Retired and Senior Volunteer Program Operations Handbook
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Title: Retired and Senior Volunteer Program Operational Handbook
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Topic: Effective practices for RSVP grants management.
Summary: This document provides ideas and suggestions for effective practices in operating and managing many aspects of RSVP grants.

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CHANGE LOG

This table lists all changes made in the most recent revision of this document. See **RSVP- Previous Change Logs 2017-2022** for a full list of changes between 2017 and 2022. See Appendix B.8 for changes made in 2023.

Edits made in (April 2024)	Version 2024.1		
Change Number	**Chapter and Page Number**	**Change**
1	Chapter 8 (pg. 60)	Added language regarding Service to Relatives

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PREFACE

The Corporation for National and Community Service (CNCS) [As of September 29,2020 will be known as AmeriCorps] is an independent, federal grant-making government agency whose mission is to improve lives, strengthen communities, and foster civic participation through service and volunteering. For 25 years, AmeriCorps—through its programs: AmeriCorps Seniors, AmeriCorps, and Volunteer Generation Fund (VGF)—has helped to engage millions of citizens in meeting community and national challenges through service and volunteer action. AmeriCorps provides grants to national and local nonprofits, schools, government agencies, faith-based and other community organizations and other groups committed to strengthening their communities through volunteering.

This AmeriCorps Seniors RSVP Operations Handbook (Handbook) provides ideas and suggestions for effective practices in operating and managing many aspects of local AmeriCorps Seniors RSVP projects. It is a technical assistance document and not a compliance guide. Many of the suggestions refer to specific sections of the federal regulations that govern AmeriCorps Seniors RSVP, but the Handbook does not address all issues covered in the regulations. Sponsors and project directors are required to follow the AmeriCorps Seniors RSVP Federal Regulations, published in Title 45, Chapter XXV, Part 2553, of the Code of Federal Regulations (CFR). Sponsors and project directors with concerns or questions with respect to compliance should first consult the federal regulations, the terms and conditions of the grant award, and, if necessary, contact the appropriate Portfolio Managers.

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Upon request, this material will be made available in alternative formats for people with disabilities.

1 INTRODUCTION AND OVERVIEW

1.1 PURPOSE OF HANDBOOK

This Handbook has been developed for the use of sponsors of AmeriCorps Seniors RSVP (Retired and Senior Volunteer Program) projects, including executive directors or their designees, project directors and other project staff, advisory council members, and others involved in managing local projects.

For further guidance on fiscal, programmatic, budgetary, and administrative matters, sponsors and project directors should consult the AmeriCorps Seniors RSVP Program Regulations, the Terms and Conditions of the sponsor's Notice of Grant Award (NGA), or their AmeriCorps portfolio manager.

If there is a conflict between the contents of this Handbook and the federal regulations or the Terms and Conditions of the NGA, the regulations governing the grant, or the Terms and Conditions of the NGA are the controlling authority.

1.2 HANDBOOK DESIGN

The Handbook is organized into a series of chapters that are designed to provide AmeriCorps Seniors RSVP sponsors and project staff with ideas and suggestions for operating their AmeriCorps Seniors RSVP projects. At the end of many of the chapters, a series of *Effective Practices* is presented that may help a sponsor implement a program locally. It is expected that sponsors and project directors will use these ideas to stimulate their own creative thinking and adapt the suggestions to meet their own local needs.

Further, many parts of the Handbook refer to specific sections of the regulations that govern AmeriCorps Seniors RSVP in the RSVP Program Regulations, but the Handbook in no way replaces these regulations. Sponsors who want to clarify official policies should refer to the Terms and Conditions listed in the Notice of Grant Award (NGA) and any official policy guidance issued by AmeriCorps.

This handbook will be updated periodically.

1.3 AMERICORPS OVERVIEW

In 1993, the Corporation for National and Community Service (AmeriCorps) was established under the National and Community Service Trust Act of 1993 to connect Americans of all ages and backgrounds with opportunities to give back to their communities and their nation. It merged the work and staffs of two predecessor agencies, ACTION and the Commission on National and Community Service.

At its inception, AmeriCorps was directed to manage three main programs:

- Senior Corps, which incorporated the Foster Grandparent, Senior Companion and RSVP programs

- AmeriCorps, which incorporated the longstanding VISTA program, the new National Civilian Community Corps program, and the full-time demonstration program that had been established under the National and Community Service Act of 1990
- Learn and Serve America, formerly known as Serve America. In 2011, this program was eliminated from the CNCS budget and portfolio of programs

As of September 29, 2020, CNCS and Senior Corps have been rebranded, AmeriCorps and AmeriCorps Seniors, respectively.

Today AmeriCorps serves more than 5 million individuals of all ages and backgrounds help meet local needs through a wide array of service opportunities. These include projects in six priority areas: disaster services, economic opportunity, education, environmental stewardship, healthy futures, and veterans and military families through AmeriCorps's core programs: AmeriCorps and AmeriCorps Seniors.

AmeriCorps is part of our nation's history of commitment to building a culture of citizenship, service, and responsibility. For more information on the history of AmeriCorps see the National Service Timeline. See **Appendix A.7** for common acronyms.

1.3.1 AMERICORPS TRANSFORMATION AND SUSTAINABLILITY PLAN

As CNCS, now AmeriCorps, approached its 25th anniversary, it implemented the Transformation and Sustainability Plan. The plan is to incorporate improvements to better support the field and position national service for greater impact and growth for the next 25 years and beyond. Developed after months of review and incorporating ideas from staff, grantees, sponsors, previous Administrations, the Inspector General and GAO, and other stakeholders, the plan expanded access, improve customer service, strengthen community impact, build long-term sustainability, and position national service for future growth.

Specific steps the agency has and will continue to take in the Transformation and Sustainability Plan are:

- Ensuring its core business functions are accountable and effective
- Make it easier for organizations and individuals to participate in programs
- Align its workforce and workplaces to better serve its customers, meet evolving needs, and ensure efficient use of public funds
- Strengthen its impact in communities by prioritizing evidence-based models

The plan makes AmeriCorps more efficient, effective, and accountable to better serve our customers, meet the needs of the Nation, and be responsible stewards of taxpayer dollars. For more information and updates, visit our Strategic Plan webpage.

1.3.2 AMERICORPS SENIORS

Each year AmeriCorps Senior taps the skills, talents, and experience of persons age 55 and older to meet a wide range of community challenges through three programs: RSVP, the Foster Grandparent Program, and the Senior Companion Program. AmeriCorps Seniors volunteers recruit and manage other volunteers, participate in environmental projects, mentor and tutor children, deliver meals to the homebound and respond to natural disasters, among many other activities. AmeriCorps Seniors volunteers in the Foster Grandparents Program serve one-on-one

as tutors and mentors to young people with special or exceptional needs. AmeriCorps Seniors volunteers in the Senior Companions program help adults maintain independence in their homes.

Through grants and other resources—including the energy and efforts of citizens age 55 and over—AmeriCorps Senior helps meet the needs and challenges of America's communities.

➢ *AmeriCorps Seniors RSVP*

Since 1971, AmeriCorps Seniors RSVP, one of the largest volunteer efforts in the nation for people 55 and over, has matched older adults who are willing to help with local organizations on the front lines of meeting community needs. AmeriCorps Seniors RSVP projects link the skills of the volunteers with the identified needs of the community. AmeriCorps Seniors volunteers in RSVP do not receive any monetary incentive or stipend, but the project may reimburse volunteers for certain out-of-pocket costs associated with their service activities. In addition, volunteers *receive* accident, personal liability, and excess automobile liability insurance as well as community recognition.

