

Resources for AmeriCorps State and National Planning Grantees FY 2017



June 2017

Corporation for
**NATIONAL &
COMMUNITY
SERVICE** 

<i>Table of Contents</i>	<i>Page</i>
Part 1: Introduction	3
Overview of AmeriCorps State and National	3
CNCS Staff Roles	4
Part 2: Grant Award Process	5
Payment Management System	5
Pre-award Costs	6
Part 3: Support	6
Training and Technical Assistance Plan for New Programs	6
Part 4: Rules and Regulations	7
AmeriCorps-specific Rules	7
Other Requirements	8
Part 5: Program Planning Considerations	8
Theory of Change/Logic Model	8
Evidence Base for the Intervention	10
Partnerships and Site Management	10
Training and Technical Assistance	10
Member Management Considerations	11
Member Orientation and Training Plan	12
Commitment to AmeriCorps Identity	12
Ongoing Member Support, Training, and Retention	12
Accountability and Compliance Monitoring	13
Securing Match Support and Resources	13
Policies and Procedures	13
Financial Management Systems	14
Reporting	15
State Commission Collaboration	15
Days of Service	15
Part 6: Best Practices, Benchmarks, and Resources	16
Best Practices for Planning Grantees	16
Benchmarks for Planning Grantee Success	16
Additional Resources for Planning Grantees	17
Closing	19

Part 1: Introduction

Congratulations on being awarded an FY 2017 AmeriCorps State and National planning grant.

Planning grant award recipients spend one year developing components for an AmeriCorps program that would be described in an application to be submitted in a subsequent grant competition.

This document is intended to highlight grant requirements, where to find them, and provide you with helpful hints as a supplement to the AmeriCorps Terms and Conditions, Regulations, and your Notice of Grant Award.

This resource document includes information specific to direct planning grantees. Although much of the information will be relevant for commission funded planning grantees, there are likely to be several significant differences. It is imperative that commission-funded planning grantees discuss the information provided in this resource document with their state commissions because the commission may have additional requirements and/or resources available to support the planning period.

Overview of AmeriCorps State and National

AmeriCorps State and National programs recruit, train, and place AmeriCorps members to address unmet community needs.

Multi-state programs and Tribal programs (known collectively as "Direct Programs") are directly funded by the Corporation for National and Community Service (CNCS).

Single-state programs are funded through State Service Commissions. According to §2550.2 (I), a State Service Commission is a bipartisan or nonpartisan State entity, approved by the Corporation, consisting of 15–25 members (appointed by the chief executive officer of the State), that is responsible for developing a comprehensive national service plan, assembling applications for funding and approved national service positions, and administering national and community service programs in the State.

Direct programs are awarded funds through AmeriCorps State and National Competitive grant opportunities. Single-state programs are awarded funds through AmeriCorps State and National Competitive or State Formula opportunities.

Contact State Service Commissions to find out about opportunities for formula-funded AmeriCorps programming. A list of commission contact information can be found here: <http://www.nationalservice.gov/about/contact-us/state-service-commissions>.

The current categories of competitive AmeriCorps State and National grants are described below. Please review the 2018 Notice of Funding Opportunity to learn about the categories that will be offered in the next grant competition.

A. State and National Competitive

These grants are awarded to organizations that are proposing a project that operates in only one state and that is put forward to the Corporation by Governor-appointed State or Territory Commissions; and to organizations that propose to operate AmeriCorps programs in more than one state and apply directly to the Corporation. Applicants are eligible to apply for funding for members' living allowance and program costs.

B. States and Territories without Commissions

Applicants in the Commonwealth of the Northern Mariana Islands and Virgin Islands apply directly to the CNCS. Applicants are eligible to apply for funds for member support and program costs. State or Territory government entities are not eligible to apply.

C. State and National Education Award Program (EAP) Fixed-amount Grants

Applicants are eligible to apply for a small fixed-amount grant and use their own or other resources for the members' living allowance and program costs. There is no match requirement for EAP grants. Unlike Full-time Fixed-amount grants, EAPs may enroll full-time and less-than-full-time members. Organizations operating in a single state and nominated by Governor-appointed State Service Commissions, and organizations that operate their AmeriCorps program in more than one state may apply.

D. Full-time Fixed-amount Grants (Non-EAP)

Full-time fixed-amount grants are available for programs that enroll full-time members only. Applicants apply for a fixed amount per MSY and use their own or other resources for the remaining costs 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. There are special requirements related to participation of fixed-amount grantee participation in Corporation-sponsored evaluations to measure the success of the fixed-amount grant pilot. Additionally, full-time fixed-amount grantees in the Education Focus Area will be required to select CNCS national performance measures. Applicants proposing non-education programs may select from the national measures or report on their own performance measures. Organizations operating in a single state and nominated by Governor-appointed State Commissions, including single-state Professional Corps programs, organizations in states and territories without commissions, and Indian Tribes may apply for a full-time fixed-amount grant.

F. Indian Tribes

CNCS sets aside one-percent of grant funds to support programs operated by Indian Tribes and selected by CNCS on a competitive basis. Applicants are eligible to apply for funds for members' living allowance and program costs. For FY 2018, AmeriCorps State and National will release a separate notice of funding opportunity for Indian Tribes with an application submission deadline in spring 2018.

