds separately from grant funds
- Recording in-kind contributions as both revenue and expense
- Allowing management to easily obtain financial reports at both the summary and detailed levels
- Correlating to financial reports submitted to OFBCI or CNCS



Having Good Internal Controls Means:

- Documented policies and procedures
- Adequate review process for financial reports and budgets
- Adequate cash management procedures (e.g. monthly bank reconciliations)
- Physical safeguarding of assets
- System to track members' & employees' activities
- System to follow-up on problems identified to ensure resolution

Documented Policies and Procedures Include:

- Master calendar of all grant reporting deadlines
- System to communicate effectively between staff
- Tickler for grant file outlining programmatic requirements
- Tickler for financial components of grant to ensure compliance
- Cross training notes for daily, monthly, quarterly, semi-annual and annual duties in case of turnover

*Utilize the "Financial Management - **Getting Started Checklist**" located on OFBCI's website to help create a list to start your organization off on the right foot.*

Allowable Expenses

When planning activities for your members or staff paid through the grant, it is important to understand what an allowable expense is and what will not be covered by the grant funding. All subgrantees are responsible for reading and utilizing the OMB Circulars that apply to their organization. These can be found at http://www.whitehouse.gov/omb/circulars_default.

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

To be allowable under a grant, a cost must be reasonable and allocable for the performance of the award, conform to grant award limitations or cost principles, be consistent with policies and procedures that apply to both federally-financed and other activities of the organization, be given consistent treatment, be in accordance with Generally Accepted Accounting Principles (GAAP), not be included as a cost or used to meet cost sharing or matching requirements of any other federally-financed program, and must be adequately documented.

Meeting Your Match

Your match requirement is dictated by the OFBCI's sustainability policy, federal regulation, and is outlined in your grant agreement. It is essential that the match is appropriately documented. Document the basis for determining the value of personal services, material equipment, building, and land. Give the donor a receipt signed by donor that includes name of donor, date of donation, description of item/service and estimated value. All matching funds must be verifiable from the recipient's records, meaning, entered into the general ledger and supported with documentation.

All matching funds should be entered into the general ledger and supported with documentation.

Fixed-Amount Grant Exceptions: A fixed-amount grant is not required to track or document match. Please see the CNCS fixed-amount grant FAQ's for more information.

TEN GREAT WAYS TO MEET YOUR MATCH

1. Staff time spent on program; including training, member/volunteer supervision and program oversight as well as other staff time working on necessary staff functions relating to meet the goals and objectives of the program. Be sure to keep track of actual time and use salary and benefits paid.
2. Space devoted to the AmeriCorps project. If an AmeriCorps member is using a specific area you may calculate the square footage of that space and multiply by the rate the space costs. For staff not 100% on the AmeriCorps grant you should take the square footage of that individual's work space, multiply by the actual percentage of time that person spends on the grant in a given month, and multiply by the rate the space costs. The value of utilities and maintenance for that space can also be counted as match.
3. Variety of supplies necessary to run program including: photocopying, office supplies and materials, postage, AV equipment, phone, fax. Use the amount that you would have to pay.
4. Indirect or Administrative costs. Organizations that have a federally approved indirect cost rate can use it as match (less the amount in subgrantee share), organizations that do not have a negotiate rate can use 10% of total costs.
5. Cash or in-kind contributions, from community organizations or individuals.
6. Transportation provided at no cost to the project, possibly bus, truck or car transportation, you can use the state approved mileage rate multiplied by the number of miles traveled.
7. Donation of project supplies including items necessary to accomplish program goals and objectives. For example plants, seeds, trees, film, masks, gloves, books. Use the amount that you would have to pay.
8. Additional discounts above and beyond those available to the general public provided by local vendors. It is best to get the vendor to note the additional discount directly on invoice.
9. Grants or other funds that are obtained and used to further the goals and objectives of the service learning project
10. Program Income. Either asking community partners to contribute funds towards program in exchange for an AmeriCorps Member or providing a service such as clearing trails in exchange for a fee.

The contributor or donor must always complete, sign, and submit an in-kind contribution form.

IN-KIND MATCH

In-kind match support is defined as the value of a non-cash contribution provided to the program by non-Federal third parties. Third party in-kind contributions may be in the form of real property, equipment, supplies, and the value of goods and services directly benefiting the program and specifically identifiable to the project or program.

Some examples:

- Volunteer "staff" that help plan and supervise the volunteer activities. These are people who are donating their time to set up the project. (This does not include volunteers just participating in volunteer activities.)
- Staff time to plan, set up and run the service activity (as long as the staff are not paid with federal funds).
- Supplies used in the service activities (e.g., paint, construction materials, computers, office supplies, etc.).
- Transportation costs related to the service activity.
- Any snacks or meals provided to the volunteers during the days of service.
- Building costs if doing an indoor project (e.g., people's time to open the building, cost of renting out such a space, security costs, cost of using the space for the time of the project).
- Advertising and outreach costs for getting the word out about the project.
- Donated equipment, buildings, and/or land
-
- Evaluation services
- Donated staff time for planning, set up, and implementation from collaborating organizations.
- Shirts or equipment created for the event, whether donated or purchased with non-federal funds.
- Donated professional and technical services such as accounting, consulting, training, legal services, etc.

An organization must record the value of the in-kind contribution in the general ledger as revenue and as an appropriate expense. In other words, the in-kind contribution must be verifiable in the organization's accounting system. The contributor or donor must always complete, sign, and submit an in-kind contribution form. An organization should never book the delivery of the good(s) or service(s) in the general ledger if documentation to support the contribution does not exist.

In the absence of an internal in-kind contribution form, a host organization may tailor the in-kind contribution form, provided on the OFBCI website, to fit its needs.

Time and Activity Reporting

Proper time and activity reporting can be tricky and great attention should be spent making sure it is completed correctly by all members and staff involved. All subgrantees will need to write their own policy to distribute to staff individuals whose salaries and fringe are paid in whole or in part through the AmeriCorps*State grant and all AmeriCorps members.

EXAMPLE IN APPENDIX

Time and activity should never be based on the percent allocated in the AmeriCorps*State project budget. Rather, an employee or employees must report actual (after-the-fact) time spent on one or more grant activities.

The project budget merely sets a cap, or ceiling, for each employee whose salaries are direct expensed. For example, a project may cap the program director's percent of time at eighty-percent (80%). This means the subgrantee organization estimates that the program may claim up to that percentage on the grant. However, based on actual activities and hours worked, the organization may exceed the budgeted percentage or be well below it. In the case of the former, the subgrantee organization should submit a budget modification request to the OFBCI.

Under no circumstances should an employee or employees "make work" in an effort to meet budgeted percentages for its AmeriCorps*State program.

The example appendix includes a resource to help develop a time reporting policy.

CLARIFING POINTS

- ✓ The grantee organization's grant-related claims for salary reflect **gross** pay, not net.
- ✓ Fringe benefit claims only take into account **employer-paid** premiums. Leave time (vacation, sick, personal, bereavement, military, etc.) is a **fringe** benefit. The organization absorbs such compensation through all activities in proportion to the relative amount of time or effort actually devoted to each.

COMMON PROBLEMS

Sometimes organizations run into problems. Here are a few we've found in the past that you should take care to avoid:

- Missing timesheets or documentation for staff hours charged to the grant
- Unsigned timesheets
- Timesheets signed weeks later by the supervisor
- No designation of time/allocation
- Allocated 100 percent even though staff is an officer of the organization who performs other functions not solely related to the grant
- Lack of activity reports for staff charged to more than one grant

Reimbursement

*A*ll subgrantees (except fixed amount programs, see below) submit a "Periodic Expense Report (PER)" monthly to the OFBCI via OnCorps as a first step to receive reimbursement for grant expenses. The PER is then reviewed by the OFBCI. If approved, the program can submit a completed and signed "Request for Funds" (invoice) to the OFBCI. Requests for Funds (RFFs) may not be submitted prior to a PER being approved and must be submitted with an attached *approved* PER reflecting those expenses.

Once the Request for Funds form is received, it is processed at the OFBCI and then submitted to the Indiana State Budget Agency (SBA). Once approved and processed by the SBA, a reimbursement is issued via direct deposit to the subgrantee organization. This process typically takes 30-60 days after the OFBCI has received a correct and complete Request for Funds from the subgrantee.

FIXED AMOUNT GRANTS ONLY: Instead of submitting a PER, please attach a calculation to your Request for Funds showing how you arrived at the requested dollar amount. This calculation should take into account approved member hours, maximum number of hours per slot, and any grant funds already received/requested to date. Requests for Funds for fixed amount grants (with attached calculation) will be due by the 15th of each month. Please ensure that your calculation is accurate and does not request funds beyond what you are eligible for.

Budget Modification

A budget modification may be necessary if your program wants to claim more expenses in a particular line item than were originally budgeted in your approved grant agreement. Budget modifications will allow you to decrease your budget in one or more line items so that you can increase the budget of another line item.

The OFBCI acknowledges that budget modifications are sometimes unavoidable and sometimes are required more than once in a program year. Unless the CNCS share of the award is $100,000 or less, changes to cumulative and/or aggregate budget line items that amount to 10 per cent or more of the total budget must be approved in writing in advance by CNCS. The total budget includes both the CNCS and grantee shares.

Grantees may transfer funds among approved direct cost categories when the cumulative amount of such transfers does not exceed 10 percent of the total budget, but must make a notation in their PER's to notify their Program Officer of the changes.

All changes must be in compliance with all applicable standards and requirements articulated in the grant agreement, OMB Circulars, and AmeriCorps Regulations (45 CFR§2543.25).

Distribution of Living Allowance

The living allowance is not a wage; it is designed to help members meet the necessary living expenses incurred while participating in the AmeriCorps program. Programs must not pay a living allowance on an hourly basis. It is not a wage and should not fluctuate based on the number of hours members serve in a given time period. Programs should pay the living allowance in increments, such as weekly or bi-weekly.

A program cannot disburse the full living allowance to a member who completes his or her required hours before the end of the agreed-upon term of service or play "catch up" when starting late.

> Example One: A member completes 1700 hours in 9 months instead of the program's anticipated 11-month term of service. Even if a program may provide the living allowance in semi-monthly allotments, it cannot pay the remaining 2 months of the living allowance as a lump sum payment as the member exits the program.
> Example Two: A member who starts late cannot receive a "catch up" amount for the first three months so that the member will receive the same living allowance as other members who started earlier but will end at the same time.

Neither of these two examples reflects the intent of the living allowance distribution guidance. The living allowance is "designed to help members meet the necessary living expenses incurred while participating in the AmeriCorps program." In addition, members who complete hours on an abbreviated schedule may be depriving the service site of important service it needs for the expected term of service.

A member who completes his or her service early or starts service late should receive the portion of the living allowance that would be provided for that period of participation under the program's living allowance distribution policy. The amount should not vary based on number of hours served during a particular time period. For example, if the program is designed to run for 11 months, and the living allowance is paid monthly, a member who starts in the second month will receive 10/11ths of the total living allowance, unless the member serves a month longer than the members who started in the first month of the program.

The member contract should reflect that the living allowance is provided for expenses while serving and should not be linked to completion of 1700 hours. The contract should specify how the living allowance is distributed (e.g., bi-weekly, semi-monthly), and in what increments, and should note that members will receive the living allowance as long as they are serving. The contract should also delineate the expected term of service (e.g., 10 months, 12 months).

FAQs – Member Living Allowance & Expenses

1. **What happens if a half-time member finishes early?** If a half-time member receives a living allowance, the same rules apply as for a full-time member who leaves the program early. The member should not get a lump sum payment for the balance of the living allowance if the member completes the required hours before the end of the agreed-upon term of service.

2. **Can we change a member's contract so the member serves less than the full term and provide the full living allowance?** If your program design is for a specified period for all members, you should specify in the contract how the living allowance will be paid out. You cannot change an individual member's contract so he or she receives a higher living allowance than other members who will serve for the full period. For example, if your program design is for 10 months of service, the living allowance for that year is $10,600, and you choose to provide it on a monthly basis, each member would receive $1,060 per month for 10 months. A member who completes the required hours in nine months would only receive 9/10s of the living allowance, or $1,060 per month for 9 months. This applies only to a program with fixed start and end dates. Other programs can choose to have a member serve an additional month at the end if the member starts the program a month late. **How does this affect the minimum member living allowance?** If a member does not serve the full term of service, the member will not receive the full minimum living allowance.