➢ *AmeriCorps Seniors Foster Grandparent Program*

Since 1965, the AmeriCorps Seniors Foster Grandparent Program has provided one-on-one mentoring, nurturing, and support to children with special or exceptional needs, or who are in circumstances that limit their academic, social, or emotional development. AmeriCorps Senior Volunteers in FGP serve from 5 to 40 hours a week and receive hourly stipends. Volunteers must be age 55 or older and meet established income eligibility guidelines. In addition to the stipend, they receive accident, personal liability, and excess automobile liability insurance; assistance with the cost of transportation; recognition; and, as feasible, meals during their assignments.

➢ *AmeriCorps Seniors Senior Companion Program*

Since 1974, AmeriCorps Seniors volunteers in Senior Companion Programs have made a difference by providing assistance and friendship to adults who have difficulty with daily living tasks, such as shopping or paying bills. Their assistance helps these adults retain their dignity and remain independent in their homes rather than having to move to more costly institutional care. AmeriCorps Seniors serve from 5 to 40 hours a week and receive hourly stipends. They must be age 55 or older and meet established income eligibility guidelines. In addition to the stipend, they receive accident, personal liability, excess automobile liability insurance coverage; assistance with the cost of transportation; recognition; and, as feasible, meals during their assignments.

1.3.3 AmeriCorps Seniors RSVP: Purpose and Goals

➢ *Purpose*

Under the authority of the [Domestic Volunteer Service Act](#), AmeriCorps Seniors provides grants to qualified agencies and organizations for the dual purpose of engaging persons 55 and older in volunteer service to meet critical community needs; and to provide a high quality experience that will enrich the lives of volunteers.

➢ *Goals*

AmeriCorps Seniors RSVP promotes the engagement of older persons as community resources in planning for community improvement and in delivery of volunteer services. Achievement of AmeriCorps Seniors RSVP's purpose is facilitated by the coordination of the resources of AmeriCorps, the sponsor, and the community to fulfill the following goals of AmeriCorps Seniors RSVP:

1) Develop a variety of opportunities for community service for older people willing to share their experience, abilities, and skills for the betterment of their community and themselves.

2) Ensure that volunteer assignments are consistent with the interests and abilities of the volunteers and the needs of the community served.

3) Ensure that volunteers are provided needed orientation, in-service instruction, individual support and supervision, and recognition for their volunteer service.

4) Provide reasonable opportunity for community and volunteer involvement and support in development, operation, and appraisal of the AmeriCorps Seniors RSVP project.

5) Develop local support to supplement available federal sources and ensure that program expenditures are incurred at the lowest possible cost consistent with the effective operation of the project, as required by AmeriCorps's legislation.

6) Cooperate with agencies and organizations involved in the fields of aging and volunteerism.

7) Develop a sound, locally controlled senior volunteer program with continuing community support.

1.3.4   HISTORY OF AMERICORPS SENIORS RSVP

AmeriCorps Seniors RSVP is an outgrowth of efforts by private groups, gerontologists, and government agencies over the past decades to address the needs of retired persons in America. In 1961, the White House Conference on Aging called attention to the continuing need of older people for useful activity. One of the outcomes of the Conference was the passage of the Older Americans Act of 1965. In that same year, the Community Service Society of New York launched a pilot project on Staten Island which involved a small group of older adults in volunteer service to their communities. This pilot project, named SERVE (Serve and Enrich Retirement by Volunteer Experience) was the precursor to the Retired Senior Volunteer Program (RSVP). The success of this project, which demonstrated beyond doubt the value of the services of older volunteers, led to an amendment to the Older Americans Act, creating RSVP in 1969.

RSVP was launched in the spring of 1971 with an appropriation of $500,000 under the auspices of the Administration on Aging (AoA). In July of the same year, RSVP was transferred from AoA to the federal agency, ACTION, which had oversight of federal domestic volunteer programs. Eleven projects were started in the summer of 1971.

The initial success of RSVP caused Congress to increase the appropriation to $15,000,000 in 1972. To expand RSVP nationally, a national conference of State Executives on Aging was sponsored by ACTION to solicit their ideas and assistance in developing RSVP projects within their states. Subsequently, the State Agencies on Aging received development grants from

ACTION for a two-year period to assist communities to develop grant proposals for local RSVP projects. Under these grants, the state agencies employed RSVP Resource Specialists to provide expertise in community and program development.

In the first half of calendar year 1973, ACTION was gradually decentralized. Program and fiscal responsibility for all RSVP projects was given to the ten ACTION regional offices. This process occurred concurrently with growth of the program to a total of 590 RSVP projects by June 30. It was accomplished with the cooperation and assistance of State Agencies on Aging whose AmeriCorps Seniors RSVP resource specialists had worked closely with ACTION's national, regional, and State Office staffs.

The period of greatest growth for RSVP occurred in the years 1972 through 1974. By June 30, 1974, there were 666 projects nationwide operating on a federal appropriation of $15,000,000. In 1988, RSVP had grown to 750 projects supported by federal funding of almost $30,000,000. In addition, there were six RSVP projects entirely supported by non-federal funds. Approximately 400,000 senior volunteers served in 1988. Non-federal support had grown to $27,100,000 at the end of 1987--$14,700,000 from state and local governments and $12,400,000 from the private sector.

Initially, RSVP was authorized in 1969 under Title VI, Part A, of the Older Americans Act, as amended. Following the transfer of RSVP to ACTION, Public Law 93-113, the Domestic Volunteer Service Act of 1973, was enacted on October 1, 1973. RSVP operates under Title II, Part A, Section 201, of this Act, as amended.

In 1993, the [National and Community Service Trust Act of 1993](#) created the Corporation for National and Community Service (CNCS). This new Act also lowered the age for participation in RSVP from 60 to 55 and eliminated a requirement that volunteers no longer be in the work force, resulting in the name change from Retired Senior Volunteer Program to Retired "and" Senior Volunteer Program to reflect that not all volunteers were retired.

Congress stated its expectations for AmeriCorps through a statement of purpose (42 U.S.C. 12501) that, in part, included using national and volunteer service by Americans of all ages to:

1) Meet the unmet human, educational, environmental, and public safety needs of the United States without displacing existing vendors;
2) Renew the ethic of civic responsibility and the spirit of community throughout the United States;
3) Expand and strengthen existing service programs with demonstrated experience in providing structured service opportunities with visible benefits to the participants and the community; and
4) Provide tangible benefits to the communities in which national service is performed.

On April 21, 2009, President Barack Obama signed the [Edward M. Kennedy Serve America Act](#), which reauthorized and expanded national service programs administered by the Corporation for National and Community Service. As part of the new legislation, competition was introduced for AmeriCorps Seniors RSVP grants.

On January 31, 2019, updated program regulations became effective for all three Senior Corps programs. The regulations updated and eliminated many regulations that had become outdated and

burdensome within the context of current programming. For RSVP, most notably, the grants competition language was removed as competition cycles have been established and the performance measurement language was broadened to remove unnecessary and duplicate specific performance measurement.

1.3.5   AMERICORPS

Since its founding in 1994, AmeriCorps engages Americans in intensive service at nonprofits, schools, public agencies, and community and faith-based groups across the country tackling pressing problems and mobilizing millions of volunteers for the organizations they serve through three programs: AmeriCorps State and National, AmeriCorps VISTA, and AmeriCorps NCCC (National Civilian Community Corps). AmeriCorps members recruit, train, and supervise community volunteers, tutor and mentor youth, build affordable housing, teach computer skills, clean parks and streams, run after-school programs, help communities respond to disasters, and build the capacity of nonprofit groups to become self-sustaining, among many other activities. In exchange for a term of service, members earn a living allowance and a Segal AmeriCorps Education Award that can be used to pay for college or graduate school, or to pay back qualified student loans.