CNCS Staff Roles

There is a team of staff here at CNCS to support direct planning grantees. The team includes a Director with responsibility for the AmeriCorps State and National grant programs, Deputy Director, Senior Program and Project Specialists, Senior Program Officers, Program Officers, and Grants Officers. By now you have already been in communication with your program officer who will soon connect you with the other members of the team as needed.

- **Director:** The Director is responsible for the strategy and overall direction of AmeriCorps State and National programs. The Director reports to the Chief Executive Officer of CNCS.
- **Deputy Director:** The Deputy Director oversees the strategic planning and implementation of all unit operations and develops policies.
- **Senior Program and Project Specialists** provide leadership and oversight for key unit functions, such as staff training, the grant application review process, monitoring and internal controls, performance measurement and data collection, and training and technical assistance.

- **Senior Program Officers** supervise program officers and provide guidance on policy and operations.
- **Program Officers (POs):** Your program officer is your primary point of contact with CNCS. He/she will support you in the implementation of your grant, assist in resolving issues that arise concerning your grant and answer questions you have about various AmeriCorps program components. Program officers review progress reports and monitor grantees for compliance with AmeriCorps requirements. Program officers work closely with other units at CNCS to provide support to grantees and will assist you in connecting to other personnel necessary. As a planning grantee, you are expected to be in regular contact with your program officer. You should set up regular check-in calls with your program officer beginning early in your planning period.
- **Grants Officers:** Grants officers (also referred to as Grants Management Specialists) work in the Office of Grants Management (OGM) and are responsible for fiscal issues concerning your grant. Your program officer will provide you with the name and contact information for your grants officer. Grants officers review your Federal Financial Reports (FFRs) and monitor financial management systems for compliance with AmeriCorps requirements. Please copy your program officer on correspondence sent to grants officers so that they are aware of ongoing discussions.

Designating Your Agency Contact

Once you have determined your internal communication structure for managing your grant, please provide your program officer with contact information for your primary and secondary points of contacts. He/she will ensure that these contacts are included on our official email distribution list and in our program directory.

Part 2: Grant Award Process

Soon after notification that your organization has been approved for a grant, your program officer will contact you to inform you of any steps you must take before the grant can be awarded.

It is a good idea to keep your stakeholders informed of the start-up process timeframe, including the budget period start date. You will not be able to access grant funds until the grant award is issued and the budget period has begun.

Payment Management System

Grantees access grant funds through a Payment Management System (PMS) or “Drawdown Account” from the Department of Health and Human Services (HHS). Set-up requires that you complete two documents: a Direct Deposit Sign-Up Form (SF-1199A) and a Recipient Contact Form. You should have completed these documents during the application clarification process. If your account has not been set up yet please notify your grants officer immediately.

All grantees must complete a quarterly report on the funds that have been received through the HHS Payment Management System. This form is submitted online to HHS via the HHS Payment Management System.

If you have questions about the HHS Payment Management System or the Federal Financial Report, please contact your CNCS grants officer.

Pre-award Costs

The CNCS Office of Grants Management will consider requests in writing for permission to begin to accrue allowable costs that can be charged to the grant before the grant has been issued. These pre-award costs are allowable only to the extent that they would have been allowable if incurred after the date of the grant award. All pre-award costs are incurred at the organizations' own risk. CNCS is under no obligation to reimburse for pre-award costs if the organization does not receive an award or if the award is less than anticipated and inadequate to cover such costs. Approval for pre-award costs is issued in writing from the Office of Grants Management.

Part 3: Support

In addition to the staff team mentioned previously, many resources will be at your disposal to support you during the planning period. Planning grantees that dedicate sufficient time to taking advantage of available support tend to have much more successful planning periods than grantees that do not.

Below is a summary of these resources, with particular emphasis on the ones that you will utilize most as a planning grantee.

Training and Technical (TTA) Assistance Plan for New AmeriCorps National Programs

Our support plan for planning grantees is comprehensive and designed to be tailored to the unique needs of each grantee. Following are the options you and your program officer will select from in designing your individual training and technical assistance plan.

- **Topical Conference Calls**—A variety of calls are held throughout the year on topics of interest to AmeriCorps grantees. The list of topics is developed based on our assessment of grantee needs and requests. Topics might include performance measurement, criminal history check procedures, or the My AmeriCorps Portal.
- **Online Resources**—The **National Service Knowledge Network** is the national service hub where CNCS grantees, members, partners, staff, and volunteers can locate information, resources, and review trainings and courses related to national service (<http://www.nationalservice.gov/resources>).
- **Conferences**
 - **The AmeriCorps State and National Grantee Symposium** offers opportunities to network with other national service programs, receive training on key topics, and get updates on CNCS policies. The Symposium is usually held in Washington DC in September. Please check with your program officer on this year's dates and location as well as the registration information.
 - **Affinity Groups**—Affinity groups are comprised of grantee organizations and state commissions that share common experiences, challenges, or goals. They serve as a source of support for participants and can help them work towards and achieve common goals. These groups meet by phone according to a calendar determined by each group's participants. Some of the groups also meet in person at national service conferences or participate in peer-exchanges. Your program officer can describe the active affinity groups to help you decide whether you would like to join one or more of these groups.
 - **National Conference on Service and Volunteering**—The National Conference on Service and Volunteering is the largest annual gathering of volunteer leaders in the United States and a good opportunity to network with other AmeriCorps

programs and volunteer and national service organizations. It is organized annually by Points of Light (<http://www.pointsoflight.org>).