3. **Can a member in an 11-month program who starts in month 2 serve the extra month at the end and receive the whole living allowance?** Yes – if the program's design allows it to extend the member for an extra month, the program may do so, and pay the member the entire living allowance.

4. **Can we meet last year's program obligations with this year's admin/operating funds?** Yes, this is already common practice. Many programs have rolling admission and members who start in one year, complete in the next as a matter of course. The staff costs for supervising those members are current costs.

5. **The members in our program routinely complete their hours before the end of the 12 month program period, and our program design does not necessitate their staying until the end of the 12 months. Can we change our program design?** Yes, a full-time term of service must be between 9 and 12 months, during which members must serve at least 1700 hours. Within those parameters, a program should design its term of service to best meet the needs of the community. Programs that work in schools during the academic year only, for example, might have a 10-month program.

The living allowance is "designed to help members meet the necessary living expenses incurred while participating in the AmeriCorps Program."

6. **We pay our living allowances on a monthly basis. How should we handle situations in which members come on board late in the month or exit early in the month at the end of their term?** You should establish a written policy that is reasonable. For example, if a member comes on board within the first two weeks of the month, you might set policy that gives them the entire living allowance. If they start service later than that, you could prorate the amount based on the number of days in the month they will serve. The same would hold true for the end of service. If they leave within the first two

weeks of the month, their living allowance is based on the number of days in the month they served. If they serve over the 2-week cut-off, they would get the full living allowance. You can establish different cut-off points as long as they are reasonable, documented in policy and followed consistently.

7. **Can you give us examples of how the living allowance distribution policy could play out for members that start at different times?** See the chart below. The program design is a 10-month program with a living allowance of $10,900, paid on a monthly basis of $1,090 per month.

Member Situation	Length of Service	Amount per Month	Total Living Allowance Provided
Member A starts and finishes on time	10 months	$1,090	$10,900
Member B starts on time and finishes early	9 months	$1,090	$9,810
Member C starts late and finishes late	10 months	$1,090	$10,900
Member D starts on time and finishes late	11 months	$1,090	$10,900
Member E starts late and finishes on time	9 months	$1,090	$9,810

8. **What do I do if I receive an order for wage garnishment or levy for a member?** Please refer to the Living Allowance Section under benefits for specifics and remember the living stipend is not a wage.

POLICIES

Jump to:

Definitions
GARP
Multi-Site (Host Site) Standards
Signatory Authority
Sustainability
Unemployment

Definitions

Competitive Funds is an award to organizations operating in a single state (Indiana) that are nominated to participate in a nationwide competition. Successful applicants receive grants to fund a portion of program costs and member's living allowance.

Formula Funds means an award to organizations in Indiana through a statewide competition. Successful applicants receive grants to support AmeriCorps member positions and other program costs.

Cost Reimbursement Grants (non-fixed-amount) require a minimum match of 24 percent for the first three-year funding period. Starting with year four, the match requirement gradually increases every year to 50 percent by year ten.

Fixed-Amount Grants have no match requirement. However, the fixed-amount grant does not cover all costs. Fixed-amount subgrantees provide the additional resources needed to operate the program, but are not required to track or report on them.

Full-time Fixed-amount Grants (Non-EAP) are awarded to organizations operating in a single state (Indiana) through either Formula or Competitive funds. Full-time fixed-amount grants are available for programs that enroll full-time members only. Applicants apply for a fixed amount per Member Service Year, (MSY), and use their own or other resources for the remaining cost of the program. There is no match requirement for fixed-amount grants, but organizations must still raise the additional funds needed to run the program. Full-time fixed-amount grants are only available for new and re-competing applications. Continuation applicants with cost reimbursement grants are ineligible for fixed-amount grants. Programs can only change to a fixed grant model through a re-compete application. Fund draw-downs for fixed amount grants are based on percentage of total member hours served.

Education Award Program (EAP) Funds are awarded to applicants that apply for a small fixed-amount grant and use their own or other resources for the majority of members' living allowance and program costs. There is no match requirement for EAP grants. Unlike full-time fixed-amount grants, EAPs may enroll less-than-full-time members in addition to full-time members.

Planning Grant recipients receive funding to spend one year developing an application for an AmeriCorps program that would be submitted in a subsequent grant competition. Funds are typically used to cover expenses such as staff salary, consultants, travel to similar established programs or topical conferences, and any reasonable costs supporting the development of an operational program.

Grant Application Review Process refers to the processes employed by the Office of Faith-Based and Community Initiatives (OFBCI) and the Indiana Commission on Community Service and Volunteerism (ICCSV) for the review and selection of AmeriCorps*State host organizations (programs).

Subgrantee means the host organization with legal and fiscal responsibilities for an AmeriCorps*State Formula, Competitive, or Education Award program and its members.

Grant Application Review Process (GARP)

A. *Types of Applicants*.

(1) New Applicant
(2) Continuing Formula Subgrantee (in the midst of a 3-year Fixed-Amount or Cost Reimbursable Formula grant period)
(3) Continuing Competitive Subgrantee (in the midst of a 3-year Fixed-Amount or Cost Reimbursable Competitive grant period)
(4) Re-compete Formula Subgrantee (in the last year of the 1st 3-year Fixed-Amount or Cost Reimbursable Formula grant period)
(5) Re-compete Competitive Subgrantee (in the last year of a 3-year Fixed-Amount or Cost Reimbursable Competitive grant period)
(6) Planning Formula Subgrantee
(7) Current Planning Grant applying for formula operational funding

B. *Grant Application Review, Selection, and Appeals Process Schedule*.

OFBCI will develop a schedule relative to the Grant Application Review, Selection, and Appeals Process prior to or near the start of the program year that clearly outlines anticipated GARP activities for the year. The schedule will include submission deadlines for all applicant activities and proposed time frames for ICCSV and OFBCI staff functions.

C. *Distribution of Indiana's AmeriCorps*State Formula Funding Allocation*.

(1) Each year, funding will be set-aside from Indiana's Formula allocation for continued support of Continuing Formula Subgrantees, pending Indiana Commission on Community Service and Volunteerism (ICCSV) approval and Corporation for National and Community Service (Corporation) funding support.
(2) The remainder of the Formula allocation will be made available to applicants through a public Request for Proposals process.

D. *Renewal Process for Indiana's AmeriCorps*State Continuing Formula Subgrantees*.

(1) OFBCI will release a renewal request process for Continuing Formula Subgrantees.
(2) Continuing Formula Requests will be reviewed by OFBCI staff and the ICCSV's Program Committee, taking into consideration past performance.
(3) Recommendations will be presented to the ICCSV.
(4) The ICCSV may decide to renew or to not renew the Subgrantee, based on formal and informal criteria established by the ICCSV for the given year.
    (a) If the ICCSV decides not to renew the Subgrantee, the funds that were set-aside for the Subgrantee may be added to the pool of available Formula funds.

E. *Renewal Process for Indiana's AmeriCorps*State Continuing Competitive Subgrantees.*

(1) OFBCI will issue the renewal request process for Continuing Competitive Subgrantees, as directed by the Corporation.

(2) Continuing Competitive Requests will be reviewed by OFBCI staff and the ICCSV's Program Committee. Staff and Committee members may, in addition to reviewing the proposal, aggregate past performance from information compiled through monitoring reports, quarterly program progress reports and monthly and quarterly fiscal reports.

(3) Recommendations will be presented to the ICCSV

F. Application Process for New and Re-competing AmeriCorps*State Applicants.

(1) The OFBCI will issue instructions for a Concept Paper as a first step in the application process. The Concept Paper will serve as a Notice of Intent as well as an introduction and overview of the proposed program. Those interested in applying for a planning grant will simply submit a brief Notice of Intent, as per the instructions.

(2) The OFBCI will issue a full application Request for Proposals for AmeriCorps*State Competitive funds and available AmeriCorps*State Formula funds, as directed by the Corporation.

(3) Application Instructions will be distributed to all applicants specific to the type of grant they are applying for, New/Re-compete, Continuation, and/or Planning.

(4) OFBCI staff will determine which submitted full applications will be submitted to CNCS as part of the competitive funding process, and which applications will be considered for formula funding.

(5) All New and Re-compete applications, regardless of whether they are competing for competitive or formula funding, will be subject to the following Review Process:

(a) Upon receipt, the OFBCI staff will review proposals for submission accuracy and compliance. Incomplete proposals will not be considered.

(b) The OFBCI will utilize a peer review process to evaluate AmeriCorps proposals. Peer review teams may be comprised of three to five grant readers who evaluate and score each New and Re-compete proposal. All reviewers will be required to sign conflict of interest forms to ensure unbiased evaluation of proposals. Once proposals have been read and scored, the peer review committee will convene to discuss results, rank proposals, and to formalize recommendations to the ICCSV.

(c) OFBCI staff will conduct a review of all AmeriCorps proposals. Staff may analyze the results of the peer review and further scrutinize the strengths and weaknesses of all proposals, taking into consideration the past performance of Recompeting applicants.

(d) Following the peer and staff reviews, OFBCI staff and the Program Committee will prepare formal funding recommendations to be presented to the ICCSV for consideration.

(6) The proposals for New and Re-competing grants may be ranked and/or evaluated based on score and/or other formal and informal criteria as determined by the ICCSV.

(7) The ICCSV may select one of the following recommendations/decisions relative to the proposals:

(a) Fund the proposal at the amount requested, with no changes.

(b) Fund the proposal at the amount requested, with contingencies.

(c) Fund the proposal at less than requested, with contingencies.

(d) Do not fund the proposal.

(e) Fund the proposal at the amount requested with contingencies, including that applicant institute a 3-month development period followed by 9 months operating in Year 1 (new applicants; formula funding only).

(f) Fund the proposal at less than requested with contingencies, including that applicant institute a 3-month development period followed by 9 months operating in Year 1 (new applicants; formula funding only).

(g) Fund as a planning grant.

(8) New Applicants are not eligible to receive a recommendation/decision of "Fund the proposal at the amount requested, with no changes," until a Pre-Award Risk Assessment has been conducted and it is determined that the applicant is capable of successfully managing an AmeriCorps grant.
   (a) The OFBCI will conduct a Pre-Award Risk Assessment regarding financial and organizational capacity to administer federal grants with each new AmeriCorps*State applicant. Applicants will be asked to submit the most recent audit if available, as part of the assessment.
   (b) If the Pre-Award Risk Assessment is satisfactory, the applicant's proposal will remain in the pool of proposals. If the assessment results in an unsatisfactory conclusion, the proposal may be dismissed from consideration altogether.

(9) Once the ICCSV receives notice of Competitive funding decisions from the Corporation, the ICCSV will finalize funding awards relative to Indiana's available AmeriCorps*State Formula funding. Proposals declined by the Corporation for Competitive funding may be eligible for Formula funding consideration.

(10) Applicants will be notified in writing within three business days of final funding decisions.

G. *Special Note about Continuing Formula Subgrantees*.

(1) Continuing Formula Subgrantees may request to be considered for Competitive funds by submitting a proposal in accordance with the Request for Proposals guidelines.
(2) If the proposal is awarded Competitive funds, the Formula funding reserved for the Subgrantee will be added to the pool of available Formula funding.
(3) If the Subgrantee's Competitive funding proposal is declined, the Subgrantee will continue to receive Formula funding for the remainder of the three-year grant cycle (assuming all renewal conditions are met).

H. *Appeals Process*.

The ICCSV (through the OFBCI) offers an appeal process for AmeriCorps grant applicants whose request for funding has been denied or reduced. This process offers dissatisfied grant applicants an avenue to appeal an award decision and assures that the Commission peer review process and subsequent grant award decisions are accurate, fair, and reasonable. Such a process encourages confidence in the ICCSV grant process.