1.4   RESOURCES OF AMERICORPS

1.4.1   Office of the Inspector General (OIG)

The OIG is an independent and objective office established to help improve AmeriCorps's programs and operations, including the AmeriCorps Seniors. It has the responsibility of keeping the Corporation's CEO and the Congress informed about any problems and deficiencies relating to AmeriCorps programs and operations. The OIG carries out this role by conducting and supervising audits and investigations that promote economy and efficiency, as well as prevent and detect fraud, waste, and abuse in AmeriCorps's programs. The OIG also coordinates AmeriCorps's relationship on these types of matters with other organizations, including Federal, state, and local law enforcement agencies.

When to Contact the OIG: The OIG should be promptly contacted whenever information is discovered that indicates that there has been waste, fraud, abuse, or any violation of criminal law at a program or at a sub-recipient.

> **Contacting the OIG**
>
> The OIG will accept confidential referrals of fraud, waste, and abuse in AmeriCorps Seniors or other AmeriCorps programs.
>
> Written notifications should be submitted to:
>
> Inspector General
> AmeriCorps
> 250 E Street, SW
> Washington, D.C. 20525
>
> By Phone: (202) 606-9390 or the OIG toll-free Hotline: (800) 452-8210
>
> Via email: hotline@cncsoig.gov

1.4.2   Office of Government Relations and Strategic Engagement

1.4.2.1   *Major Functions*

The Office of Government Relations and Strategic Engagement (OGRSE) coordinates communications, branding, and outreach and engagement efforts for AmeriCorps and its programs. The staff works closely with other offices and departments to enhance and support efforts to reach out to external audiences. It serves as a resource for AmeriCorps Seniors grantees to help them to amplify their own stories.

OGRSE maintains a "one-stop shop" for grantee communication needs, which, among other items includes:

- A Communications Toolkit, including templates;
- The AmeriCorps and AmeriCorps Seniors Branding Guide;
- An event registration link for you to easily share any and all events you host;
- A link to submit photos;
- Links to current Fact Sheets.

If you are planning an event or announcement, need sample materials, or need assistance or advice, please contact OGRSE at pressoffice@cns.gov.

1.4.2.2   *AmeriCorps Websites*

OGRSE, with support from other departments, maintains the AmeriCorps website. AmeriCorps.gov. has pages dedicated to each of our programs and initiatives. For ease of discovery, you can reach these pages using the domain names https://americorps.gov/serve/americorps-seniors and AmeriCorps.gov. The pages are designed to help customers, including program grantees and other stakeholders, get the information they need as easily and quickly as possible so they can focus their energies on serving community needs.

These sites recognize the power of the national service network through stories from service participants, news from the field, program spotlights and best practices. Other features include:

- Search function across all sites
- Phone directory of AmeriCorps staff
- Stories of service
- Latest news & blogs from the field
- Photo library
- Best practices
- Program spotlights
- Interactive guides for finding the "Right Program" (for organizations and individuals)
- Service calendar
- Forms library
- FAQs
- Connections to AmeriCorps Social Media sites (Facebook/X/YouTube)

> **Ordering AmeriCorps Publications**
>
> AmeriCorps Seniors projects can obtain OGRSE materials and publications through online ordering.
>
> Communication resources and media kit materials are available on the national service website.
>
> Program logos can be found on the AmeriCorps logo webpage

Finding what you need on the AmeriCorps websites:

Here are some of the most frequently asked questions from organizations working with or seeking to work with AmeriCorps Seniors, with links to their answers:

➢ Where can I find out about AmeriCorps funding opportunities?
[Funding Opportunities Webpage](#)

➢ I'm having trouble using the electronic grants system. Where do I go for help?
[The eGrants Helpdesk / National Service Hotline](#)

➢ Where can I find training and technical assistance information?
[Manage your grant](#)
[Grantee & Sponsors](#)
[Online Courses](#)

➢ I am a current grantee. Where can I find AmeriCorps Seniors grant application instructions and supporting materials?
[AmeriCorps Seniors RSVP grantee page](#)

➢ Where can I find my Notice of Grant Award (NGA)?
You can access your NGA in [eGrants,](#) the electronic grants management system. Once you have logged in to eGrants, select "View Awarded" in the View My Grants/Applications menu. Navigate to the award you are looking for, and in "Select a Report," choose "Notice of Grant Award" and click "go." The NGA will open in a pop-up window.

➢ Where can I find the Terms and Conditions for my grant award?
➢ [AmeriCorps Seniors RSVP grantee page](#)

➢ Where can I find information about required National Service Criminal History Checks?
[National Service Criminal History Checks](#)

➢ Where can I find information about days of service?
[Events](#)

➢ Where can I find information about the changes in the OMB Circulars?
[Uniform Guidance](#)

➢ I work for a faith-based organization. Are we eligible to apply for AmeriCorps grants?
[Faith-Based and Neighborhood Partnerships](#)

➢ I'm interested in promoting your programs to my organization's constituents. Where can I order brochures or other promotional materials?
[AmeriCorps Promotional Items](#)
[Grantee Resources](#)
[Communication Resources](#)
[Branding Guidelines for Grantees](#)

➢ How do I find AmeriCorps programs in my own community?
[National Service in Your State](#)

➢ I'm a grantee and am looking for AmeriCorps photos to use in our brochures. Where can I find them?
[AmeriCorps Flicker gallery](#)
[Communication Resources](#)

➢ Where can I find resources for working with Veterans and Military Families?
[Veterans and Military Families](#)

1.4.2.3 *Partnerships and Program Support*

OGRSE develops and manages [partnerships](#) and alliances that strengthen the impact and broaden the reach of national service. It is authorized to solicit and accept private donations which support AmeriCorps programs and initiatives. Additionally, OGRSE takes the lead in producing many events connected to the agency's signature projects such as the Martin Luther King, Jr. Day of Service, AmeriCorps Seniors Week, the September 11th National Day of Service and Remembrance, National Service Recognition Day, and AmeriCorps Week.

National and Community Service Initiatives

- AmeriCorps encourages participation in community-wide service activities. OGRSE works with AmeriCorps programs to support both our signature projects such as MLK Day of Service, as well as other national service initiatives like the September 11th National Day of Service and Remembrance, and AmeriCorps Seniors Week, and AmeriCorps Week. These annual national service activities provide opportunities to reach out to both traditional service partners and grantees and organizations with which projects might like to form new partnerships.

- [Martin Luther King, Jr. Day](#) is a day of service that reflects Dr. King's life and teaching-- bringing people together around a common bond of service to others. Responding to a 1994 Congressional charge, the Corporation, now AmeriCorps, engages Americans across the country to celebrate the King Holiday in a way that reflects his proposition that "everybody can be great because everybody can serve." National service grantees lead communities in making it a day on, not a day off and answering Dr. King's important question, "What are you doing for others?" In keeping with Dr. King's teachings, AmeriCorps promotes service that leads to better economic justice for all. AmeriCorps provides grants to support service projects that reflect Dr. King's life and teaching.

- AmeriCorps Seniors Week is an annual recognition week designed to salute volunteers from AmeriCorps Seniors programs Foster Grandparents, Senior Companion and RSVP, recognize community partners, and communicate the impact of and on the lives of those who serve and who are served. AmeriCorps Seniors Week is the ideal time to promote the continuing contributions of older adults to communities.