Part 4: Rules and Regulations

Please spend a significant amount of time during the planning period becoming familiar with the rules and regulations for AmeriCorps grants, as well as applicable state and federal requirements. This point cannot be over-emphasized. As a recipient of taxpayer-funded grants, you have the responsibility to know the rules and regulations that govern the use of these funds; improper use may result in repayment of all or some of the funds and other possible actions.

AmeriCorps-specific Rules:

In order to run an effective program, grantees must know the rules of AmeriCorps, which can be difficult to navigate even for organizations that have prior Federal grant experience.

AmeriCorps requirements include the Statute, Regulations, Terms and Conditions, and Policies.

- **The Statute** that authorizes federal funding for the AmeriCorps program is the National and Community Service Act of 1990. This Act has been amended several times since its original passage in 1990, including by the National and Community Service Trust Act of 1993, and most recently by the Edward M. Kennedy Serve America Act of 2009.
- **The Regulations** are the Corporation's interpretations of the Statute and set out the agency's purpose and powers, and the circumstances of applying the statute. Regulations are published in the Code of Federal Regulations (CFR). The AmeriCorps Regulations can be found in Title 45 of the Code of Federal Regulations, Chapter 25, beginning with section 2520.10. Citations for Regulations are written like this: 45 C.F.R. §2522.230 or abbreviated as §2522.230.
- **Terms and Conditions** are additional grant requirements that are issued each year. Citations for Terms and Conditions are written like this: [AC I. B.2].
- **AmeriCorps State and National Policy FAQs** consist of links to various FAQs and policy guidance provided to grantees.

The Regulations and Terms and Conditions are your primary sources of information on the day-to-day management of your grant, and your CNCS program officer will help you become familiar with them.

The items mentioned above are accessible via the "Manage Current Grants" section of the AmeriCorps website: http://www.americorps.gov/for_organizations/manage/index.asp.

Other Requirements

- **State Laws:** AmeriCorps programs must become aware of the laws of all of the states in which their members serve. For example, you should find out about the state laws pertaining to taxes, workers compensation, background checks, etc. that may apply to your proposed program. If you need assistance accessing this information, State Service Commissions can be a helpful resource. Contact information for the commissions can be found at: <http://www.americorps.gov/about/contact/statecommission.asp>
- **OMB Uniform Guidance:** The Uniform Guidance is issued by the Office of Management and Budget (OMB) and outlines administrative requirements and cost principles for non-

profit organizations, state and local governments, and educational institutions using federal funds. The Uniform Guidance (or Omni/Super Circular) streamlines the federal government's guidance on Administrative Requirements, Cost Principles, and Audit Requirements for federal awards. These modifications are a key component of a larger federal effort to more effectively focus federal resources on improving performance and outcomes while ensuring the financial integrity of taxpayer dollars in partnership with non-federal stakeholders. Please see <http://www.whitehouse.gov/omb/circulars/index.html>.

Part 5: Program Planning Considerations

The deadline to submit your application for a 2018 AmeriCorps program grant will be here before you know it. Be sure to manage your time effectively and set benchmarks to guide the planning process.

As you read the 2018 Application Instructions¹, 2018 Notice of Funding Opportunity, and Regulations and Terms and Conditions, you will see that there are many considerations for developing a competitive AmeriCorps program. You should communicate regularly with your program officer as you develop a strong program design, key community partnerships and operating/service site relationships, sound member recruitment and training plans, systems for organizational capacity, budget, sustainability plan, and structure for oversight and monitoring. However, please be aware that your program officer and other CNCS staff are unable to review drafts of your grant application.

Also spend time during the planning period ensuring that you have strong systems for financial management, written policies and procedures, site management, training and technical assistance, member management, performance management, and electronic data management systems. These are certainly not the only aspects of program development you will need to consider and develop during the planning grant. Please discuss others with your program officer.

During the planning period, you will begin developing and/or refining several AmeriCorps program components that are critical to program success such as the following:

Theory of Change and Logic Model

A theory of change (TOC) is the general underlying idea of how you believe your intervention will create the change you want in your community and why the desired change is expected to occur. As you begin your planning period, it is important to develop your program's TOC, which includes a documented need, an intervention, and an outcome.

Community Need/Problem → Specific Intervention → Intended Outcome

The need should be documented by data from reliable sources and should demonstrate the extent and severity of the issue to be addressed by your program in the communities to be served.

The intervention should be supported by evidence that explains why the particular activities will result in the desired outcome you want to see in the communities being served.

The intended outcome is the improvement or change you expect to see and should be the result of the intervention and directly linked to the documented need.

¹ The Application Instructions and Notice of Funding Opportunity will be posted to the <https://www.nationalservice.gov/build-your-capacity/grants/funding-opportunities> webpage as soon as they are available.

Finding data that articulates that need and researching evidence to find the best solutions are important exercises to begin early in the planning process. CNCS hopes to invest funding in evidence based practices. Once you have developed a workable theory of change, you can begin to work on your program logic model.