The ICCSV strives to assure that all grant awards fully reflect sound judgment and compliance with all RFP terms and conditions and all appropriate AmeriCorps federal, state and Commission regulations. Therefore, grant applicants may appeal an award decision based on substantive issues of fact concerning bias, discrimination or conflicts of interest, and/or non-compliance with procedures described in the RFP document, such as significant computational errors or contextual omissions.

If a grant applicant has substantive objections to the results of the peer review process and wishes to appeal the decision made by the ICCSV, the applicant may request reconsideration. A request for reconsideration must be made by the applicant in writing within 10 business days of the date of the notice of the ICCSV funding decision via a letter of appeal submitted to the Executive Director of the OFBCI.

The letter must:

(1) Describe the factor(s) or fact(s) concerning bias, discrimination, conflict of interest or non-compliance that cause the applicant to conclude that the proposal should have been approved.
(2) Outline the specific area(s) in the proposal that applicant believes significantly addresses the RFP requirements.
(3) Identify specific information in the proposal that the applicant believes the ICCSV overlooked or misinterpreted.

The OFBCI Executive Director and/or other designated staff will review the appeal request within five (5) business days of its receipt to ensure that it is in compliance with this policy and merits further review by the ICCSV. If the Executive Director or designee determines the appeal letter substantiates material issues concerning bias, discrimination, conflict of interest or non-compliance with procedures set forth in the RFP, the Executive Director and the ICCSV Chair will re-review the proposal and submit the request to the ICCSV for a vote.

Applicants will be notified in writing within three business days of final funding decisions. The Corporation for National and Community Service (CNCS) has final approval rights for all grant proposals.

Multi-Site (Host Site) Standards

A. Definitions.

Subgrantee means the host organization with legal and fiscal responsibilities for an AmeriCorps*State formula or competitive program and its members.

Multi-Site Program refers to an AmeriCorps*State program in which the Indiana AmeriCorps*State subgrantee organization works with one or more partner organizations where AmeriCorps members are placed to complete their term of service.

Host Site means the partner organization hosting AmeriCorps members. A partner organization must have legal status as a state or local government, an Indian Tribe, a non-profit organization (religious organizations are permissible), or an educational institution and provide one or more types of eligible programs as defined in C.F.R. §2522.110.

B. Host Site Recruitment and Selection.

(1) The subgrantee must establish written host site selection criteria based on, at a minimum:

a. Grant requirements
b. Adequate host site capacity
c. An alignment between the host organization's (subgrantee) mission and the identified community need
d. Past performance (if applicable)

(2) Programs must be accessible to persons with disabilities.

(3) The subgrantee must have a documented method for selecting host sites based on the established host site selection criteria.

(4) The subgrantee must secure signed agreements/contracts with each host site partner organization hosting AmeriCorps members. At a minimum, the agreement/contract must contain the following:

a. Number of members and hours for term of service
b. Intended program activities, outputs, and outcomes at the host site
c. Roles and responsibilities of subgrantee and host site related to:

i. Member recruitment, member development, and member supervision
ii. Training and orientation
iii. Site monitoring
iv. Reporting and communication
v. Program evaluation/performance measurement
vi. In-kind and cash support, if applicable
vii. Consequences for non-compliance with applicable AmeriCorps rules, provisions, and guidelines established at the federal, state, and subgrantee levels

d. Reference to all applicable AmeriCorps rules, provisions, and guidelines established at the federal and state levels
e. Prohibited activities
f. Other program-specific requirements

C. Host Site Development and Support.

(1) The subgrantee must develop and implement a plan to effectively orient and train host sites, so that host sites may adequately support and engage members.

(2) The subgrantee must establish a written attendance policy to ensure host sites benefit from the orientation and training provided by the subgrantee.

(3) The subgrantee must conduct a host site supervisor orientation and provide ongoing training and support to host sites.

(4) The subgrantee must communicate with host sites regarding changes or updates in policy, procedure, program activities, training/event notices and invitations, member status, etc. in a timely manner.

(5) Programs must ensure that host sites demonstrate an understanding of national service and recognize and encourage members' participation in subgrantee, statewide, and national events through the following activities:

a. Host site support of member participation in subgrantee and AmeriCorps trainings and events
b. Members wear AmeriCorps logos during service hours
c. Host site posting of AmeriCorps signage prominently
d. Host site posting of drug-free workplace notice prominently
e. Host site use of AmeriCorps logo on program recruitment materials, recruitment ads, and other program materials

f. Host site use of required non-discrimination language on program materials

(6) The subgrantee must establish and maintain a procedure for the filing and adjudication of grievances from host sites and other individuals concerning the program.

D. Host Site Supervision and Monitoring.

(1) The subgrantee must establish and utilize a documented method of ensuring that host sites are in compliance with all applicable AmeriCorps rules, provisions, and guidelines established at the federal, state, and subgrantee levels.

(2) The subgrantee must conduct a formal compliance visit of each host site at a minimum of annually. Informal compliance visits should be conducted as needed. Documentation of the visit(s) must be maintained.

(3) The subgrantee must create and carry out, as applicable, a written procedure for addressing host site non-compliance.

(4) The subgrantee must provide evidence that compliance issues have been addressed, as applicable.

(5) The subgrantee must work with host sites to develop an effective method of tracking and reporting program activities, outputs, outcomes, and "Great Stories."

(6) The subgrantee must ensure that host sites institute safeguards as necessary and appropriate to ensure the safety of members.

(7) The subgrantee must establish a process to ensure it receives timely notifications from host sites regarding any serious injuries or death sustained by members in the performance of their service responsibilities.

Signatory Authority

A. Definitions.

Authorized signatory denotes an individual or individuals designated by the board of directors to execute agreements, contracts, and other AmeriCorps*State related documentation.

Board of directors refers to a legally organized body with oversight of a subgrantee's fiscal and organizational responsibilities.

Subgrantee means the host organization with legal and fiscal responsibilities for an AmeriCorps*State formula or competitive program and its members.

Host Site means the partner organization hosting AmeriCorps members. A partner organization must have legal status as a state or local government, an Indian Tribe, a non-profit organization (religious organizations are permissible), or an educational institution and provide one or more types of eligible programs as defined in C.F.R. §2522.110.

B. Authorized Signatory.

(1) It shall be the responsibility of the subgrantee organization to determine which individual or individuals may execute one or more of the following AmeriCorps*State documents:

a. State grant agreement
b. Member contracts
c. Member-related forms
d. Program application
e. Program management forms
f. Quarterly Progress Reports
g. Financial Status Reports (FSR)
h. Grant closeout package
i. Request for reimbursement
j. Host site agreement(s)
k. Correspondence
l. Other requests or documentation

(2) The subgrantee organization shall complete the Subgrantee Signatory Authority Form at the commencement of each program year. See a copy of the **AmeriCorps Signatory Authority Form** in the Forms Section.

(3) It shall be the responsibility of the subgrantee organization to revise the above-referenced form and return it the Office of Faith-Based and Community Initiatives (OFBCI) if a change or changes occur on the original or revised form filed with the OFBCI.

(4) The subgrantee organization shall authorize one (1) primary and a minimum of one (1), but not more than two (2), secondary signatories.

Sustainability

A. Eligible Applicants.

(1) The following institutions are eligible to receive AmeriCorps*State formula and competitive funding under 42 U.S.C. 12571(a).

(a) a State;
(b) subdivisions of States;
(c) a public or private nonprofit organization (including religious entities and labor groups);
(d) an institution of higher education; or,
(e) a Federal agency.

(2) For purposes of this policy, the terms *eligible applicant*, *eligible entity*, *subgrantee*, and *sub-recipient* are interchangeable.

B. Application Consideration.

(1) Under guidelines outlined in OFBCI Communication 2006-P-10 (effective October 2, 2006), the ICCSV shall determine solely the appropriate funding source – formula or competitive – for a particular eligible applicant.

C. Award Limitations.

(1) An eligible entity in receipt of AmeriCorps*State competitive or national direct funds is ineligible to receive a formula award.

D. Matching Requirements.

(1) A recipient of formula funds shall adhere to the basic matching requirements set forth by the CNCS.

(2) A recipient of formula funds shall provide a single match for the AmeriCorps*State program beginning in the first year of the first three-year grant. The single match percentage shall increase over the previous period by two-percent in the first year of a second three-year grant and by four-percent (4%) over each of the previous periods in years two (2) through ten (10). A recipient shall contribute a dollar for dollar match for the tenth year of funding and any year thereafter.

	Year 1	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Year 6**	**Year 7**	**Year 8**	**Year 9**	**Year 10+**
Subgrantee Share Requirements	24%	24%	24%	26%	30%	34%	38%	42%	46%	50%

(a) If a subgrantee receives two non-consecutive formula awards, then the OFBCI shall hold the entity to the level of overall match it provided in the previous competitive grant cycle.

(b) A subgrantee must contribute matching resources by the end of the grant period in an amount equal to the share requirements for each year of the grant period, according to the table above.

(c) If a sub-recipient fails to receive formula or competitive funds for a period of five (5) or more years, then the minimum overall share defaults to year one of a three-year grant cycle upon the subgrantee's receipt of AmeriCorps*State funds.

(d) A subgrantee may be eligible to receive a waiver from the minimum overall share provided it meets the requirements set forth in 45 C.F.R. 2524.60(3)(c)-(f)(2) and 2521.70.

(E) ***New or Replacement Applicants.***

(1) If an entity is a new or replacement applicant for an existing program funded under 42 U.S.C. 12581(a)(1), then it shall provide matching resources at the level the previous legal applicant had reached at the time the new or replacement applicant assumed responsibility for the program.

Unemployment

A. Policy.

(1) Indiana Code 22-4-8-2 states: "Service performed after December 31, 1971, by an individual in the employ of this state or any of its instrumentalities (or in the employ of this state and one (1) or more

other states or their instrumentalities) for a hospital or institution of higher education located in this state; and,

(2) Service performed after March 31, 1981, by an individual whose service is part of an unemployment work relief or work training program assisted or financed in whole by any federal agency or an agency of this state or a political subdivision of this state, by an individual receiving such work relief or work training is excluded." (Emphasis added).

(3) An AmeriCorps*State subgrantee organization shall not remit unemployment insurance taxes payable to the Indiana Department of Workforce Development (IDWD) on behalf of an AmeriCorps*State Member.

(4) Under Indiana law, AmeriCorps*State service is deemed ineligible from those periods of employment for which an AmeriCorps*State Member may be eligible to receive unemployment benefits.

Bi-Weekly Time Sheet – For Members
Great Stories Tips
Grievance Procedure
Monitoring Tools
Press Release
Progress Reports
Risk Based Assessment Tool
Time/Activity Reporting Policy Development
Time Distribution Report
Verification of Funding

Bi-Weekly Time Sheet – For Members

Use

This timesheet is filled in by the AmeriCorps ***member***. The supervisor is responsible for making sure everything on the time sheet is accurate. Both the member and the supervisor sign the time sheet. Supervisors are required to make sure all the instructions were followed.

Submission

These forms should be submitted to the program director or designee. The program director or designee is responsible for entering the hours into OnCorps based on what is reported on the signed and approved paper timesheet.

File

The paper timesheet needs to be retained by the program as supporting documentation as to what was reported in OnCorps.

Where Can I Find This?

This form can be found on www.in.gov/ofbci on the "Resources for Grantees" page and can be used in Excel.

ABC Non-profit **BI-WEEKLY TIME SHEET**

1234 United Blvd.
Dallas, TX 75555
Telephone: (214) 111-4444; FAX: (214) 222-555!

Employee Name: _____ **Project Name:** _____

Title: _____ **Pay Period Ending:** _____

Department: _____ **Supervisor:** _____

Task or Grant Project	S	M	T	W	TH	F	S	S	M	T	W	TH	F	S	Total Hrs.
Grant: AmeriCorps		3.5							7						10.5
Grant: RSVP in Macon		2.5	1.5												4
Grant: AmeriCorps in Dekalb		1	3		0.25										4.25
Annual Leave						7									7
Sick Leave												7			7
Holiday															0
Leave: Other _____															0
TOTALS:	**0**	**7**	**4.5**	**0**	**0.25**	**7**	**0**	**0**	**7**	**0**	**0**	**7**	**0**	**0**	**32.75**

By signing below, I hereby attest that the time recorded on this time sheet is true and accurate to the best of my knowledge.