- [September 11th National Day of Service and Remembrance](#) is the culmination of efforts originally launched in 2002 by the 9/11 nonprofit MyGoodDeed with wide support by the 9/11 community and leading national service organizations. This effort first established the inspiring tradition of engaging in charitable service on 9/11 as an annual and forward-

looking tribute to the 9/11 victims, survivors, and those who rose up in service in response to the attacks.

- National Service Recognition Day is an annual recognition where mayors, county, and tribal officials hold public events to highlight the value of national service to their cities and counties. This initiative is held in collaboration with the National League of Cities, National Association of Counties and Cities of Service.

- AmeriCorps Week is an annual recognition week designed to bring more Americans into service, thank AmeriCorps members and alumni for their powerful impact, and thank the community partners that help to make service possible. AmeriCorps Week is an ideal time to promote the depth and breadth of the national service family. In 2016, AmeriCorps enrolled its one millionth member.

Training and Technical Assistance

The Grantee and Sponsors page at is AmeriCorps's "one-stop shopping" site for tools, training, and information about volunteering and national service. The Grantee and Sponsors page provides quick and easy access to training and technical assistance resources for national service programs.

Following is a summary of available features on the Grantee and Sponsors page:

- AmeriCorps Seniors RSVP grantee page

  This landing page provides access to the most up-to-date training and technical assistance materials developed for AmeriCorps Seniors RSVP program. guidance and resources needed to effectively manage your program. This includes: program updates; grantee resources related to Terms and Conditions, governing authorities and guidance, program handbook, establishing performance measures, submitting progress reports, manage budget and conduct drawdowns, submit a Federal Financial Report, respond to a monitoring request, close out award, and submit continuation and renewal; Manage your grant with links to eGrants instructions, pre-award requirements, Terms and Conditions, Financial Report Requirements, and Training and Technical Assistance.

- National Service Criminal History Checks

  Under the National and Community Service Act of 1990, as amended by the Serve America Act (SAA), all grantees must conduct National Service Criminal History Checks. Foster Grandparent and Senior Companion projects are required to conduct checks on participants and project employees. AmeriCorps Seniors RSVPs are required to conduct checks on project employees. In addition, grantees are required to maintain specific documentation verifying successful completion and adjudication of criminal history checks.

  This landing page provides an exhaustive list of requirements, guidance and resources aimed at all AmeriCorps Seniors programs including AmeriCorps Seniors FGP, SCP and RSVP programs.

- Financial Management Resources and Financial Reporting Requirements

Organizations need to handle funds wisely. This may include developing written policies and procedures, internal controls, and budget controls. AmeriCorps grantees also need to be familiar with documenting in-kind donations, time and activity reporting, generally accepted accounting principles (GAAP), AmeriCorps regulations, and OMB circulars. Some of our most relevant resources related to this topic can be found on this page.

- Performance Measurement

  AmeriCorps' Performance Measurement framework provides a common focal point for AmeriCorps's work across all programs and initiatives. AmeriCorps has a focused set of agency-wide measures derived from the 2022-2026 Strategic Plan and each AmeriCorps Seniors program contributes to them. This page provides access to common core curricula as well as to each program's specific measures, requirements, and associated resources.

- Evaluation Resources

  Evaluation is a powerful tool for demonstrating impact and improving program operations. AmeriCorps has a number of resources to help grantees evaluate their work on the Evaluation Resources web page. In addition, AmeriCorps has a focused set of agency-wide measures derived from the 2022-2026 Strategic Plan and each AmeriCorps Seniors program contributes to them. See Chapter 3 for more information about the performance measures.

- Litmos

  Litmos is AmeriCorps' online learning management system. It contains dozens of interactive online courses for AmeriCorps Seniors grantees. It also contains recordings of all live webinars offered by AmeriCorps Seniors. Course topics include financial management, performance measurement, evidence-based programming, approaches to tutoring and mentoring, independent living, responding to the opioid epidemic and much more. To sign up for an account:

  1. Visit this page in any web browser: https://americorpsonlinecourses.litmos.com/self-signup/

  2. Enter the required information.

  3. In the Code field, enter: ACS-FGP if you represent an AmeriCorps Seniors Foster Grandparent Program, ACS-RSVP if you represent an AmeriCorps Seniors RSVP Program or ACS-SCP if you represent an AmeriCorps Seniors Senior Companions Program.

  4. Click "Register."

  5. **If you are affiliated with two different AmeriCorps Seniors programs** (for example, if your sponsor has both an AmeriCorps Seniors RSVP and a Senior Companion Program), enter only one code at first. After you hit "Register" the first time, visit https://americorpsonlinecourses.litmos.com/self-signup/ again, fill out the form in full, and enter the code for the second program only. Use the same email address both times to avoid duplicating your account.

6. You're in! Consider taking a minute to view the **AmeriCorps Seniors Litmos Orientation** before moving on. You can come back at any time to explore more and take any courses that interest you.

- **New Project Curricula**

    AmeriCorps Seniors has created two in-depth curricula to aid RSVP programs that are new to AmeriCorps Seniors, both of which can be found in Litmos. They offer an interactive introduction to everything you need to know to begin working with AmeriCorps Seniors and include activities to help you get to know your grant, AmeriCorps and the resources available to you in more depth. They were originally created for organizations that received their first AmeriCorps Seniors grant, but much of the content is relevant to any individual who has joined an AmeriCorps Seniors program, even if it has been in existence for some time.

    You can take the curricula as a whole, or just use individual modules to brush up on specific topics. Be sure to watch the introductory videos to learn more about how you can make the most of them:

    o The AmeriCorps Seniors RSVP New Project Curriculum introduces you to the basic requirements of running a AmeriCorps Seniors grant, helps you understand how those requirements and strategies apply to your specific grant, and points you to resources and tools you can use to make your job easier.

    o The AmeriCorps Seniors RSVP Financial Management Curriculum introduces you to the basic *financial and accounting requirements and strategies* for running a AmeriCorps Seniors grant, helps you understand how those requirements and strategies apply to your specific grant, and points you to resources and tools you can use to make financial management easier.

Email serviceresources@cns.gov for Litmos technical support.

AmeriCorps Research and Evaluation

The Office of Research and Evaluation (R&E) advances the mission of AmeriCorps's programs, including the AmeriCorps Seniors programs, by building knowledge about the effectiveness of national service, social innovation, civic engagement, and volunteering as solutions to community needs. R&E also works to improve the decision-making of AmeriCorps Seniors, its grantees, and the field through the use of scientific research methods. This is accomplished by supporting AmeriCorps grantees, offices, and programs in the measurement of performance and results, embedding evidence throughout the development and implementation of their work, and shaping key policy decisions using credible data.

Research efforts supported by R&E include:

- The Volunteering and Civic Life in America report is issued by AmeriCorps and the National Conference on Citizenship and shows that service to others continues to be a priority for millions of Americans.

- ▪ Evidence Exchange: a digital repository of research, evaluation reports, and data focusing on national service, social innovation, civic engagement, and volunteering. The purpose of this repository is to provide our grantees, our partners and, most importantly, communities across America easy access to this information. AmeriCorps Seniors specific reports and reports on issues relevant to AmeriCorps Seniors are available.

- ▪ Evaluation Resources: Evaluation is the use of social science research methods to assess a program's design, implementation, and effectiveness. It is a tool that helps programs continuously improve their work and demonstrate what they are accomplishing in communities. This page contains a number of resources to assist your program as it moves through each stage of the evaluation process.