The logic model is a more detailed representation of a program’s theory of change. The logic model communicates how a program works by depicting the intended relationships among the resources available to operate the program, the activities the program carries out, and the results the program hopes to achieve. The results are referred to as outputs and outcomes.

The CNCS logic model template is available in eGrants and asks applicants to complete the following sections: Need, Inputs, Activities, Outputs and Outcomes identified as short, medium and long-term.

Logic Model

Needs	Inputs	Activities	Outputs	Short-term Outcomes	Medium-Term Outcomes	Long-Term Outcomes

The need would have been identified when the theory of change was developed.

The inputs include the resources you will need to operate your AmeriCorps program such as funding, staffing, number of AmeriCorps members, materials, partners and/or host sites, and volunteers.

The activities are the specific actions that make up your program intervention. The activities section should delineate the specific tools, events, actions, including the duration and intensity of your program intervention.

The outputs are the direct products of the program activities and include the targets of the services provided. An example of an output might be the number of individuals who completed a program’s financial literacy training curriculum or the number of students who received tutoring from the program during a school year.

The outcomes are the specific changes that may result from the program intervention. Outcomes range from short to long term.

- Short-term outcomes are often considered changes in a service beneficiary’s knowledge, skill or attitude.
- Medium–term outcomes refer to changes in behavior or action that result from the new knowledge, skill or attitude.
- Long-term outcomes are described as changes in condition or status in life for the beneficiary as a result of new behaviors or actions.
 - An example of a short, medium and long-term goal for an educational program may include a short term goal of improving a student’s attitude about school and increased interest in learning. A medium-term outcome might be improved attendance for a student as a result of improved attitude about school. A long-term outcome for this program could include increased graduation rates that result from more students attending and actively participating in school.

CNCS has a performance measurement core curriculum with modules that will aid you in understanding these concepts. This [course](#) will provide you with much more information about developing a theory of change and logic model for the program you are developing.

Evidence for the Intervention

As you work to determine the appropriate intervention to achieve the change you want for the communities your program will serve, CNCS expects that you will select an intervention that is backed by the best available research and evidence to support its use. If replicating a program currently in existence, you should identify the specific aspects that you are replicating and determine how they are appropriate to your community. If using research to support a new intervention, you will need to explain how what you are planning to implement will have a likelihood of success in effecting the change you desire. CNCS has resources to assist in your search for evidence, including an [evidence exchange](#) and this [course](#) on building evidence. Please also review the evidence section of the 2018 Notice of Funding for the requirements for considerations across the evidence continuum. CNCS seeks to fund programs with higher levels of evidence, but will fund promising programs across the entire continuum from no evidence to strong evidence.

Partnership and Site Management

AmeriCorps programs often have multiple partners who assist with the implementation of the AmeriCorps program. As you develop your program, it is important to assess who your internal and external partners are and involve those stakeholders early and often throughout the planning process in order to get input, buy-in, and shared understanding of the needs, activities and outcomes of the program. Some partners may become operating sites or service locations for AmeriCorps members and a plan for managing the service locations and communication and expectations with those entities will need to be developed.

Effective site management is a critical component of a successful AmeriCorps program so dedicate ample time during the planning grant developing site management systems. Key elements include a plan for site selection, maintaining regular contact with sites, communicating expectations, providing training and technical assistance, holding sites accountable through monitoring and oversight, and developing a strong site network in which all sites are committed to performance and compliance expectations.

Site Agreements

Site agreements (also called a site contract or memorandum of understanding) outline the terms of each site's participation in an AmeriCorps program. There should be written agreements with operating sites as well as with any member service sites that are part of a program. While grantees are required to ensure that sites are aware of all applicable grant requirements, the content of these agreements is not prescribed by CNCS. Many organizations find it useful for their agreements to include expectations, responsibilities, and consequences of non-compliance with CNCS requirements. Agreements often include how many members will be serving under the contract, organizational match requirements, member position descriptions, program-specific policies, and references to the AmeriCorps Regulations and Terms and Conditions. Agreements can clarify which program and fiscal management tasks will be handled by the parent organization and which will be handled by the operating sites. Grantees may also include deadlines for member enrollment, reporting requirements, and any other program administration needs.

Training and Technical Assistance

It is the responsibility of grantee organizations to provide orientation, training and technical assistance to anyone associated with the program, including grantee organization staff and operating site (subgrantee and/or service location) staff, on the tasks that are required of their role.

Many grantees find it helpful to spend part of the planning period developing a staff training plan that consists of one-on-one technical assistance, check-in calls, group conference calls, cross-site mentoring, training calls, and/or site visits, etc. Your CNCS program officer and other AmeriCorps program directors are good resources for information on the topics that might be useful to include in your training plan.

Member Management Considerations

As national service participants, AmeriCorps members have different needs and expectations than an organization's employees and volunteers. Consequently, during the planning grant period you will need to prepare systems and tools to manage AmeriCorps members and ensure that they have an impactful service experience. Member management includes the development of member contracts, member position descriptions, a recruitment plan, strategies for retention, supervision plans, quality member training, etc.