_____ _____
Employee Signature Date

_____ _____
Supervisor's Signature Date

Instructions:

1. Calculate all time in 15 minute increments, for example: 1.25, 2.50, 4.75.
2. Employee must submit timesheet to his/her supervisor by the day of the pay period.
3. Sign timesheet with ink pen only.
4. Do not use "white-out" to correct mistakes, instead cross-out the error, write-in the correct number, and initial correction.

Great Stories Tips

USE

The information below can be helpful to give to ***members*** when they are developing great stories. More training tools for writing great stories can be found on the www.in.gov/ofbci/ on the "Resources for Grantees" page under the "Guides and Resources" section.

SUBMISSION

Great stories are developed by members and told to the public. They should share stories verbally with people they work with, on blogs, through AmeriCorps activities, and with their supervisors. Additionally, at least one Great Story is required to be submitted within each ***Progress Report in OnCorps***, but programs are encouraged to share great stories with their OFBCI program officer whenever possible.

FILE

Organizations could request copies of great stories from members and use them for promotional reasons or to assist in writing reports.

WHERE CAN I FIND THIS?

When you share your great stories you are communicating the importance of the program to funders, legislators, your organization, host sites, and the community. Educating the public on the importance of service shows the impact of service that you and others have performed. It makes others want to be a part of what you are doing and it validates your commitment.

Writing Great Stories will also help you articulate what you are learning to others and you can use these in job interviews. They are powerful and more interesting that saying "I really enjoyed my service".

When writing a great story, give background information to help the reader understand the context of your story:

- ✓ Who you are
- ✓ Where you serve
- ✓ When and where story happened
- ✓ Who was involved
- ✓ What happened

Tell the reader:

- ✓ What changed
- ✓ What will others notice
- ✓ Point out behavior and attitude change

Grievance Procedure

USE

The wording below can be used to help **program directors** write grievance procedures for use with members and host sites. Ultimately the grievance procedure must adhere to the grant agreement and CNCS provisions.

SUBMISSION

The grievance procedure needs to be given to each member at the program site *and* to the host sites (by including it in your member contracts and host site MOUs, respectively).

FILE

A copy of the grievance procedure should be kept in each member's file so that an original received by the member is on file in case future changes are made.

WHERE CAN I FIND THIS?

Each program site is responsible for creating its own grievance procedure. This wording is provided to help you develop your policy.

-SAMPLE-

Grievance procedures have been established by the AmeriCorps program to deal with grievances from participants, labor organizations, and other interested individuals. In general, disputes must pertain to service related issues such as a proposed service assignment or a mid-term or end of term evaluation; or a member's suspension or dismissal. A dispute also may concern an applicant protesting the reason he/she was not selected as an AmeriCorps member; or a labor union's claim that a member is displacing its union members.

In general, all aggrieved parties such as members, applicants, or any other interested parties should attempt to resolve any problems or disputes with the other party on a one-to-one basis. The issues should be clearly stated and understood by both parties. If this process does not resolve the matter, the aggrieved party may request that the program provide an Alternative Dispute Resolution process (ADR) such as mediation or facilitation to resolve the dispute. The program may provide this alternative dispute process to the aggrieved party. ADR proceedings must be initiated within 45 calendar days from the date of the alleged occurrence. At the initial session of the dispute resolution proceedings, the party must be advised in writing of his or her right to file a grievance and right to arbitration. If the matter is resolved, and a written agreement is reached, the party will agree to forego filing a grievance in the matter under consideration.

If mediation, facilitation, or other dispute resolution processes are selected, the process must be aided by a neutral party who, with respect to an issue in controversy, functions specifically to aid the parties in resolving the matter through a mutually achieved and acceptable written agreement. The neutral party may not compel a resolution. Proceedings before the neutral party must be informal, and the rules of evidence will not apply. With the exception of a written and agreed upon dispute resolution agreement, the proceeding must be confidential.

If an ADR is used and the matter is not resolved within 30 calendar days from the date the dispute resolution process began, the neutral party mediating or facilitating the process must again notify the aggrieved party of his/her right to file a formal complaint. In the event an aggrieving party files a grievance, the neutral party may not participate in the formal complaint process. In addition, no communications or proceedings of the information dispute resolution process may be referred to or introduced into evidence at the grievance and arbitration hearing. Any decision by the neutral party is advisory and not binding unless both parties agree
A member may request a grievance hearing without participating in ADR or if the ADR process fails to facilitate a mutually agreeable resolution. The member should make a written request for a hearing to the Director of Programs. Except for a grievance that alleges fraud or criminal activity, a request for a grievance hearing must be made within one year after the date of the alleged occurrence. It is preferred that they be filed no later than 60 days after the date of the alleged occurrence. At the time a request for a hearing is made, the program should make available to the member information that it relied upon in its disciplinary decision.

The Executive Director will conduct the grievance hearing. The person conducting the hearing may not have participated in any previous decisions concerning the issue in dispute, and no proceeding of the ADR may be referred to or introduced into evidence during the grievance procedures. A hearing must be held no later than 30 calendar days after the filing of the grievance, and a written decision must be made no later than 60 calendar days after filing.

Allegations of fraud or criminal activity must be reported immediately to the Corporation for National and Community Service's Inspector General. If the grievance pertains to discrimination on the basis of race, color, national origin, gender, age, or disability the member will be immediately notified in writing of his/her right to file a discrimination complaint with the Corporation's Equal Opportunity Office. (In general, the member has 180 days after the alleged discrimination to file a complaint with the Corporation.)

If the Executive Director decision is adverse to the aggrieved party who filed the grievance or 60 calendar days after filing of a grievance no decision has been reached, the filing party may submit the grievance to binding arbitration before a qualified arbitrator. The disputing parties will jointly select the arbitrator. The arbitrator must be independent of the disputing parties.

If the parties cannot agree on an arbitrator within 15 calendar days after receiving a request from one of the disputing parties, the Corporation for National and Community Service's Chief Executive Officer (CEO) will appoint an arbitrator from a list of qualified arbitrators.

An arbitration proceeding must be held no later than 45 calendar days after the request for arbitration. If the CEO, however, selects the arbitrator, the proceeding must occur no later than 30 calendar days after the arbitrator's appointment.

Arbitrator's Decision: A decision must be made by the arbitrator no later than 30 calendar days after the date the arbitration proceeding begins.

Cost: The cost of the arbitration proceeding must be divided evenly between the parties to the arbitration. If, however, the aggrieved party prevails in the binding arbitration proceeding, the program must pay the total cost of the proceeding and the prevailing parties' attorney fees.

If a grievance is filed regarding a proposed placement of a participant, such placement must not be made unless the placement is consistent with the resolution of the grievance.

Remedies: Remedies for a grievance filed under a procedure established by a recipient of Corporation assistance may include:

- Prohibition of a placement of a participant; and
- In grievance cases where there is a violation of nonduplication or nondisplacement requirements and the employer of the displaced employee is the recipient of Corporation assistance:
  - Reinstatement of the employee to the position he or she held prior to the displacement;
  - Payment of lost wages and benefits;
  - Re-establishment of other relevant terms, conditions and privileges of employment; and
  - Any other equitable relief that is necessary to correct any violation of the nonduplication or nondisplacement requirements or to make the displaced employee whole.

The Corporation may suspend or terminate payments for assistance under this chapter.
A suit to enforce arbitration awards may be brought in any Federal district court having jurisdiction over the parties without regard to the amount in controversy or the parties' citizenship.

In-Kind Contributions

Use

This form is completed by the ***fiscal staff***. It can be used if an organization does not already have its own form containing the same information provided in this form.

Submission

This form can be used by each program to complete their reports on OnCorps. This specific form is not required, it can be adapted as need, but a form of some kind is required to be used.

File

A copy of each In-Kind Contribution form should be kept on file and made available to the OFBCI program officer upon request.

Where Can I Find This?

This form can be found on www.in.gov/ofbci on the "Resources for Grantees" page and can be used in Excel.

IN-KIND CONTRIBUTION FORM

Date of Contribution	Description of Contributed Item(s) or Service(s)	Purpose for Which Contribution Was Made	Real or Approximate Value of Contribution	How Was Value Determined? (*i.e.*, actual, appraisal, fair market value)	Who Made This Value Determination?	Was Contribution Obtained With or Supported By Federal Funds? (If so, include the source(s).)
8/18/06	500 boxes of crayons	After-School Program	$2.00/box, or $1,000.00	Actual	ABC Supply, Inc.	No
8/18/06	500 math workbooks	After-School Program	$3.50/each, $1,750.00	Actual	ABC, Supply, Inc.	No

Name of Contributing Organization/Agency/Business/Individual: ABC Supply, Inc.
Address of Above Contributor: 1234 Seseame Street, Indianapolis, Indiana 12345
Telephone Number of Above Contributor: 317-555-1212
Printed/Typed Name of Contributor's Authorized Signee: Jane Doe Title: Manager

Signature of Authorized Signee:_____ Date: _____

EXAMPLE

Monitoring Tools

Use

The On-Site Monitoring tool and Member File Monitoring Checklist are provided below for program directors to understand the monitoring process and to help them successfully develop their program.

Submission

The two forms will be used by your OFBCI program officer during monitoring visits. Program directors do not need to fill out these forms.

File

A copy of each will be kept at OFBCI.

Where Can I Find This?

The forms are provided only for reference.

On-Site Monitoring Tool

Program Name:			
Legal Applicant:			
Program Year:	2013-14		
Review Period:			
Date(s) of Review:			
Name of Reviewer(s):			
Date of Last Program Monitoring Review:		**Type of Last Review:**	☐ Desk Review ☒ On-Site Review
Findings From the Last Review?	Yes No		
Observations From the Last Review?	Yes No *Comments:*		

Pre-Visit Portal/OnCorps REVIEW							
Date of Review:							
Slots Awarded:	**FT**		**Slots Filled:**	**FT**		**MSYs Awarded:**	
	HT			**HT**			
	RHT			**RHT**			
	QT			**QT**			
	MT			**MT**		**MSYs Filled:**	
	Total			**Total**			
Number Exited by Award Type	**Full Award:**			**Partial Award:**		**No Award:**	
Number Suspended:			**Number Reinstated:**				
Year-to-Date Enrollment Rate: *(Total Members/(Total Slots + [srp]) from Member Roster Table)*				**Year-to-Date Retention Rate:** *(Earned an Award/(Total Slots + [srp]) from Member Roster Table)*			
Time Logs Pending Hours Below 100/ 40 + Needed / wk.	Print *Member Totals YTD* from OnCorps. ☐ Yes ☐ No *Comments:*						
Are eGrants Enrollments Completed Within 30 Days? *(2010 Provisions IV.C.1.p.5)*	Print *Member Enrollment Approval Cycle Time* report from eGrants. ☐ Yes ☐ No *Comments:*						
Are eGrants Exits/Changes of Status Completed Within 30 Days? *(2010 Provisions IV.C. p.5)*	*Review individual forms in eGrants.* ☐ Yes ☐ No *Comments:*						
Attendance/Timeliness?	☐ Yes ☐ No *Comments:*						
Progress Reports on Time since last Review?	☐ Yes ☐ No *Comments:*						
Are Performance Objectives on Track?	*Print State Commission Feedback for the most recent Progress Report. Review outputs, progress toward outcomes, & obstacles to meeting objectives.* ☐ Yes ☐ No						
Any Outstanding or Ongoing Issues Related to Progress Reports?	☐ Yes ☐ No *Comments:*						
OC Host Site List is Accurate?	☐ Yes ☐ No						
Training Percentage: >12 hours and < 20 hours	☐ Yes ☐ No						

PART I: DISCUSSION QUESTIONS FOR ALL STAFF

Sustainability

1. What efforts is the program and agency making to become sustainable? Speak to volunteer development; Fund Raising; Program publicity/PR; and Community Stakeholders and buy-in. Give specific examples:

2. Is the community informed about the impact of the AmeriCorps program? How? Discuss any efforts made to promote National Service in the community.