The Electronic Grants System

The electronic grants system (eGrants) is an online system designed to automate the entire grants and project management process from application to closeout. It serves as the official system of record and maintains the Notice of Grant Awards which include the terms and conditions of the grant award.

Sponsors use the electronic grants system to:

- ✓ Submit and track grant applications including certifications and assurances, amendments, continuations and renewals
- ✓ Submit Federal Financial Reports, Progress Reports, and other required reports

AmeriCorps Portfolio Managers use the electronic grants system to:

- ✓ Review applications and reports,
- ✓ Award and manage grants efficiently and effectively.

The electronic grants system Help Desk can be reached at:

Phone: 1-800-942-2677
Online: National Service Hotline.

1.4.3   The Federal Register

AmeriCorps Seniors programs are governed by law and administrative rules or regulations. Making and amending government regulations is controlled by the White House's Office of Management and Budget. Notices of proposed regulations must be published in the Federal Register for public comment.

Published every Federal working day, the *Federal Register* is the official gazette of the United States Government. It provides legal notice of administrative rules and notices and Presidential documents in a comprehensive, uniform manner. Visit the *Federal Register* for free online access to its publications.

Code of Federal Regulations

The Code of Federal Regulations (CFR) is the codification of the general and permanent rules published in the Federal Register by the executive departments and agencies of the Federal Government. It is divided into 50 titles that represent broad subject areas of federal regulation.

Each volume of the CFR annual edition is updated once each calendar year. The 50 subject matter titles contain one or more individual volumes, which are updated once each calendar year, on a staggered basis.

Each title is divided into chapters, which usually bear the name of the issuing agency. Each chapter is further subdivided into parts that cover specific regulatory areas. Large parts may be subdivided into subparts. All parts are organized in sections, and most citations in the CFR are provided at the section level (such as 45 CFR 2553.21). A list of agencies and where they appear in the CFR may be found in Appendix C of the U.S. Government Manual. AmeriCorps is found in Title 45, Chapters XII and XXV. The regulations governing AmeriCorps Seniors RSVP are in Chapter XXV, Part 2553, which is typically cited as "45 CFR 2553."

The online CFR or "eCFR" provides the public with enhanced access to Government information and is a convenient way to access the latest version of the program regulations incorporating all amendments. In the eCFR, amended sections are identified with the date of their publication and a reference to the volume of the Federal Register where they were published.

> **Electronic Code of Federal Regulations – the eCFR**
>
> The eCFR is a current, daily updated version of the Code of Federal Regulations (CFR). The eCFR is a convenient way to access the latest version of the regulations incorporating all amendments. Regulations cited in this Handbook are linked to the eCFR.
>
> As of September 29, 2020, CNCS and Senior Corps are doing business as AmeriCorps and AmeriCorps Seniors, respectfully. The eCFR will continue to use the legal names CNCS and Senior Corps.

2 PROJECT OPERATIONS

2.1 ELIGIBILITY, AWARDS, AND SPONSORSHIP

2.1.1 Sponsor Eligibility

AmeriCorps awards federal AmeriCorps Seniors RSVP grants to public agencies, Indian Tribes, and secular and faith-based private non-profit organizations in the United States, that have authority to accept and the capacity to administer AmeriCorps Seniors RSVP projects.

2.1.2 Solicitation of Proposals

When federal AmeriCorps Seniors RSVP grants are available AmeriCorps conducts a grant competition. A Notice of Funds Availability (NOFA) is issued when funding for a grant competition has been appropriated by Congress (or a Notice of Funding Opportunities (NOFO) is issued when funding for a grant competition is anticipated but not yet available). The NOFA or NOFO may also be referred to as the "*Notice*" in application related instructions. Any eligible agency or organization may apply for an AmeriCorps Seniors RSVP grant. Notices are posted at Grants.gov and at the Funding Opportunities on AmeriCorps website AmeriCorps.gov. Notices will be shared broadly through national and local networks.

2.1.3 Submission of a Grant Application

Grant applications are submitted in the AmeriCorps electronic grants system (eGrants). Applications are submitted following the *Notice* instructions and using the forms included with the *Notice* on the Funding Opportunities webpage. The application must be submitted by a representative of the sponsor who is authorized by its governing body to certify that all data in the application are true and correct, the application has been duly authorized by the governing body of the applicant, and the applicant will comply with the Assurances submitted with the application, if the assistance is awarded. (See Grant Terms & Conditions on the RSVP webpage to review the Assurances and Certifications.)

2.1.4 "Self-Sponsored" Projects

In some situations, project staff, advisory councils, boards, or other interested persons, have incorporated as an independent non-profit organization and successfully competed to become a sponsor. These so-called "self-sponsored" projects must meet all the administrative and programmatic requirements associated with sponsorship addressed in the program regulations (45 CFR 2553.22-25). AmeriCorps Seniors neither encourages nor discourages self-sponsorship but recommends that groups considering this option fully explore the advantages and disadvantages applicable to their situation and consult with other organizations who have taken this step. Contact your portfolio manager for further information.

2.2 SPONSOR RESPONSIBILITIES

2.2.1 Regulations Requirements

The sponsor is legally responsible for fulfilling all project management responsibilities necessary to accomplish the purposes of the program and may not delegate or contract these

responsibilities to another entity. Sponsor responsibilities are listed in <u>45 CFR 2553 Subpart B</u> of the RSVP regulations. A few key responsibilities are listed here:

1) Focus AmeriCorps Seniors RSVP resources on activities that will have a positive impact on critical human and social needs within the project service area, and in compliance with AmeriCorps performance measure requirements.

2) Develop and manage one or more volunteer stations to provide a variety of placement opportunities that appeal to persons aged 55 and over by:

   a) Ensuring that a volunteer station is a public agency, Indian Tribe, or non-profit private organization, whether secular or faith-based, or an eligible proprietary health care agency, that has the capacity to serve as a volunteer station (45 CFR 2553.23(1)). Proprietary health care organizations are for-profit health care organizations that serves one or more vulnerable populations (45 CFR 2553.12). AmeriCorps defines vulnerable populations in its grant terms and conditions to include children aged 17 or younger, persons aged 60 and older, and/or individuals with disabilities. Individuals with disabilities are defined as having a physical or mental impairment which substantially limits one or more major life activities, has a record of such impairment, or is regarded as having such impairment. Refer to Chapter 6 for more information about volunteers at health care agencies and volunteer stations.

   b) Ensuring the placement of AmeriCorps Seniors volunteers is governed by a Memorandum of Understanding (MOU) between the sponsor and each volunteer station (45 CFR 2553.23(2). See Preparation *of the Memorandum of Understanding* in Chapter 6 for more information.

   c) Complying with and ensure that all volunteer stations comply with all applicable civil rights laws and regulations, including providing reasonable accommodation, where appropriate, including non-discrimination based on disability (45 CFR 2553.25(h)) (See **Appendix A.2**, *Primer on Civil Rights Compliance*).

3) Make special efforts to recruit and place into AmeriCorps Seniors volunteer service individuals from diverse races, ethnicities, sexual orientations, or degrees of English language proficiency, Veterans and military family members, persons with disabilities, and hard-to-reach populations and groups in the community which are underrepresented in the project (45 CFR 2553.23(d)). The sponsor should stress the recruitment and enrollment of persons not already volunteering.

4) Provide AmeriCorps Seniors volunteers with the required cost reimbursements specified in <u>45 CFR 2553.43</u> including insurance and recognition of their service.