Member Service Agreement/Contract

Before starting service, each member must sign a member service agreement. The service agreement is an important tool to ensure that AmeriCorps members understand what is expected of them. It can be useful to develop a draft member contract during the planning period. Please review the Grant Terms and Conditions for member service agreement requirements. In the planning timeline, development of member service agreements should be prioritized toward the end of your planning period.

Member Recruitment, Eligibility, and Suitability

During the planning grant period, it would be helpful to consider important aspects of member recruitment, eligibility, and suitability, including:

- Gain an understanding of the minimum requirements for all AmeriCorps programs² member eligibility requirements³, the CNCS non-discrimination policy⁴, the CNCS criminal history check requirements⁵, considerations for faith-based and community organizations for member selection⁶, and prohibitions against volunteer and employee duplication or displacement⁷. In addition to age and educational attainment requirements, only U.S. citizens and lawful permanent residents are eligible for service. Please note that the citizenship/lawful permanent resident requirement for service is a stricter standard than eligibility to work in the U.S., thus ***use of the standard I-9 form to check for member eligibility is not sufficient***. Please review AmeriCorps Regulations § 2522.200 for information.
- Determine whether your proposed program would recruit nationally and/or locally for members and clarify who would be responsible for recruiting members. Some programs handle all recruitment out of the grantee organization whereas others handle all recruitment at the site level. Many programs use a combination of the two approaches.

² See the AmeriCorps Regulations § 2522.100

³ See the AmeriCorps Regulations § 2522.100

o Subpart B Participant Eligibility, Requirements, and Benefits

⁴ See the AmeriCorps Regulations § 2540.210 and the AmeriCorps Terms and Conditions L. "Non Discrimination"

⁵ See the AmeriCorps Regulations § 2522.205 -207, and § 2540.200-207, and see helpful information available at

<http://www.nationalservicerresources.org/criminal-history> and

[http://www.nationalservicerresources.org/files/Frequently Asked Questions for Final Rule April 15 2010.pdf](http://www.nationalservicerresources.org/files/Frequently%20Asked%20Questions%20for%20Final%20Rule%20April%2015%202010.pdf)

⁶ Review CNCS' FAQs for Faith-Based and Community Organizations, available at:

http://www.americorps.gov/pdf/Faith_FAQs.pdf

⁷ See the AmeriCorps Regulations SEC. 177. [42 U.S.C. 12637]

- Develop position descriptions for members⁸ and determine what minimum qualifications members should have at the time they are selected for service.
- Develop your recruitment plan in conjunction with your member training plan because recruitment and training together determine whether an individual will be able to successfully perform the duties you outline in the member position descriptions.
- Develop a screening tool to help you assess each applicant's level of commitment, experience, skills, and ability to serve as a member for the required period of time. Recruiting members who are a good match for the programs where they serve, along with providing quality member support and training, are important ways to achieve high retention rates.

CNCS offers AmeriCorps videos, a media kit, and other recruitment materials on the agency website. These are available at <http://www.nationalservice.gov/newsroom/marketing>

Member Orientation and Training

Planning grantees should dedicate time to developing a plan for member orientation and training. As a reminder, your program staff and service partners are responsible for ensuring the provision of training to members for the successful delivery of your program interventions. The planning period should be used to identify how and by whom members will receive the necessary training.

In addition to the orientation topics that are mandated in the Regulations and Terms and Conditions, the following topics are also important:

- Introduction to national service and AmeriCorps
- Orientation to the community to be served
- Program rules, regulations, and expectations
- Review of the member service agreement
- Overview of applicable member benefits (living allowance, health insurance, child care, etc.) and information about benefits through the National Service Trust (education award, forbearance, interest payments)
- Training on service activities, including the AmeriCorps prohibited activities
- Member evaluation
- Site-specific information (schedule, dress code, professionalism, workspace logistics, the local community, etc.)

Commitment to AmeriCorps Identity

All AmeriCorps programs are expected to promote the AmeriCorps partnership through identifying themselves as AmeriCorps programs and ensuring all AmeriCorps members will know they are AmeriCorps members. Additionally, staff and community members where the members are serving will know they are AmeriCorps members. As you work through the planning process, you should include a discussion with stakeholders and partners about how this will be work for your program.

Ongoing Member Training, Support, and Retention

Providing regular in-service trainings on relevant topics, offering teambuilding and connection to a peer support network, recognizing members throughout their terms, ensuring that members are getting quality supervision, offering frequent opportunities to reflect on service and instilling an ethic of service, and providing “Life After AmeriCorps” training are core components of an AmeriCorps training and member support plan. Mid-term and end-of-term

⁸ Allowable activities are those that correspond to the program's outlined objectives, and are compliant with AmeriCorps Regulations § 2520.25, § 2520.45, § 2520.50, §2520.65 and AmeriCorps Provisions Section IV. D.

performance evaluations are not only required⁹, but they are an important part of a member development plan when combined with providing feedback to members. As you work with your partners, stakeholders and staff to design the program, including these aspects will be critical for ongoing program success and member satisfaction.

Accountability and Compliance Monitoring

As stewards of public funding, grantees must ensure that their operating sites/subgrantees and service sites are aware of their contractual requirements and are in compliance with all of the rules and regulations governing AmeriCorps funds and programs. Planning grantees should develop plans for how they will monitor their proposed programs for compliance.