3. How is the community involved in planning, implementing, and evaluating the AmeriCorps program?

4. Describe how the program cultivates, strengthens and expands local partnerships.

5. How is the program preparing to meet the increased match requirements? Be specific.

General Management

1. What are your performance objectives? Describe your progress towards obtaining these objectives.

2. How are you preparing for your AmeriCorps program's evaluation? What steps have you already made?

3. Who has access to eGrants? OnCorps? What is your procedure in regards to the aforementioned online programs when someone involved in the program leaves?

4. Have any of the Signatory Authorities changed? If so, was OFBCI notified?

Reflection:

1. From your perspective, what is most challenging about your AmeriCorps program? What aspects of your AmeriCorps program could be strengthened? What are your strategies to improve?

2. Describe the biggest impact of your AmeriCorps program on the community. What is getting done in the community that wouldn't have occurred absent the presence of AmeriCorps?

PART II: DISCUSSION QUESTIONS FOR EXECUTIVE DIRECTOR

1. How is the AmeriCorps program doing at this point?

2. How would you describe your involvement with the AmeriCorps program?

3. How does AmeriCorps fit into your organization's strategic plan?

PART III: PROGRAM REVIEW

*Discussion with **Program Director** and Program Staff*

A. General Questions

1. How do you ensure that members and volunteers are not supplanting or duplicating services or displacing employees? *(45 CFR Part 2540.100.f)*

2. How do you ensure that members are primarily engaged in activities as described in the grant agreement? *(45 CFR Part 2520.20 – 2520.60)*

3. Are the services being provided by the members the same tasks as those listed in their position description?

   ☐ Yes ☐ No

4. How do you track progress toward achievement of program objectives/performance measures? *(45 CFR Part 2522.550 – 2522.650) View copies of tools.*

   - How have you (or plan to) gauge member and client satisfaction?
   - How have you (or plan to) evaluate the quality of service activities?

5. Describe how members are involved in recruiting and/or coordinating community volunteers.

6. Describe your method for tracking non-AmeriCorps volunteer numbers and hours? *(45 CFR Part 2520.35 & 2010 Provisions IV.I.1.p.12)*
   - PD is able to produce volunteer tracking tools?
     ☐ Yes ☐ No
   - PD possesses supporting documentation?
     ☐ Yes ☐ No

7. Describe how the program brings together people of diverse backgrounds.

8. Have there been any serious injuries or member deaths?

   ☐ Yes ☐ No

   - If yes, were they reported to OFBCI in accordance with *OFBCI 2006-P-05/ (2010 Provisions IV.D.5.p.7)*?

     ☐ Yes ☐ No

9. Do you encourage eligible members to register and vote? (*45 CFR Part 2522.100, FAQ C.3)*

   ☐ Yes ☐ No

10. Have you had a member called to jury duty?

    ☐ Yes ☐ No

    If yes, how was it handled? (*Policy FAQ "Jury Duty")*

11. Are any of your members in the Armed Forces Reserves? *(Policy FAQ "Armed Forces Reserves")*
☐ Yes ☐ No

12. Have there been any disciplinary actions or fines against a member by your organization or collaborative partners/host sites? *(Policy FAQ "Minor Disciplinary Actions")*
☐ Yes ☐ No

    If yes, ask to see file and review documentation as part of file review.

13. Are there ever times where there are not enough service-specific tasks to keep members engaged during their service hours?
☐ Yes ☐ No

    If yes, how are additional appropriate tasks assigned?

B. Policies & Procedures

Obtain copies if necessary. Programs should have written policies and procedures that provide sufficient internal controls. *(2010 Provisions V.B.1.p.14)*

1. Process establishing clear guidelines and definitions for a member's successful completion of a Program year?
(2010 Provisions III.C.6 p.6) ☐ Yes ☐ No

2. File documentation checklist (what information goes in the member file and where)
☐ Yes ☐ No

3. Process for completion of member time sheets
☐ Yes ☐ No

4. Description of how and when member evaluations are completed *(2010 Provisions IV.D.4.p.7)*
☐ Yes ☐ No

C. Recruitment and Program Materials

(Ask to see copies of recruitment materials.)

1. Describe your recruitment strategy, including dates, places, times, activities.
    - Who documents the results?
    - What percentage of your members comes from the communities you serve? How do you recruit community residents?

2. How do you promote AmeriCorps to the disability community? (*45 CFR Part 1232.6)*

3. The program is on the AmeriCorps recruitment website? (if not, why?)	☐ Yes ☐ No
4. Have you established partnerships with disability organizations?	☐ Yes ☐ No
5. Recruitment plan encourages diversity and inclusion?	☐ Yes ☐ No

(*45 CFR Part 1232.6)*	
6. Member Descriptions of Service utilize inclusive language?	☐ Yes ☐ No
7. Program and Host Sites provide reasonable accommodations? *(2010 Provisions IV.C.4.p.6; CFR 2522.10)*	☐ Yes ☐ No
8. Non-discrimination statement on all materials *(2010 Provisions V.F.1.p.16-17)*	☐ Yes ☐ No
9. AmeriCorps logo on all materials *(2010 Provisions IV. B.2.p.5)*	☐ Yes ☐ No
10. Member Publications include an acknowledgement of support *(2010 Provisions V.G.2. p.17)*	☐ Yes ☐ No
Comments:	

D. Member Benefits

1. Living allowance distribution schedule is appropriate? *(2010 Provisions IV.F.1. p.8)*	☐ Yes ☐ No
2. Workers Compensation coverage is provided to members?	☐ Yes ☐ No
If Full-Time Members…	☐ Yes ☐ No
3. Health care policy meets minimum requirements (*obtain copy*) *(2010 Provisions IV.F.4. p.9)*	☐ Yes ☐ No
4. Child care & health care enroll/waiver forms are provided to and signed by members? *(2010 Provisions IV.F4-5. pp.9-10)*	☐ Yes ☐ No
5. Has any full-time member utilized family medical leave? (Must have 1250 hours in last 12 months or 12 months of service) *(*45 CFR 2523.100 and 2540.220(b); Policy FAQ "Family and Medical Leave"*)*	☐ Yes ☐ No
6. Child and health care providers were promptly notified in writing of all changes-if applicable? *(2010 Provisions IV.F6 .p.10)*	☐ Yes ☐ No

E. Training and Orientation

1. Orientation Materials contain: *(FAQ 07 Prov.IV.D.3; CFR 2522.100)*	
a. An overview of national service	☐ Yes ☐ No
b. Program rules, regulations, and expectations (code of conduct, prohibited activities, requirements under Drug Free Workplace, suspension/termination, grievance procedure, sexual harassment, non	☐ Yes ☐ No

discrimination, etc)	
c. Review of the member contract contents	☐ Yes ☐ No
2. Training agendas/materials include:	
a. Service-specific training	☐ Yes ☐ No
b. Safety training *(2010 Provisions V.E. p.16)* (Institute safeguards as necessary and appropriate to ensure the safety of members. Members may not participate in projects that pose undue safety risks.)	☐ Yes ☐ No
c. Professional development; life after AmeriCorps	☐ Yes ☐ No
d. Service Learning: *active citizenship, reflect on experience*	☐ Yes ☐ No

3. Describe frequency of trainings. *Get calendar, if available.*

4. How do you assess the outcome/impact of the training on the members?

5. Has your program partnered with other existing AmeriCorps programs for member training or service activities?

   ☐ Yes ☐ No

   If yes, please describe; if no, explain why.

F. State Commission Support

1. Are there any aspects of the policies and procedures requirements that are confusing to you? Do you need more information or support to comply in this area?

2. Is there anything that the State Commission could do better or differently to support you in meeting your policies and procedures' compliance?

3. What training and/or technical assistance would help you be a more effective program director?

G. Member File Review using OFBCI Member File Review Form

H. Member Grievance Procedure

Does Program have a Member Grievance Procedure? *(45 C.F.R. § 2540.230)*	☐ Yes ☐ No
Does the grievance procedure include opportunity for:	

Alternative Dispute Resolution	☐ Yes ☐ No
ADR proceedings be initiated within 45 calendar days.	☐ Yes ☐ No
ADR process must be aided by a neutral party.	☐ Yes ☐ No
If the grievance is not resolved in 30 days, the individual must be informed of their right to file a formal grievance.	☐ Yes ☐ No
Grievance Hearing:	☐ Yes ☐ No
Request must be made within 1 year of the matter at issue.	☐ Yes ☐ No
Must be held no later than 30 calendar days after the grievance is filed.	☐ Yes ☐ No
A decision must be made no later than 60 days after the grievance is filed.	☐ Yes ☐ No
The neutral party involved in the ADR may not participate in the grievance procedure and no proceeding of the ADR may be referred to or introduced into evidence during the grievance procedures.	☐ Yes ☐ No
Binding Arbitration:	☐ Yes ☐ No
An option if the hearing is adverse to the aggrieved party or if a decision is not made with 60 days of the filing of the grievance.	☐ Yes ☐ No
Arbitrator must be independent and selected by agreement of the parties.	☐ Yes ☐ No
If the parties cannot agree on an arbitrator within 15 calendar days after receiving a request from one of the grievance parties, the Corporation's Chief Executive Officer will appoint an arbitrator from a list of qualified arbitrators.	☐ Yes ☐ No
Must be held no later than 45 calendar days after the request of arbitration, or, if the arbitrator is appointed by the Corporation's Chief Executive Officer, the proceeding must occur no later than 30 calendar days after the arbitrator's appointment.	☐ Yes ☐ No
A decision must be made no later than 30 days after the commencement of the proceeding.	☐ Yes ☐ No
Cost of arbitration must be divided evenly between the two parties, unless the aggrieved party prevails, in which case the program must pay the total cost of the proceeding plus the prevailing party's	☐ Yes ☐ No

attorney's fees.	
If a grievance is filed regarding a proposed placement of a participant, such placement must not be made unless the placement is consistent with the resolution of the grievance.	☐ Yes ☐ No
A description of potential *remedies* which includes the following: (1) Prohibition of a placement of a participant; and (2) In grievance cases where there is a violation of nonduplication or nondisplacement requirements and the employer of the displaced employee is the recipient of Corporation assistance: (i) Reinstatement of the employee to the position he or she held prior to the displacement; (ii) Payment of lost wages and benefits; (iii) Re-establishment of other relevant terms, conditions and privileges of employment; and (iv) Any other equitable relief that is necessary to correct any violation of the nonduplication or nondisplacement requirements or to make the displaced employee whole.	☐ es ☐ No

Has a grievance been filed against the program this year?

☐ Yes ☐ No

If yes, explain: _____

_____

PART VI: HOST SITE REVIEW	
A. Does this program sub-contract to Host Sites where members are located? *(OFBCI 2006-P-07)* *If YES, continue with sections B-D below.*	☐ Yes ☐ No
B. Host site agreements contain, at a minimum: *(45 CFR Chapter XXV, Subpart E, paragraph 2522,100 (J) & OFBCI 2006-P-07)*	
1. Number of members and hours for term of service	☐ Yes ☐ No
2. Intended program activities, outputs, and outcomes at host site	☐ Yes ☐ No
3. Roles and responsibilities of subgrantee and host site related to member recruitment, development, and supervision *(2010 Provisions IV.D.3.p.7)*; training and orientation; site monitoring; reporting and communication; program evaluation and performance measurement; in-kind and cash support (if applicable);	

consequences for non-compliance.	☐ Yes ☐ No
4. Reference to all applicable AmeriCorps rules, provisions, guidelines	☐ Yes ☐ No
5. Prohibited activities	☐ Yes ☐ No
6. Other program-specific requirements	☐ Yes ☐ No
1. Supervisor Signature and Date	☐ Yes ☐ No
C. Training and Orientation agendas *(OFBCI 2006-P-07)*	☐ Yes ☐ No
D. Documentation of monitoring process (tools, visits, etc.) *(OFBCI 2006-P-07)*	☐ Yes ☐ No
Comments:	

E. Can the program evidence satisfactory written Host Site Selection Criteria and documentation of the selection process? *(OFBCI 2006-P-07)*

☐ Yes ☐ No

F. How do you prepare Host Sites to receive members? Describe their orientation as well as any other efforts made. Explain your Host Site training plan (provide calendar if available).