5) Secure community participation in local project operation by establishing an advisory council (45 CFR 2553.24(a)). Additional information is available on this topic in Chapter 4, *Community Participation*.

6) Provide levels of staffing and resources appropriate to accomplish the purposes of the project and carry out its project management responsibilities (45 CFR 2553.25(b)).

   a) Employ a full-time project director (except as otherwise negotiated with AmeriCorps Seniors) to accomplish program objectives and manage the functions and activities

> delegated to project staff for AmeriCorps Seniors program(s) within its control (45 CFR 2553.25(c)). Additional information is available on this topic in Chapter 5, *Project Staff*. To negotiate a less than full-time project director, please consult with your portfolio manager.
>
> b) Establish recordkeeping and reporting systems in compliance with AmeriCorps Seniors requirements that ensure quality of program and fiscal operations, facilitate timely and accurate submission of required reports, and cooperate with AmeriCorps Seniors evaluation and data collection efforts (45 CFR 2553.25(g)).
>
> c) Conduct criminal history checks on all grant-funded staff, in accordance with the requirements in 45 CFR 2540.200–207.
>
> d) Ensure that appropriate liability insurance is maintained for owned, non-owned, or hired vehicles used in the project (45 CFR 2553.25(f)).

7) Ensure that the official sponsor and project information in AmeriCorps electronic grants system is accurate, including the legal names of the sponsor organization and the project; the names of the sponsor's authorized representative and the project director; and their respective post office addresses, e-mail addresses, and phone numbers.

2.2.2 Fund Raising Limitations – Uniform Guidance

The sponsor assumes full responsibility for securing maximum and continuing community financial and in-kind support to operate the project successfully. Certain government-wide requirements apply to fund raising under AmeriCorps Seniors RSVP grants.

AmeriCorps Seniors sponsors must follow all applicable OMB Cost Principles, as stated in the Terms and Conditions of your grant award.

All AmeriCorps Seniors RSVP grant awards are subject to the Uniform Administrative Requirements, OMB Cost Principles, and Audit Requirements for Federal Awards located at 2 CFR Part 200 and AmeriCorps's implementing regulation at 2 CFR Part 2205 (Hereinafter, the Uniform Guidance). Award recipients must read, understand, and implement these requirements.

See *Appendix A.8 Fund Raising and AmeriCorps Seniors Grants* for more information.

2.2.3 Relinquishment

If an AmeriCorps Seniors sponsor determines they are no longer able to administer the project, they should contact their portfolio manager as soon as possible. The portfolio manager will work with the sponsor for an orderly relinquishment and close-out of the grant.

To begin the relinquishment process, the sponsor will be asked to send a letter to their portfolio manager formally giving notice of their decision to relinquish the grant and the effective date of the relinquishment. The portfolio manager will forward the letter to the AmeriCorps Seniors and senior portfolio manager. The portfolio manager will provide the sponsor with template letters to send to volunteers, volunteer stations, and advisory council members. The portfolio manager will set up a meeting with the sponsor to review the status of the grant funds for close-out. The project will be responsible to complete a final project progress report and financial reports.

2.2.4   Subsequent Requirements

The sponsor must also abide by any subsequent laws, Executive Orders, or relevant regulatory directives, including special conditions that may be prescribed for the project. The sponsor may establish additional policies not covered by, and not contradictory to, AmeriCorps policies.

2.3   SPECIAL LIMITATIONS INCLUDING PROHIBITED ACTIVITIES

The following are special limitations, including prohibited activities, to which AmeriCorps Seniors RSVP sponsors and projects are subject. Project sponsors must have written policies in place to ensure compliance with the list below. In the event of a question as to the application of the following limitations, contact the appropriate AmeriCorps portfolio manager.

2.3.1   Political Activities (45 CFR 2553.91(a) and 45 CFR 1226)

1) No part of any grant may be used to finance, directly or indirectly, any activity to influence the outcome of any election to public office, or any voter registration activity.

2) No project may be conducted in a manner involving the use of funds; the provision of services, space, or facilities; or the employment or assignment of personnel in a manner that identifies the project with:

   a) Any partisan or nonpartisan political activity associated with a candidate, or contending faction or group, in an election; or

   b) Any activity to provide voters or prospective voters with transportation to the polls or similar assistance in connection with any such election; or

   c) Any voter registration activity except that voter registration applications and nonpartisan voter registration information may be made available to the public at the premises of the sponsor. But in making registration applications and nonpartisan voter registration information available, employees of the sponsor and volunteers may not express preferences or seek to influence decisions concerning any candidate, political party, election issue, or voting decision.

3) No AmeriCorps Seniors volunteer or employee of a sponsor or volunteer station may take any action, when serving in such capacity, with respect to a partisan or nonpartisan political activity that would result in the identification or apparent identification of AmeriCorps Seniors RSVP with such activity.

4) The sponsor may not use grant funds for any activity that influences the passage or defeat of legislation or proposals by initiative petition. In other words, there is a prohibition against using AmeriCorps grant funds for lobbying activities.

5) Prohibitions on Electoral and Lobbying Activities are fully set forth in 45 CFR 1226. See AmeriCorps's Frequently Asked Questions on Lobbying and Partisan Political Activity for more information.

2.3.2   Restrictions on State or Local Government Employees (5 U.S.C. 1501, 1502 & 1503)

If the sponsor is a state or local government agency with a grant from AmeriCorps, certain restrictions contained in Chapter 15 of Title 5 of the United States Code are applicable to persons who are principally employed in activities associated with the project. The restrictions are not

applicable to employees of educational or research institutions. Employees subject to these restrictions may not:

1) Use their official authority or influence for the purpose of interfering with or affecting the result of an election or nomination for office; or

2) Directly or indirectly coerce, attempt to coerce, command, or advise a state or local officer or employee to pay, lend, or contribute anything of value to a party, committee, organization, agency, or person for political purposes; or

3) Be a candidate for elective office, except in a nonpartisan election. ("Nonpartisan election" means an election in which none of the candidates is to be nominated or elected as representing a political party any of whose candidates for Presidential elector received votes in the last preceding election at which Presidential electors were selected.)

2.3.3 Religious Activities ([45 CFR 2553.91(g)](#))
1) AmeriCorps Seniors volunteers and project staff funded by AmeriCorps may not give religious instruction, conduct worship services, or engage in any form of proselytization as part of their duties.

2) A sponsor or volunteer station may retain its independence and may continue to carry out its mission, including the definition, development, practice, and expression of its religious beliefs, provided that it does not use AmeriCorps Seniors funds to support any inherently religious activities, such as worship, religious instruction, or proselytization, as part of the programs or services funded. If an organization conducts such activities, the activities must be offered separately, in time or location, from the programs or services funded under AmeriCorps Seniors.

2.3.3.1 *Service assignments in connection with religious activities*
While AmeriCorps Senior programs may not provide religious instruction, conduct worship, or proselytize as part of service, volunteers may drive a client or beneficiary to a religious service, provided this activity is part of the volunteer's service activity description. A volunteer may remain with a client who is attending a religious service <u>if</u> the activity is part of the agreed upon volunteer assignment. In other words, if an AmeriCorps Seniors volunteer and their client want the volunteer to accompany the client to a religious service as part of the volunteer's service activity, and if the AmeriCorps Seniors volunteer is not responsible for conducting a religious service, the volunteer is not engaged in prohibited activity. The volunteer, though, cannot lead any part of the religious service.

2.3.4 Non-Discrimination ([45 CFR 2553.91(f)](#))
For purposes of this regulation, any program, project, or activity to which AmeriCorps supported volunteers are assigned is deemed to be receiving federal financial assistance. (See **Appendix A.2: Primer on Civil Rights Compliance**, for more information.)