An adequate monitoring strategy features an array of oversight activities with grantees/sites, including:

- Reviewing member files and financial documents for compliance
- Site visits using a tool to assess compliance
- Program quality and performance reviews
- One-on-one technical assistance to resolve any issues

Securing Match Support and Resources

AmeriCorps programs are a partnership between CNCS and your organization and any additional funders you utilize to support your program activities. The funding you may receive from CNCS will not be enough to fully support the program operations. AmeriCorps grants have a required match that increases on an annual basis after the first three years of funding. The match starts at 24% of the overall program costs to a match requirement of 50% by the 10th year of program operations. Part of the planning period should be spent developing your plans for securing additional financial support or other resources to support the program you are designing.

Policies and Procedures

During the planning period, you should develop and document policies and procedures that lay the framework for how your program would be managed. A well-written and comprehensive set of policies and procedures will help your program run more efficiently and effectively, while also ensuring compliance with regulatory requirements. Some policies are mandated by grant requirements, but you will want to create other policies as well that are tailored to your proposed program and your organization.

Required Policies: You should create policies compliant with AmeriCorps requirements. Refer to the Regulations and Terms and Conditions for guidance on developing your policies.¹⁰ Ask your program officer for assistance.

Your policies must ensure compliance with grant requirements, including:

- Prohibited activities
- Non-discrimination
- Reasonable accommodation
- Drug-free workplace
- Grievance procedures
- National Service Criminal History Check
- AmeriCorps member safety safeguards

⁹ See § 2522.220 (d)

¹⁰ Citations for requirements for the above-mentioned policies are can be found at http://www.americorps.gov/help/ac_sn_all_2012/WebHelp/index.htm

- Site selection criteria and process
- Recordkeeping
- Member eligibility documentation
- Member information confidentiality

Financial Management Systems

Under CNCS Regulations, grantees must maintain financial management systems that provide accurate, complete, and current disclosure of AmeriCorps grant finances.¹¹ We strongly recommend that program and fiscal staff work together to ensure grant compliance. Please share this document with your fiscal colleagues even if they are experienced in the management of other Federal grants.

Components of a financial management system include:

- Adequate practices that address regulatory requirements
- Written policies and procedures
- Documentation of expenses
- Cash management systems
- An efficient accounting system
- Budget controls
- Time and activity documentation
- Documentation of matching requirements and in-kind contributions
- Timely, complete, and accurate reporting
- Internal controls

The following are several important financial management considerations for new grantees:

- Each AmeriCorps grant must be tracked separately from other grants and programs.
- Staff identified on the AmeriCorps grant budget, whether paid with Corporation funds or match (called “Grantee Share” in the eGrants budget), must maintain timesheets that document the actual amount of time spent on the AmeriCorps grant and on other activities.¹²
- If a subgrantee is found to be out of compliance with grant requirements, CNCS will hold the direct grantee liable.

Please note that there are companies that offer training on federal grants management. Such courses would be especially helpful for grantee organizations that have no or minimal experience with federal grants management. While these trainings do not focus on the specifics of managing finances for an AmeriCorps program, they provide general guidance on federal requirements and setting up sound accounting practices. It is the grantee’s responsibility to ensure that adequate financial systems and well-trained staff are in place to manage the AmeriCorps resources.

Reporting

Programmatic Reporting: Planning grantees must submit one annual progress report, called the Grantee Progress Report (GPR). See the AmeriCorps Grant Terms and Conditions for information¹³. We will send you a tip sheet to help you prepare your report and navigate the eGrants system. Your program officer will review your progress report and provide feedback. If you have questions about the programmatic progress report, please ask your program officer.

¹¹ Financial reporting requirements are significantly reduced for EAPs and other fixed-price grants.

¹² Staff timesheet requirements are relaxed for educational institutions and do not apply for EAPs. See the OMB Circulars and the Provisions.

¹³ Grant Provisions IV. I. Reporting Requirements.

Financial Reporting: Reporting requirements and submission deadlines vary by grant type and are outlined in the Terms and Conditions. Planning grantees must submit a Federal Financial Report (FFR) twice during the planning grant period. Payment Management System reports (also called FFRs) are also due at the end of each quarter. We suggest including reporting deadlines on your organizational calendar.

If you have questions about financial reporting, please contact your grants officer.

State Commission Consultation

Consultation with State Service Commissions is an important and required part of applying for an AmeriCorps grant. Tribal programs are excluded from the requirement to consult with State Service Commissions, but we encourage consultation and communication to the extent that it is possible.

As noted earlier, a State Service Commission is a bipartisan or nonpartisan State entity, approved by the Corporation, consisting of 15–25 members (appointed by the chief executive officer of the State), that is responsible for developing a comprehensive national service plan, assembling applications for funding and approved national service positions, and administering national and community service programs in the State.

Non-Tribal applicants are expected to communicate and coordinate with state commissions in the states where they plan to operate as described in more detail below. The list of state commissions can be found here: <http://www.nationalservice.gov/about/contact-us/state-service-commissions/>.

Specifically, applicants are required to:

- Consult with the State Service Commissions of each state in which the organization plans to operate and discuss this consultation in the grant application.