G. How often do you communicate with each host site? Describe your oversight and monitoring process. *(OFBCI 2006-P-07)*

H. Review the Host Site Grievance Procedure.*(OFBCI 2006-P-07)*

I. What actions are taken if the site is not compliant? *(OFBCI 2006-P-07)*

Part VII. EMPLOYEE BACKGROUND CHECKS	
A. All employees whose positions and salaries are supported in part or in whole by the Corporation grant, either as the Corporation share or the subgrantee share have received Background Checks, including the NSOPW and Limited State Criminal History Check? (*Review Documentation)*	☐ Yes ☐ No
B. All site supervisors who are included on the budget have received background checks, including the NSOPW and Limited State Criminal History Check?	☐ Yes ☐ No

Staff/Supervisor	Limited Criminal History	NSOPW

PART VIII: TUTORING PROGRAM REVIEW	
A. Is this a Tutoring program as defined by 45 CFR Part 2522.900? *If YES, continue with sections B-E below.*	☐ Yes ☐ No
B. Does the program articulate and demonstrate that appropriate selection and qualifying criteria for tutors is used, including the requirements that if a tutor is: (a) considered to be an employee of the Local Education Agency or school, they meet the paraprofessional requirements under the No Child Left Behind Act (34 C.F.R. 200.58) (b) not considered to be an employee of the Local Education Agency or	☐ Yes ☐ No
D. Strategies and tools to assess student progress and measure student outcomes *(45 CFR Part 2522.940b)*	☐ Yes ☐ No
E. Certify that the tutoring curriculum and pre-service and in-service training content are high-quality and research-based, consistent with the instructional program of the local educational agency AND with State academic content standards. *(45 CFR Part 2522.940e)*	☐ Yes ☐ No
F. Include appropriate member supervision by individuals with expertise in tutoring*(45 CFR Part 2522.940d)*	☐ Yes ☐ No
G. Provide specialized high-quality and research-based, member pre-service and in-service training consistent with the activities the member will perform *(45 CFR Part 2522.940e)* *Identify the Research.*	☐ Yes ☐ No

Notes on Best Practices:

Member File Monitoring Checklist

Member Information

Fiscal Host Name: _____Program Name: _____

Member Name: _____First Term ☐ Second (Plus) Term ☐ Date of Monitoring Review: _____

Program Year: _____Service Term: _____Enrollment Date: _____Exit Date: _____

Name & Title of Person(s) completing this form: _____

Key: **TE =** Too early in the program year; **NA =** Non-applicable

Member Documentation

Are the following items in member files?	In File	In OCR or Portal	No	Notes
Member application material				
First (and/ or subsequent) term evaluation(s) (if applicable)				
Member enrollment form (paper copies not necessary if member enrolled in AC Portal)				
• Is the paper (if not enrolled electronically) copy in file?				
• Is it signed/approved by the member?				
• Is the supervisor approval concurrent with or after the member's?				
Proof of age				
• Is there a copy of the birth certificate or government ID that documents member birth date?				
• Was the member 18 as of the day of their enrollment?				
• If the member was under 18 when they enrolled, is there a parental consent signed for participation.				
Documentation of citizenship/naturalization/resident alien status *(if not verified in eGrants)*				
Primary documentation of status as a U.S. citizen or national. One of the following is acceptable (check which one):				
• A birth certificate showing that the individual was born in one of the 50 states, the District of Columbia, Puerto Rico, Guam, the U.S. Virgin Islands, American Samoa, or the Northern Mariana Islands				
• An unexpired U.S. passport issued to an individual as a U.S. citizen				
• A report of Birth Abroad of a Citizen of the United States (U.S. Dept. of State Form FS-240)				
• A certificate of birth--foreign service (U.S. Dept. of State Form FS-545)				
• A certificate of Report of Birth (U.S. Dept. of State Form DS-1350)				
• INS certificate of naturalization (INS Form N-550 or N-570)				
• INS certificate of citizenship (INS Form N-560 or N-561)				
-OR-				
Primary documentation of status as a lawful permanent resident alien of the U.S. One of the following is acceptable (check one):				
• Permanent Resident Card (INS form I-551)				
• Alien Registration Receipt Card (INS form I-551)				
• An unexpired passport indicating that the INS has approved it as temporary evidence of lawful admission for permanent residence				
• A departure record (INS form I-94) indicating that the INS has approved it as temporary evidence of lawful admission for permanent residence. (The status of ***I-94 is not proof of permanent residency status***. ***However, a program can enroll someone with an I-94 status with the understanding that the person will be receiving his/her green card***. Should the program do this, the program and commission have to understand that should the person not follow through or not be issued a green card, the program is ultimately liable to pay back all costs associated with the member's service as well all costs associated with their Trust Education Award should the program be audited.)				
Are the following items in member files?	**In File**	**In OCR or Portal**	**No**	**Notes**
Member contract/agreement				
• Contract is signed and dated by both the member and the director and includes:				
• The minimum number of service hours and other requirements necessary to successfully complete the term of service and be eligible for the education award?				
• The amount of education award the individual may receive upon successful completion of the terms of service?				
• The timeframe members have to complete the required service hours?				
• The total living allowance amount?				
• The living allowance distribution schedule (bi-weekly/monthly, etc.) and distribution amount?				
• The requirements under the Drug-Free Workplace Act (41 U.S.C. 701 et seq.)?				
• Prohibited activities (45 C.F.R. 2520.65)?				
• The text of 45 CFR 2540.100(e)-(f) which relate to non-duplication and nondisplacement				
• The text of 45 CFR 2520.40-.45 which relates to fundraising by members				
• Standards of conduct (with discipline)?				
• Suspension and termination rules?				

• Release for cause rules (45 C.F.R 2522.230 and AmeriCorps Provision IV.E)?				
• GED and other educational requirements?				
• Position Description?				
• Non-discrimination Statement?				
• Complete Grievance Procedure with Member Signature (45 C.F.R. 2540.230)?				
• If the member is under 18, is the contract also signed by the parent/legal guardian?				
Miscellaneous Documentation				
• Is there a W-4 form/WH-4to document tax withholdings?				
• (If the program year is over) is there a W2 Form?				
• Health Care (if Full Time or FT capacity)?				
• If the member elected to receive health insurance, can the program demonstrate that they are/were enrolled?				
• Child Care (if Full Time)?				
• If the member checked yes for child care, can the program demonstrate that the member is enrolled?				
• Publicity Release initialed and dated?				
• Loan Forbearance (if Full Time)?				
• Information regarding Public Loan Forgiveness provided (if Full Time)?				
• Criminal History consent form?				
Mid-term member performance evaluation				
• Evaluates whether the member has completed the required number of hours?				
• Evaluates whether the member has satisfactorily completed assignments?				
• Evaluates whether the member has met other performance criteria clearly communicated at the beginning of the term of service?				
End-of-term member performance evaluation				
• Evaluates whether the member has completed the required number of hours?				
• Evaluates whether the member has satisfactorily completed assignments?				
• Evaluates whether the member has met other performance criteria clearly communicated at the beginning of the term of service?				
Member end of term/exit form (if member has exited) (paper copies not necessary if member exited in AC Portal)				
• Is the paper (if not enrolled electronically) in the file?				
• Is it signed/approved by the member?				
• Is the supervisor approval concurrent with or after the member's?				
• Did the member complete their term of service in less than 1 yr if not a 2 year half time member?				
• Is the date on the exit form concurrent with or after the date the member exited?				
• Do the enrollment form and exit form for each individual reflect the same term of service? If no, go to change of status section.				
Discipline Documentation (if member was released for cause)				
Documentation of compelling personal circumstances (if applicable)				
• If the member received a pro-rated education award (check the exit form), is there documentation of compelling personal circumstances that falls within the parameters identified in the Provisions for the relevant program year?				
• Did the member receive a satisfactory performance review?				
• Did the member complete at least 15% of his/her term?				
Criminal background check	**YES**		**NO**	**Notes**
• Is there a copy of a photo I.D. verifying the member's identity?				
• Documentation exists evidencing that the member's identity was verified.				

• Did the program conduct a National Sex Offender Public Registry (NSOPW) check?				
• Did the program conduct a criminal background check?				
• Did the program utilize the L-1 Fingerprinting Service – FBI/Limited Criminal History Search?				
• Did the member reside in Indiana at the time of application?				
• If not, was a criminal background check of the state of residence (at time of application) conducted?				
• Documentation exists that Background Check results were conducted and considered				
• Signed documentation exists verifying that member was accompanied at all times while pending results				

NOTES:

Are the activities listed under this member's position description are allowable? Yes ☐ No ☐

If no, why not? _____

Term Dates in Contract: _____ **to** _____

Date of Member Contract Signature: _____

Date of Enrollment (Portal): _____

Start Date(OnCorps): _____

Date of CHC Consent Form: _____

Date of NSOPW: _____

Date of FBI/Limited State Check Initiation:

Date of FBI/Limited State Check Results: _____

Press Release

USE

Press releases can be used for a variety of reasons. Press releases can announce the receipt of funding, new programs, great accomplishments, and more.

SUBMISSION

Press releases can be sent to local and/or statewide media outlets. For tips on publicity, see the section on publicity.

FILE

Keep a copy of all press releases in one, easily accessible file.

WHERE CAN I FIND THIS?

OFBCI only provides sample wording, it is up to each program to create their own press releases. If you need assistance, please do not hesitate to contact your program officer.

-SAMPLE-

FOR IMMEDIATE RELEASE CONTACT:
DATE: PHONE & EMAIL:

(Your Organization) Receives AmeriCorps Grant to (Describe Need You Are Meeting)

(Your City and State) – The *(organization name)* will receive a *(total dollar amount)* AmeriCorps grant from the Corporation for National and Community Service, *(Executive Director of organization)* announced today. AmeriCorps programs in Indiana are administered on behalf of the Indiana Commission on Community Service and Volunteerism by the Office of Faith-Based and Community Initiatives (OFBCI).

The grant will support a total of *(total number)* AmeriCorps members who will meet vital needs in *(location)* by *(list sample activities)*.

"We are thrilled to be selected and eager to start getting things done,"said *(Executive Director). "*In this time of economic hardship, service and volunteering is more important than ever. These AmeriCorps members and the volunteers they mobilize will help us expand our reach and impact."

The organizations receiving funding were selected in a highly competitive process. (Your organization's) funding is for the *(first, second or third)* year of a three-year grant cycle. In total, this year's grants will support 763 AmeriCorps members across the state of Indiana. On a national level, AmeriCorps will support nearly 80,000 positions this year, most of them starting in the summer and fall.

AmeriCorps is a national service program that engages Americans of all ages and backgrounds in service to meet critical needs in education, the environment, public safety, and other areas. Its members serve in thousands of nonprofit and faith-based organizations in rural and urban communities throughout the

nation. Among other activities, AmeriCorps members tutor and mentor youth, build affordable housing, teach computer skills, clean parks and streams, run after-school programs, help communities respond to disasters, and recruit and train volunteers. Since 1994, more than 700,000 men and women have provided more than 860 million hours of service to their communities and country through AmeriCorps.

These grants are the result of the Fiscal Year 2011 AmeriCorps*State and National funding competition, which continue the direction and priorities of the bipartisan 2009 Edward M. Kennedy Serve America Act and the Corporation's 2011-2015 Strategic Plan. The grants focus AmeriCorps resources on six key areas facing communities: disaster services, economic opportunity, education, environmental stewardship, healthy futures, and veterans and military families.

AmeriCorps is recruiting now. Applicants can choose from a wide variety of positions across the nation. Benefits can include a living allowance, health care, training and career skills, and a Segal AmeriCorps Education Award worth up to $5,350 to pay for college or to pay off student loans. Interested individuals can learn about available opportunities and apply online by visiting www.AmeriCorps.gov.