1) A sponsor or sponsor employee may not discriminate against an AmeriCorps Seniors volunteer, or with respect to any activity or program, on the basis of race, color, national origin, gender, age, religion, sexual orientation, disability, gender identity or expression, political affiliation, marital or parental status, or military service.

2) Sponsors are encouraged to take affirmative action to overcome the effects of prior discrimination. Even in the absence of prior discrimination, a sponsor may take affirmative action to overcome conditions which resulted in limited participation.

2.3.5 Labor and Anti-Labor Activity (45 CFR 2553.91(d))

No grant funds may be directly or indirectly used to finance labor or anti-labor organization or related activity.

2.3.6 Non-Displacement of Employed Workers and Non-Impairment of Contracts for Service (45 CFR 2553.91(b) and 45 CFR 1216)

An AmeriCorps Seniors volunteer may not perform any service or duty or engage in any activity which would otherwise be performed by an employed worker, or which would supplant the hiring of or result in the displacement of employed workers, or impair existing contracts for service. See 45 CFR 1216.1.1 – 1216.1.4 Non Displacement of Employed Workers and Non-Impairment of Contracts for Service for the AmeriCorps regulations on this subject. These regulations list certain exceptions.

2.3.7 Prohibition on Fee-for-Service (45 CFR 2553.91(c))

Under no circumstances may an AmeriCorps Seniors volunteer receive a fee for service from service recipients, their legal guardian, members of their family, or friends. No person, organization, or agency may request or receive any compensation for services of AmeriCorps Seniors volunteers.

As set forth in Section 404(c) of the Domestic Volunteer Service Act of 1973 (DVSA), there is a general prohibition against grantees and volunteer stations requesting or receiving any compensation for the services of SCP, FGP, or AmeriCorps Seniors volunteers. This prohibition is sometimes referred to as the "fee-for-service" prohibition. Section 404(c) provides the following:

> *(c) Compensation of supervising agencies or organizations*
>
> *No agency or organization to which volunteers are assigned hereunder, or which operates or supervises any volunteer program hereunder, shall request or receive any compensation from such volunteers or from beneficiaries for services of volunteers supervised by such agency or organization.*

In some cases, determining whether a payment requested or received by a grantee or volunteer station is permissible in light of the prohibition is relatively straightforward. In other cases, however, making determinations as to whether the arrangement is permissible in light of the prohibition requires a more in-depth review, including an assessment by AmeriCorps. More Guidance on Prohibition of Fee-for-Service Activities, including examples, can be found in **Appendix A.12**. If you have questions about fee-for-service, contact your AmeriCorps portfolio manager.

2.3.8 Nepotism (45 CFR 2553.91(h))

Persons selected for project staff positions may not be related by blood or marriage to other project staff, sponsor staff or officers, or members of the sponsor Board of Directors, unless there is written concurrence from the Advisory Council and with notification to AmeriCorps.

2.3.9 Volunteer Status ([45 CFR 2553.42](#))

AmeriCorps Seniors volunteers are not employees of the sponsor, the volunteer station, AmeriCorps, or the Federal Government.

2.3.10 Fair Labor Standards ([45 CFR 2553.91(e)](#))

A sponsor that employs laborers and mechanics for construction, alteration, or repair of facilities must pay wages at prevailing rates as determined by the Secretary of Labor in accordance with the [Davis-Bacon Act](#), as amended, 40 U.S.C. § 276a.

2.3.11 Prohibitions on Abortion Service

While charging time to the AmeriCorps program, accumulating service or training hours, or otherwise performing activities supported by the AmeriCorps Seniors program or AmeriCorps Seniors, staff and volunteers may not engage in providing abortion services or referrals for receipt of such services.

2.4 EFFECTIVE PRACTICES IN PROJECT OPERATIONS
Ensuring that the Sponsoring Organization Takes a Leadership Role

Effective practices include:

A. The sponsor values the project as an integral part of its organizational vision and operations by:

1. Communicating the importance of the project to its Board, staff, and volunteers;

2. Ensuring that the project has adequate administrative and fiscal support;

3. Playing an active role in promoting the project and its contributions to the community;

4. Meeting regularly with media, political leaders, funders, civic groups, and others to promote awareness of and support for the project; and

5. Maintaining communication with portfolio manager and attending state and regional training events where feasible. In the event that a sponsor representative (staff, advisory council member, or program volunteer) is unable to attend an AmeriCorps sponsored/hosted training event, please submit an alternative training event to your Portfolio Manager for approval.

B. The sponsor provides strong project leadership by:

1. Employing a project director who demonstrates strong leadership skills in working with project and sponsor staff, volunteers, volunteer stations, and the project's Advisory Council;

2. Establishing and, with the project director, maintaining strong working relationships with related community agencies, organizations, and leaders;

3. Ensuring that sponsor's leadership and the project director establish and maintain a good working relationship based on clear communication and mutual support;

4. Designating a member of the staff who has clearly defined responsibilities for project oversight and support; and

5. Developing and maintaining clear lines of reporting between project staff and the sponsor representative.

C. The sponsor has written policies and procedures in place to ensure oversight of the project and compliance with federal rules and regulations that address topics like:

1. National Service Criminal History Checks and special limitations including prohibited activities;

2. Establishing and updating Memoranda of Understanding with sponsor stations;

3. Fiscal management and internal controls related to management of AmeriCorps Seniors RSVP project;

4. Documentation of data management systems related to tracking project outcomes, demographics, and other performance indicators in order to verify and validate data used to meet reporting requirements.

3 PERFORMANCE MEASUREMENT AND EVIDENCE-BASED PROGRAMMING

3.1 AMERICORPS PERFORMANCE MEASUREMENT INITIATIVE

Older volunteers have a tremendous amount of knowledge, skill, and experience to contribute to our communities through the enriching investment of service. Through the application of performance measurement, we balance the need to implement service projects that are fulfilling to volunteers and beneficial to communities served with the demand to demonstrate results and improve project design.

Honoring the intent and vision of the 2009 Serve America Act, AmeriCorps has established a set of national performance measures. These measures allow all programs to use common terms, definitions, and approaches to measurement and make it possible to tell the story of national service with confidence.

AmeriCorps's national performance measures reflect six programming priorities or focus areas which include: Disaster Services, Economic Opportunity, Education, Environmental Stewardship, Healthy Futures, Veterans and Military Families, and Capacity Building. AmeriCorps Seniors projects to select measures from each of these areas following a performance measurement framework that is detailed in the Notice of Funding Opportunity (NOFO). This framework is subject to change. Specific measures are identified in the NOFO and Appendix B on the AmeriCorps Seniors RSVP grantees page.

3.1.1 PERFORMANCE MEASUREMENT BASICS

Performance measurement is the ongoing, systematic process of tracking your program's outputs and outcomes. *Outputs* refer to the amount of service provided. They measure the completion of activities and document the fact that individuals received services, products were created, or programs were developed. *Outcomes* reflect the changes or benefits that occur. Outcomes can reflect changes in individuals, organizations, communities, or the environment. This may include changes in attitudes, knowledge, behavior, or condition. For additional information and training, complete the six-module National Performance Measurement Core Curriculum series.

Why measure performance?

One reason is accountability. Performance measurement satisfies the need of funders and stakeholders (including AmeriCorps participants, board members, community members, staff and clients, and taxpayers) to see that the program or project is getting results. Performance measurement helps you communicate achievements in a way that funders and stakeholders will find meaningful and compelling.