Grantees are required to complete the following post-award:

- Provide State Service Commissions with a list including contact information for national programs in their state after grants are awarded, and update this list on an annual basis.
- Participate in the State Commission’s annual needs assessment and training plan development activities, and in the development of their state service plan, as well as appropriate training and other events.
- Include State Service Commissions on the national grantee’s mailing list and invite them to appropriate training and other events.

Not only can commissions provide valuable information about state laws and give grantees access to local AmeriCorps contacts for improved collaboration in addressing unmet needs in the state, they may also be able to offer program development and training assistance to planning grantees (this will vary by state).

Days of Service

Each year CNCS encourages AmeriCorps grantees to participate in National Days of Service such as Martin Luther King Jr. Day of Service, AmeriCorps Week, 9/11 Day of Service and Remembrance, and others. These National Days of Service present programs with a special opportunity to collaborate with other AmeriCorps programs, build corps member morale and teamwork, promote volunteerism and service in local communities, and highlight the difference AmeriCorps members make across the nation.

Please refer to the <http://www.nationalservice.gov> website for more information on these initiative and resources that could help you with getting involved in the Days of Service.

Part 6: Best Practices, Benchmarks, and Resources

Best Practices for Planning Grantees

1. Participate in regular check-in calls with program officer. Prepare questions in advance so that you can get the most out of these discussions. Program officers are equipped to clarify grant requirements, application instructions, etc. He/she can help you think through the advantages and disadvantages of various program designs and specific program implementation plans and systems you are considering or developing. They can also provide you with contact information of current grantees that might be able to offer you tips on planning your program.
2. Make sure that you dedicate sufficient staff time to the development of the program. Although many resources exist to help new programs, AmeriCorps is simply not an “off the shelf” or “out of the box” type of program to implement and manage.
3. Take advantage of all of the training and technical assistance opportunities available to you. Besides being in close contact with your program officer, also be sure to attend all CNCS training conferences, utilize the tutorials and other tools available through the National Service Knowledge Network, <http://www.nationalservice.gov/resources>, and participate in CNCS-sponsored webinars and conference calls.
4. Spend a lot of time getting to know the Grant Terms and Conditions, Regulations, Policy FAQs, etc. AmeriCorps grant requirements are complex even for grantees with prior experience with federal programs, and it is essential that you keep AmeriCorps grant requirements in mind as you plan your programs.
5. Use the Resources for AmeriCorps State and National Planning Grantees, the Notice of Funding Opportunity (NOFO) and the Application Instructions to help guide your planning process.
6. Use the planning period to get a lot of input and buy-in from your community stakeholders in the development of the project. Begin the process of site recruitment and partner development early.
7. Call and email current AmeriCorps programs to learn about their program designs, how they manage their projects, how they raise funds to support their programs, and whether there are opportunities for collaboration. By learning from a wide variety of programs, you can choose or adapt a program design that will work best for you and ensure that you are not duplicating existing services or missing out on potential partnerships.
8. Develop a planning timeline and stick to it. You will be amazed by how quickly the planning year will pass. Don't be caught scrambling in the months before the program grant application deadline.
9. Once you know the states where you would like members to serve, contact those state commissions as soon as possible to discuss your plans, learn about collaboration opportunities, and ask for information on the state laws that would impact the members in those states. It can take some time and follow-up to get the information you need.
10. Involve your accounting staff in the planning of the program and in preparing an AmeriCorps budget. Setting up appropriate financial systems can be time consuming, even for grantees that are already familiar with AmeriCorps requirements and federal standards for financial management.
11. Get individuals who are unfamiliar with your proposal to review your program grant application against the selection criteria prior to submitting it so that you can get outsider opinions as to whether your plans are clear and compelling. CNCS staff is not able to review or help you write your application.

Benchmarks for Planning Grant Success

The following are suggested benchmarks for success during the planning year. Talk with your program officer to determine the order that is the most appropriate for you.

By the end of Month 1, it is suggested that you have:

- Had at least one check-in calls with your program officer
- Begun meeting with an advisory committee/stakeholders who provide input on the planning process
- Read the Grant Terms and Conditions and Regulations
- Started becoming familiar with the tools available through the National Service Knowledge Network
- Solidified your planning timeline and begun crossing off some of your early action items

By the end of Month 2, it is suggested that you have:

- Begun contacting current grantees to learn about their programs
- Had at least two more check-in calls with your program officer
- Determined what evidence-based intervention(s) can be utilized by AmeriCorps members to address a compelling community problem
- Continued meeting with stakeholders to inform your planning
- Started to identify your potential community partners and service sites, or at least the criteria by which they will be selected
- Identified potential in-kind and cash donors
- Considered the number of AmeriCorps members needed, slot type, service activities
- Drafted a program budget

By the end of Month 3, it is suggested that you have:

- Had at least two more check-in calls with your program officer
- Continued meeting with stakeholders for planning input
- Defined stakeholder roles for program implementation
- Completed the documentation of community needs to be addressed by member activities
- Determined your staffing needs for the program
- Developed member outcomes and plans for recruitment, selection, orientation, training, supervision, support, and retention
- Begun development of a strategy to measure program impact, including consideration of performance measures and data collection and aggregation plans
- Developed a volunteer generation plan
- Developed a program sustainability plan
- Begun the consultation process with State Service Commissions of states where you plan to operate your program (not required for Indian Tribes)