###

(Boilerplate about Organization)

Progress Reports

USE

Program directors can use this information as a guide when completing semi-annual progress reports in OnCorps.

SUBMISSION

Submit via OnCorps by the deadline in the AmeriCorps program calendar located on the OFBCI website.

FILE

OnCorps will maintain a record, but some programs choose to keep a paper copy as well.

-INSTRUCTIONS-

Remember

Starting early can be a good thing!
Confirm accuracy of information provided.
Review for spelling errors and have someone else review the information.

How will OFBCI use the information reported?

The IN AmeriCorps Progress Report provides information for staff to monitor your progress, and to respond to requests from stakeholders. Some information provided in the Progress Report (particularly "Great Stories" and demographic information) may be used by the Corporation's Office of Public Affairs and the OFBCI office to promote service. Program staff uses the information you provide to identify trends and issues that may lead to changes in policies and procedures, allocation of training and technical assistance, or opportunities for peer learning.

What information is required?

The IN AmeriCorps Progress Report consists of three sections: Demographic Information; Performance Measures; and Narratives. Please complete the report using the template provided.

Section I: Demographic Information

This section contains a list of demographic indicators of interest to the Corporation, OFBCI, and stakeholders. Please note that you are not required to report on each indicator. However, if your program includes these types of leveraged volunteers or target groups, include an estimate of their totals.

You are required to submit the total number of individuals that applied to be AmeriCorps members and total leveraged volunteers.

To complete this section, enter how many people you have worked with during the reporting period in each category for which you have collected data. If you do not collect data on an indicator, enter a zero (0) in that field.

Remember – do not count a volunteer more than once! If you reported a volunteer in a prior report, do not report them again. Hours of service: Please calculate total hours of service for new and repeat volunteers for the quarter.

Section II: Narratives

1. **Member Recruitment and Enrollment**
   Include in this section any comments on recruitment and retention challenges and successes.
2. **Great Stories: one required per quarter**
   Share your great stories. Highlight member activities which are especially reflective of the impact the program has in the community, or which illustrate an innovative or highly successful aspect of program operation. Please include the who, what, when, where, and why of the story.
3. **Successes and Challenges**
   Describe any factors you have found to positively or negatively influence program performance. Your discussion may include but is not limited to enrollment, retention, recruitment, training, supervision, program and financial management, systems, data collection, evaluation, host site capacity building, and resource development, including raising match funds.
4. **Noteworthy program changes**
   Describe any updates/program changes regarding program management, member management, and programmatic staff as explained in the "Progress Report Metrics" box below:

Progress Report Metrics

Please address with an explanation why you have failed to meet any of the following expectations under the "Noteworthy Changes" section of your quarterly progress report, along with your plan of action to correct the issue:

1. **Pending Hours**. If any of your members have more than 100 hours pending (or 160 hours for full-time members), please explain and notify the site supervisor to review and approve the hours. It is highly encouraged that member pending hours remain low so that the supervisor is best able to identify the accuracy of claims.
2. **Average Weekly Hours to Complete**. If any member exceeds the 40/hrs a week threshold, please outline their plan of action to complete the program successfully.
3. **Recruitment and Retention**. If you anticipate having trouble filling all of your slots, or you're having issues with retention, please address.
4. **Enrollments/Exits**. If any member has been enrolled into or exited from the portal outside of the 30 day window, please address and explain a plan of action to avoid late entries in the future.
5. **Training Hours**. It is expected that each member complete 12-20% of their total hours served in training. The report that we pull only shows the overall percentage of hours for your program as a whole, however. If your program does not have between 12-20% of the hours served in training please explain and outline your plan of action to ensure each member meets this expectation.
6. **Performance Measures.** You can pro-rate your annual output target for each quarter to see if you are on pace to meeting your measures. For example, your annual target is 1000, and if it's the second quarter, your "pace" target would be 500. If your actual output falls more than 15% below your "pace" target, OR you do not expect to meet your annual performance measure, please give an explanation as well as your plan of action to get back on track.

5. **Attachments**
   Programs can provide an update on sustainability efforts.

   Also in this section, programs have a chance to attach media coverage materials, pictures, agendas, additional documentation, maybe even a scanned thank-you note from a community member, whatever you wish to share with us!

4TH Quarter SUBMISSION Only

6. **Partnerships/Collaborations**
   Please describe your partnerships/collaborations the AmeriCorps*State program has with organizations.

7. **Efforts regarding sustainability beyond federal support**
   Please describe the program's efforts this year regarding sustainability of the program.

8. **Activities Related to Corporation Strategic Initiatives**
   If your programs or sites have addressed any of the Corporation Strategic Initiatives particularly effectively, describe these activities here. The Corporation's Strategic Initiatives are:

   - **Service as a Solution**
   - **Expanding Opportunities to Serve**
   - **Build Enduring Capacity**
   - **Embrace Innovation**

Section III: Performance Measures

Please use the EXACT language approved from the performance measure worksheet(s) to input: PM Title, Anticipated Output Result Statement, Anticipated Intermediate Outcome Result Statement, and Anticipated End Outcome Result Statement. In the sample below, the areas highlighted in yellow are what needs to be taken from your PMW.

Complete for each approved PM.

1. *Complete all sections, regardless of the quarter.*
2. *"Results to date" should be a cumulative total. If you have not collected data yet, put the date you expect to have data in the "results to date" column.*

SAMPLE performance measure submission:

PM Title:	Clay County Tutoring Program (reading)
Actual Service Activity: Twenty members tutored over 60 students, ages 6-12, in reading, after school from 3:00 to 5:00 p.m., Mondays and Wednesdays, during the school year. Tutoring occurred in small groups (2-5) and one-on-one. Reading teachers at the two elementary schools referred students to the tutoring sessions. Tutoring took place at Clay Elementary after school in three empty classrooms, where children were grouped by grade level. Members were supervised and assisted by two community volunteer teachers.	
Output	
Anticipated Output Result: Members will tutor elementary school students throughout the school year.	

	Anticipated Target	Results to date (cumulative)
Number	60	55
Indicator	# of students tutored for at least 30 hours	
What instrument did you use? Tutoring Log records children's names, grade levels, days and hours of attendance, tutor's name, and referring teacher's name.		**When were data collected?** Tutoring Log completed daily, turned in once a month.
Who administered the instrument? Supervising teacher and member		**How many instruments were completed?** 10
Intermediate Outcome		
Anticipated Intermediate Outcome Result: Students will increase positive reading behaviors.		
	Anticipated Target	**Results to date (cumulative)**
Change (Number)	30	20
Change (Percent %)	50 %	40%
Indicator	Percent of tutored students who increase positive reading behaviors (e.g. increase the time spent practicing reading, participate in reading games and exercises, stay on task during silent reading times, finish books they have chosen to read, choose books that are at their reading level or above, etc.)	
What instrument did you use? Reading Behavior Checklist		**When were data collected?** April (6 months after service begins)
Who administered the instrument? Completed by members for each student, signed by supervising teacher.		**How many instruments were completed?** 50
End Outcome		
Anticipated End Outcome Result: Students who participated in reading tutoring will increase reading ability.		
	Anticipated Target	**Results to date (cumulative)**
Change (Number)	45	40
Change (Percent %)	75%	73%
Indicator	Percent of the students who received at least 30 hours of reading tutoring will score at least 25% higher on the standardized reading post test.	
What instrument did you use? Pre-post standardized reading test (STAR)		**When were data collected?** Test completed in the first and last month of the school year.
Who administered the instrument? School District		**How many instruments were completed?** All students in the school district are tested, we were able to get scores for our 55 students.

Tips to Writing A Great Progress Report

Have Good Performance Measurements!

It is much easier to report the impacts of your program if you have taken the time to develop measurable and impact-oriented objectives. Good performance measures will capture both the *service* impacts and the *learning* impacts of your program and are the key to writing meaningful reports.

Collect Meaningful Data!
Likewise, the OFBCI does not expect any subgrantee to waste time and energy collecting, analyzing, or reporting on data that is not meaningful to them. In designing your performance measures, make sure that you will be collecting data that you can *use,* and not just data that will help you write a report. You will be much more likely to stay on top of your data analysis if it is data that you want to collect.

Tell a Story!
Act as if your progress report is going to be quoted in a *New York Times* article about service learning. Provide the reader with visual images of service projects, success stories about recipients of service involved, and quotes from community members. At the same time, don't assume the reader will be completely familiar with your project -- include the "who, what, when, where, and why." Be sure to save Great Stories continuously so you can easily generate them once a progress report is due. Programs are required to provide at least one Great Story per report but we know there are more because Indiana AmeriCorps programs are awesome!

Be Honest About Your Challenges!
More so than any other federal funding agency, the Corporation for National and Community Service encourages and appreciates a candid assessment of the challenges faced in implementing national service projects. Likewise, the OFBCI will use your challenges to develop training and technical assistance initiatives to help you.

Don't Leave Any Questions Blank!
Sometimes your progress report is the only exposure funders will have to your program. Readers tend to equate blanks with a lack of interest or commitment on the part of the program. There is a good and descriptive answer to every question.

Give Feedback to Stakeholders!
You may spend a lot of time and energy writing a good report -- don't just file it away. Use your report and data snapshots to give feedback to key stakeholders in your program. These may include members, project sponsors, site supervisors, teachers, etc. Provide data snapshot information in your newsletters, on your website, in press releases, informational brochures, and finally, packets to potential funders!

Request For Funds

Use

This form is used by **program directors** to request reimbursement for grant expenses. The request for funds form must be printed on the claimant's letterhead, must be signed by the executive director or approved signatory, and can only include claims for one *program* year. An approved Periodic Expense Report (PER) must accompany the request for cost-reimbursement programs. A calculation must accompany the request for fixed amount grant programs (see p.56).

Submission

The signatories for each program submit the Request for Funds each month to their program officer at OFBCI. The Request for Funds must always be accompanied by an approved PER form printed from OnCorps.

Where Can I Find This?

The official form must be obtained by contacting your OFBCI program officer. An example of the form can be found on the OFBCI website.

INVOICE - REQUEST FOR FUNDS

Date: (A) Invoice No.: (B)

P.O. No.: (C) Contract No.: (D)

Direct Deposit: (E) ☐ YES ☐ No Final Payment: ☐ YES ☐ No (F)

Contractor/Grantee: (G)	
Address: (H)	Telephone: (K)
City, State, Postal Code: (I)	Fax: (L)
Contact Person: (J)	E-mail: (M)

Send Information to:

Office of Faith-Based and Community Initiatives
ATTN: AmeriCorps*State Payments
302 West Washington Street, Room E012
Indianapolis, Indiana 46204 (N)

Request is for Period: (O)

Activity and Description	Amount
Section I (Operating Expenses)	(P)
Section II (Member Support Expenses)	(Q)
Section III (Administrative Expenses)	(R)
TOTAL	$ (S) -

Signature: (T)

- **A.** ***Date.*** Invoices must be received by OFBCI within 10 days of date on invoice form.
- **B.** ***Invoice No.*** Number assigned by the subgrantee.
- **C.** ***Purchase Order (P.O.) No.*** Number assigned to the subgrantee by the State of Indiana. The Auditor of State mails the purchase order to the subgrantee. This number must be referenced on requests for a particular program year. For example, a subgrantee operating two (2) program years simultaneously will request funds using two (2) different purchase orders.
- **D.** ***Contract No.*** Number assigned to the subgrantee's grant agreement by the OFBCI. This number must be referenced on requests for a particular program year.
- **E.** ***Direct Deposit.*** State law requires that all vendors receive payment via electronic funds transfer.
- **F.** ***Final Payment.*** Please check "yes," if the request is the last in a program year series.
- **G.** ***Contractor/Subgrantee.*** The name of the legal entity that appears on the grant agreement.
- **H.** ***Address, City, State, and Postal Code.*** For the subgrantee organization.
- **I.**
- **J.** **Contact *Person.*** The name of the individual completing the request for funds.
- **K.** ***Telephone.*** The telephone number of the contact person.
- **L.** ***Fax.*** The fax number of the contact person.
- **M.** ***E-mail.*** The e-mail address of the contact person.
- **N.** ***Remit Address.*** The address to which the request is to be sent.
- **O.** ***Request Period.*** The time period covering the expenses outlined in the request.
- **P.** ***Section I (Operating Expenses).*** The total current CNCS expenditures as noted in section I of the PER.
- **Q.** ***Section II (Member Support Expenses).*** The total current CNCS expenditures as noted in section II of the PER.
- **R.** ***Section III (Administrative Expenses).*** The total current CNCS expenditures as noted in section III of the PER.
- **S.** ***Total.*** The amount automatically totals.
- **T.** ***Signature.*** The signature of the subgrantee organization's executive director or signatory.

Risk Based Assessment Tool

USE

This form will be used by your OFBCI program officer when they conduct a risk based assessment of your program. It is being provided for reasons of transparency and to prepare you for the risk assessment meeting.

SUBMISSION

Programs do not need to submit this form. It is used solely by the OFBCI.

FILE

After a risk assessment has been conducted the form will be added to the program's file at OFBCI and the results will be shared with the program.

WHERE CAN I FIND THIS?

The form below is provided as an example only.

-SAMPLE-

Program:

		Points
1	PROGRESS REPORT SUBMISSION	0
	☐ Report was on time	
	☐ Report was late	
	☐ Report was late, but excused	
2	PROGRAM OBJECTIVE OUTCOMES	0
	☐ Program met or exceeded all performance targets	
	☐ Program met 80-99% of performance targets	
	☐ Program met less than 80% of performance targets	
3	PROGRAM RESPONSIVENESS TO REQUESTS AND DUE DATES	0
	☐ Program responds by due date 100% of the time	
	☐ Program responds by due date 80-99% of the time	
	☐ Program responds by due date less than 80% of the time	
4	TIMELINESS IN ENROLLING MEMBERS IN PORTAL (within 30 days)	0
	☐ 100% of members are enrolled on time	
	☐ 80-99 % of members are enrolled on time	
	☐ Less than 80% of members are enrolled on time	
5	TIMELINESS IN EXITING MEMBERS IN PORTAL	0
	☐ 100% of members are exited on time	
	☐ 80-99% of members are exited on time	
	☐ Less than 80% of members are exited on time	
6	MEMBER ENROLLMENT	0
	☐ 100% of current slots filled	
	☐ 90-99% of slots filled	
	☐ Less than 90% of slots filled	
7	MEMBER RETENTION	0
	☐ Program retained 100% of members	
	☐ Program retained 80-99% of members	
	☐ Program retained less than 80% of members	

8 NUMBER OF SITES | 0

- ☐ Members are placed at 10 or fewer sites (or sites run by fiscal host)
- ☐ Members are placed at 11 - 19 sites
- ☐ Members are placed at 20 or more sites

9 FISCAL HOST'S EXPERIENCE WITH THIS AMERICORPS PROGRAM | 0

- ☐ Program is in at least the 4th year with current fiscal host
- ☐ Program is in its 3rd year with current fiscal host
- ☐ Program is in its 1st or 2nd year with current fiscal host

10 PROGRAM DIRECTOR'S EXPERIENCE WITH THIS PROGRAM | 0

(BASED ON NEWEST PROGRAM DIRECTOR IF MORE THAN ONE)

- ☐ Program Director is in at least their 3rd year with current program
- ☐ Program Director is in their 1st or 2nd year with current program

11 RESULTS OF PRIOR YEAR'S MEMBER FILE AUDIT | 0

- ☐ No compliance issues were found or no audit conducted
- ☐ 20% or less of the files reviewed have compliance issues
- ☐ More than 20% of the files reviewed have compliance issues

12 RESULTS OF PRIOR YEAR'S PROGRAM MONITORING OR OTHER SITE VISITS | 0

(OTHER THAN MEMBER FILES)

- ☐ No compliance issues were identified during previous year
- ☐ 1-2 compliance issues were identified during previous year
- ☐ More than 2 compliance issues were identified during previous year

13 ACCURACY AND QUALITY OF PREVIOUS YEAR'S FICAL MONITORING | 0

- ☐ No findings
- ☐ 1 - 2 findings
- ☐ 3 or more findings
- ☐ Not applicable

14 CHANGE IN FINANCIAL UNIT OF LEGAL APPLICANT | 0

(CHECK ALL THAT APPLY)

- ☐ Change in accounting/computer system
- ☐ Change in financial staff working on this grant
- ☐ No Changes

15 RESULTS OF A PRIOR A-133 AUDIT OR ELECTIVE AUDIT | 0

- ☐ No findings
- ☐ Findings, but not related to AmeriCorps program
- ☐ AmeriCorps program related findings
- ☐ No audit submitted
- ☐ No audit required

TOTAL SCORE | 0

Time/Activity Reporting Policy Development

Use

This sample scenario will help you understand the components of reporting staff time and activity. You can use this scenario to help you write your own policy to distribute to your **staff individuals** whose salaries and fringe are paid in whole or in part through the AmeriCorps*State grant.

Your policy should explain to your employees how to appropriately fill out the **Time Distribution Report (monthly)** form, a copy of which can be found on the OFBCI website. Your policy should list all cost centers (grants or otherwise) from which their salaries and fringe are charged.

Submission

This policy should be adapted for your internal use and is not submitted to OFBCI unless requested.

File

Keep a copy of the policy you implement on file for review by OFBCI or CNCS.

-Sample Scenario-

Part 1

Employee, Jane Addams, needs to report the time she spent on each grant or cost center activity during the month of January. The employee derives her time from a calendar, to-do lists, meeting attendance, etc.

As a salaried employee, Jane's employer requires her to work forty (40) hours per week. Jane often works fifty (50) to sixty (60) hours each week. However, the organization may not claim these additional hours. In this particular scenario, Jane's total hours for the month of January equals 184, which is based on an eight (8) hour, five (5) day work week. Jane completes the monthly distribution time sheet at the conclusion of each month, signs it, and submits it to her supervisor for approval.

Part 2

Once Jane's monthly time/activity distribution sheet is completed and approved, the organization's fiscal staff will use the sheet to allocate costs. The fiscal staff will derive the gross pay for each cost center, as well as the share of the employer-paid fringe benefits. The gross pay relies on the employee's hourly rate.

- ✓ To calculate the hourly rate the staff divides the salary by the number of pays during the organization's fiscal year (in most instances twenty-six [26] or twenty-seven [27]). This will give them the employee's bi-weekly gross salary.
- ✓ They divide that amount by the number of hours the organization requires the employee to work within a given pay period. In this scenario, Jane's annual salary is $37,000. This year, Jane will receive twenty-six (26) pays, and will gross $1,423.08 bi-weekly. Her hourly wage rate ($1,423.08 / 80) is $17.7885.
- ✓ To allocate gross pay, take the hourly wage rate and multiply it by the number of hours reported for each cost center.
- ✓ In this situation, fixed costs include the employer-paid portion of Jane's medical, vision, and dental insurances. Other employer contributions such as retirement, life, and disability insurances originate from a percentage of Jane's salary. To obtain the share for each of the fixed costs, take the monthly amount the organization pays for Jane and multiply it by the percentage of time Jane devoted to each cost center (103 hours for AmeriCorps*State / 184). In this

scenario, Jane spent fifty-six percent (56%) of her time on the AmeriCorps*State project. Thus, medical costs claimed from the CNCS share are $139.95 ($250 x .56). Look at retirement. Jane's employer-paid retirement benefits are .0325 of Jane's gross salary ($1,832.22 x .0325), or $59.55.

Time Distribution Report (monthly)

Use

This report is filled out by ***staff*** individuals who devote time (full or part) to the AmeriCorps program. The employee fills out the report and the supervisor verifies that it is correct. Both the employee and supervisor sign it. For more information on how to accurately complete this form and how to develop a policy for staff regarding this form, see the Time Reporting section of the handbook.

Submission

This form is used by program to help them complete OnCorps reporting and invoices.

File

Keep a originals on file. Time sheets/reports are only submitted to OFBCI upon request.

Where Can I Find This?

This form can be found on www.in.gov/ofbci on the "Resources for Grantees" page and can be used in Excel

ORGANIZATION NAME: Sample, Inc.

MONTHLY TIME DISTRIBUTION REPORT

SOCIAL SECURITY NUMBER

MONTH: January

YEAR: 2010

NAME (Last, First Middle Initial): ADDAMS, JANE

DAILY TOTALS - REGULAR TIME

ACTIVITY	TOTAL TIME	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
AmeriCorps*State	103.00	5.00	8.00	3.00	1.00	4.00			1.00	1.50	8.00	4.00	8.00			5.00	8.00	3.00	1.00	4.00			1.00	1.50	8.00	4.00	8.00			5.00	8.00	3.00
Grant ABC	40.00	2.00		4.00	5.00	3.00			1.00	1.50		0.50				2.00		4.00	5.00	3.00			1.00	1.50		0.50				2.00		4.00
Grant DEF	11.50	0.50		1.00					2.00	0.50		1.00				0.50		1.00					2.00	0.50		1.00				0.50		1.00
Grant XYZ	14.25	0.25			0.50				2.00	2.00		2.25				0.25			0.50				2.00	2.00		2.25				0.25		
Other (Non-Grant Related)	15.25	0.25			1.50	1.00			2.00	2.50		0.25				0.25			1.50	1.00			2.00	2.50		0.25				0.25		
ANNUAL																																
SICK																																
HOLIDAY																																
OTHER PAID																																
PERSONAL																																
TOT. REGULAR HOURS	184.00	8.00	8.00	8.00	8.00	8.00			8.00	8.00	8.00	8.00	8.00			8.00	8.00	8.00	8.00	8.00			8.00	8.00	8.00	8.00	8.00			8.00	8.00	8.00

CERTIFICATIONS

I certify that this is a true and correct report of my time during this period.

EMPLOYEE

I hereby certify that the employee was present and working as indicated by this report.

WORKING SUPERVISOR

OFFICE OF FAITH-BASED AND COMMUNITY INITIATIVES

Verification of Federal Funding

USE

The sample letter below could be written by the ***program director*** and given to a Member to verify their receipt of federal funding through a living stipend (different rules apply to living stipends provided by match funds, see Wage Garnishment and Bank Levies).

SUBMISSION

The Member would submit this form to the appropriate individual/group/judge/court.

FILE

Always keep a copy in the Member's file and make notes regarding the situation, what was told to the Member, and any follow up communication that may occur.

WHERE CAN I FIND THIS?

This wording is provided as an example. Program Directors are responsible for creating a letter of their own that conforms to appropriate legal standards and program requirements.

-SAMPLE-

Letterhead

[DATE]

TO: [NAME]

RE: [Member's Name]

[Member's name] serves [Program Name] as an AmeriCorps member. This AmeriCorps member's term of service began on [DATE w/yr]] and will end on [Date w/yr].

As long as the individual adheres to the terms of the member agreement the following applies:

> The member receives [$11,400.00] yearly in federal funding as a living allowance paid out bi-weekly during their term of service as dictated by their contract with our organization.
>
> A portion, [$yearly amount of match], of their living allowance is paid directly by our organization to the member with non-federal funding. The funds are combined into the same check/direct deposit as the federal funds so that the member receives one deposit.

If a wage garnishment is being considered, there are two important points to note. First, per 45 CFR XXV § 2522.245, "A living allowance is not a wage." It is a federally-provided benefit that must be distributed to members only during the term of their service. Second, the federal government has not provided us a waiver that would give permission for the garnishment of the federal portion of the AmeriCorps's members living stipend. For more information regarding the definitions, use of terms, and protections of AmeriCorps member's benefits please refer to 42 U.S.C. 12594.

According to information provided to us by the federal grantor, the Corporation for National and Community Service, and the laws referenced above, the federal portion of the living allowance is not

available for garnishment. If further information is needed regarding this AmeriCorps member or the information provided, please contact me at [phone number].

Sincerely,

[Program Director printed name and Signature]
[Title]

Office of Faith-Based and Community Initiatives

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Indiana Government Center South
Indianapolis, IN 46204
(317) 233-4273
info@ofbci.in.gov

#ServeIndiana

Indiana
A State that Works

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