By the end of Month 4, it is suggested that you have:

- Had at least two more check-in calls with your program officer
- Secured cash and in-kind donations for the planning grant and begun receiving commitments for the implementation of the program
- Developed your plans for organizational capacity, site training plans, monitoring and oversight plans, and program evaluation
- Developed your plans to demonstrate cost-effectiveness
- Made significant progress towards identifying your partner sites where members will serve

By the end of Month 5, it is suggested that you have:

- Had at least two more check-in calls with your program officer
- Attended the AmeriCorps State and National Symposium

- Developed an updated program budget
- Completed your community needs statement and efforts to document need
- Determined member activities and roles and how they align with unmet community need and the outcomes you will measure
- Completed member recruitment, training, and support plans
- Completed development of a strategy to measure program impact, including performance measures and data collection and aggregation plans

By the end of Month 6, it is suggested that you have:

- Had at least two more check-in calls with your program officer
- Finalized your site selections
- Completed a site training plan
- Finalized all program plans
- Made significant progress toward securing match for the program

By the end of Month 7, it is suggested that you have:

- Had at least two more check-in calls with your program officer
- Completed at least one draft of your program grant application
- Received feedback on your application from stakeholders

By the end of Month 8, it is suggested that you have:

- Had at least two more check-in calls with your program officer
- Completed another draft of your grant application
- Begun to input your application into eGrants

By the end of January, it is suggested that you have:

- Submitted your grant application (typically due to CNCS in mid-January; check the 2017 Notice of Funding Opportunity for the exact deadline)

By the end of Month 9 it is suggested that you have:

- Begun working on forms and templates to support program implementation (member service agreement, site agreement, member timesheet, eligibility form, etc.)
- Begun preparing your systems for program implementation (payroll, financial management, time tracking, monitoring and oversight tools, program evaluation tools, etc.)
- Begun working on an AmeriCorps policies and procedures manual for your program
- Developed detailed member orientation and training plans

During the final 2 or 3 Months, it is suggested that you have:

- Completed work on forms and templates to support program implementation (member service agreement, site agreement, member timesheet, eligibility form, etc.)
- Finished preparing your systems for program implementation (payroll, financial management, time tracking, monitoring and oversight tools, program evaluation tools, etc.)
- Developed an AmeriCorps policies and procedures manual for your program
- Developed detailed member orientation and training plans

Additional Resources for Planning Grantees

- Review and bookmark the ***Managing AmeriCorps Grants*** page: <https://www.nationalservice.gov/build-your-capacity/grants/managing-ameri-corps-grants>. It includes links to the AmeriCorps rules and regulations, including the most

recent provisions, frequently asked questions, and criminal history checks requirements and resources.

- Visit the **National Service Knowledge Network** at <https://www.nationalservice.gov/resources>: The Knowledge Network is the place you can access how-to guides, information on best practices related to many aspects of managing an AmeriCorps program, take online tutorials to sharpen your skills, and much more. The following pages are especially helpful:
 - The **Grantee Training Calendar** provides an overview of the topics and dates for online and in-person trainings for AmeriCorps State and National prime grantees. Participation details are shared via email prior to each training event, and the online trainings are recorded and posted on the Knowledge Network. You can access the most current training calendar here: <https://www.nationalservice.gov/resources/ameri-corps/ameri-corps-state-and-national-training-calendar>
 - **Resources for AmeriCorps Programs** provides additional resources that may help with program start-up, including new program checklist which includes important elements that a new program should consider in the first few months after the award: <https://www.nationalservice.gov/resources/ameri-corps/resources-ameri-corps-programs>
 - The **AmeriCorps Program Development Series** link includes the presenter materials and recordings of online grantee trainings. You can access the materials here: <https://www.nationalservice.gov/resources/ameri-corps/new-ameri-corps-program-start-institute>
 - **National Service Criminal History Checks** provides detailed information and resources on the AmeriCorps criminal history checks requirements: <https://www.nationalservice.gov/resources/criminal-history-check>
 - **CNCS Performance Measurement** page includes information and training materials relevant to measuring and reporting the impact of your AmeriCorps program: <https://www.nationalservice.gov/resources/performance-measurement/ameri-corps>
 - **Online Courses** page lists several courses that are relevant to AmeriCorps program management, including: AmeriCorps program management, disability inclusion, financial management, education awards, and volunteer leveraging. The courses can be accessed at: <https://www.nationalservice.gov/resources/online-courses>
 - **AmeriCorps 101: AmeriCorps State and National Member Online Orientation** can be used in your member training: <https://www.nationalservice.gov/resources/member-and-volunteer-development/ameri-corps-101-ameri-corps-state-and-national-member>
- To find out about upcoming **trainings** for AmeriCorps State and National grantees, please visit: <https://www.nationalservice.gov/resources/ameri-corps/ameri-corps-state-and-national-training-calendar>

Closing

We hope that this document helps you during the planning grant period to develop an infrastructure to support a strong and sustainable AmeriCorps program.

If you have suggestions to improve this document for the benefit of other planning grantees, we would love your feedback! Please share feedback, challenges, and lessons learned with your program officer so that we can better assist you and other grantees during the planning period.

We are excited that you have join our network of AmeriCorps grantees. We wish you much success during your planning year with AmeriCorps!