Another reason to measure performance is to determine if the change you thought would happen with your intervention is actually occurring. Performance measurement is a systematic way to collect reliable information about the intervention's implementation and progress toward outcomes.

You can also use performance measurement data to spot and correct problems. Are you reaching the population you intended? Do some people require more or less intensive service to show a positive outcome? Even when an intervention is implemented exactly as planned, performance measurement can help you find ways to strengthen the intervention to make it more effective.

Performance measurement is a way to get feedback, so you know if your intervention is making the expected difference, and helps you decide how to make the most effective use of your limited resources. Performance measurement also allows you the opportunity to promote the excellence of your program.

3.1.2   THEORY OF CHANGE

A Theory of Change is used in performance measurement as a way to describe why a change is expected to happen given a particular set of circumstances. It helps you map out why a specific series of service activities or intervention will lead to expected outcomes.
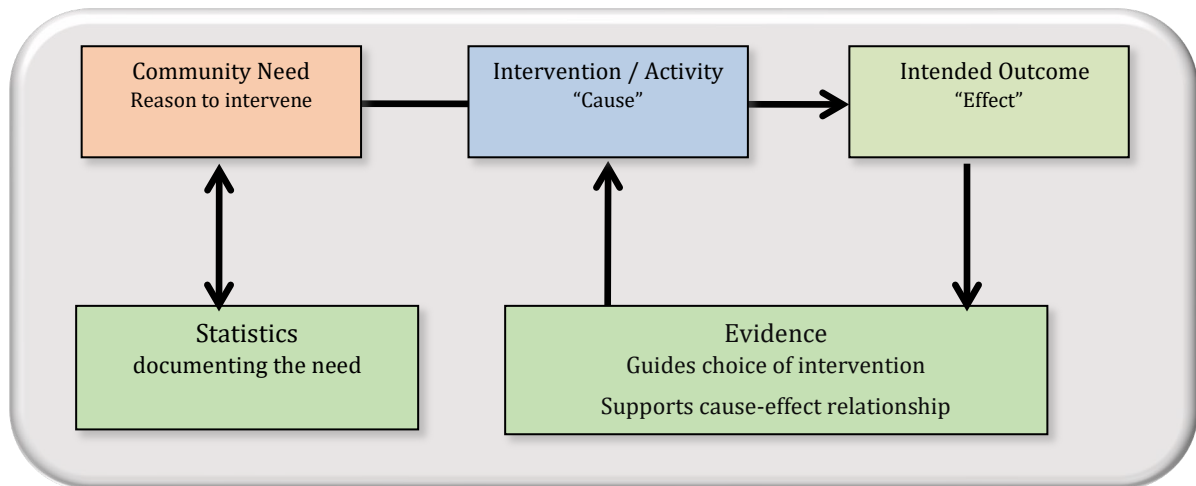
A theory of change has three main elements:

- Community need
- Intended outcome
- Specific intervention or set of service activities

As you develop a theory of change for an issue that your program will address, you identify where you are now, as well as the change for which you are programming. You will choose certain activities and define the amount of service required to bring about the desired outcomes.

A strong theory of change presents statistics to document the community need and includes evidence that supports the cause-and-effect relationship between the intervention and outcome.

3.1.3   PERFORMANCE MEASURE WORK PLANS

Performance measure work plans are used by AmeriCorps Seniors grantees to explain the design of their programs and the goals they expect to reach.

All existing AmeriCorps Seniors grantees as well as applicants for new funding identify performance measures in work plans in their grant applications. For the specific requirements, see the instructions for the grant application on the RSVP Grantees webpage.

The elements of the work plan are:

Community Need. This is the priority community issue or problem that the AmeriCorps Seniors volunteers' service activities will address. The need should be measurable and include current and reliable sources to establish the compelling nature of the need. The need should be described in enough detail to convey its importance, the consequences of it going unmet, and why AmeriCorps Seniors volunteers can be an effective resource to meet it. It should be described in a way that is clear to people unfamiliar with your community.

Service Activity. The service activity is the task that the volunteers will perform. The service activity is selected from a menu of pre-defined options.

Service Activity Description. The service activity description should indicate how much service is necessary to achieve the output and outcome selected. It should include who the beneficiaries are, and what the AmeriCorps Seniors volunteers will be doing with them. It should outline how often AmeriCorps Seniors volunteers will provide the service, for how long, and where the service will take place.

Output. These are the immediate results or products of the services provided by the AmeriCorps Seniors volunteers. Accomplishments tell what was done in some quantified fashion. They include the number of persons helped, the amount of something that was created, the number of times an activity was performed, and the extent to which a program or service was expanded.

Output Instrument. This is the tool that will be used for data collection. The instrument is selected from a menu of pre-defined options.

Output Instrument Description. The instrument description provides an outline of the data collection plan and schedule. It should include a brief description of who will collect the data, from whom, and when it will be collected.

Targets

Output and Outcome targets:

These targets are the numbers that you anticipate achieving in the third year of the performance period. For example, if you think your volunteers will serve 100 seniors in the first year, 150 seniors in the second year, and 200 seniors in the third year of the performance period as the work plan is implemented over the course of the performance of the 3-year grant, you will enter 200 as your target.

Unduplicated volunteer targets:

This is the proposed number of volunteers who will be performing each service activity. Each volunteer can only be counted once when assigned to a service activity.

The volunteer should be counted in the area where he/she will make the most impact – in terms of the type of service or in terms of the scope of service, such as the most number of hours served. Individual volunteers should **not** be counted towards multiple service areas.

Total volunteer targets:

The total number of volunteers engaged in the activities, if you were to assign all of them according to each activity, will be entered in this section. In this way, volunteers **can** be counted more than once – for example, if the same volunteer does two different types of activities such as meal delivery AND companionship, you can account for all assignments in this field.

Outcome. These are the measurable changes in the community, persons served, or agency that occurred as a result of the service activity. Impacts or outcomes are measures of effectiveness of the program in the community or with those served, or they are measures of cost-effectiveness which show how much money or other resources the service activity saved in the community.

Outcome Instrument. This is the tool that will be used for data collection. The Instrument is selected from a menu of pre-defined options.

Outcome Instrument Description. The instrument description provides an outline of the data collection plan and schedule. It should include a brief description of who will collect the data, from whom, and when it will be collected.

3.1.4 IMPLEMENTING PERFORMANCE MEASUREMENT WORK PLANS

To implement performance measure work plans, see the instructions for completing work plans and identifying performance measures found in the AmeriCorps Seniors Grant Application. Additional guidance, measurement instruments, and other resources are available on the RSVP Grantees webpage. For questions, contact your AmeriCorps portfolio manager.

Projects are held accountable for their actual performance against specified targets. With respect to each performance measure, grantees will be expected to:

1) Report on progress achieved;

2) Make the underlying documentation of performance available for review; and

3) Report on any operational changes and project improvements that resulted from information learned from the performance data.

Experience has shown that clear expectations with stations greatly enhance grantees' ability to effectively collect the data that allows for performance measurement. Such expectations are often documented in the Memorandum of Understanding or a data sharing agreement. A sample data sharing agreement is available in **Appendix. A.13.**

3.2 EVIDENCE BASED PROGRAMMING

Federal agencies, educational institutions, non-profits, and others often discuss the evidence behind program models in an attempt to understand what works and what does not. AmeriCorps Seniors is joining this national conversation.

Our programs have long used evidence to support their understanding of whether the service provided is having its intended effect. Now, we seek a deeper understanding of the evidence that supports our program models recognizing that programs may have supporting evidence that exists along a continuum.
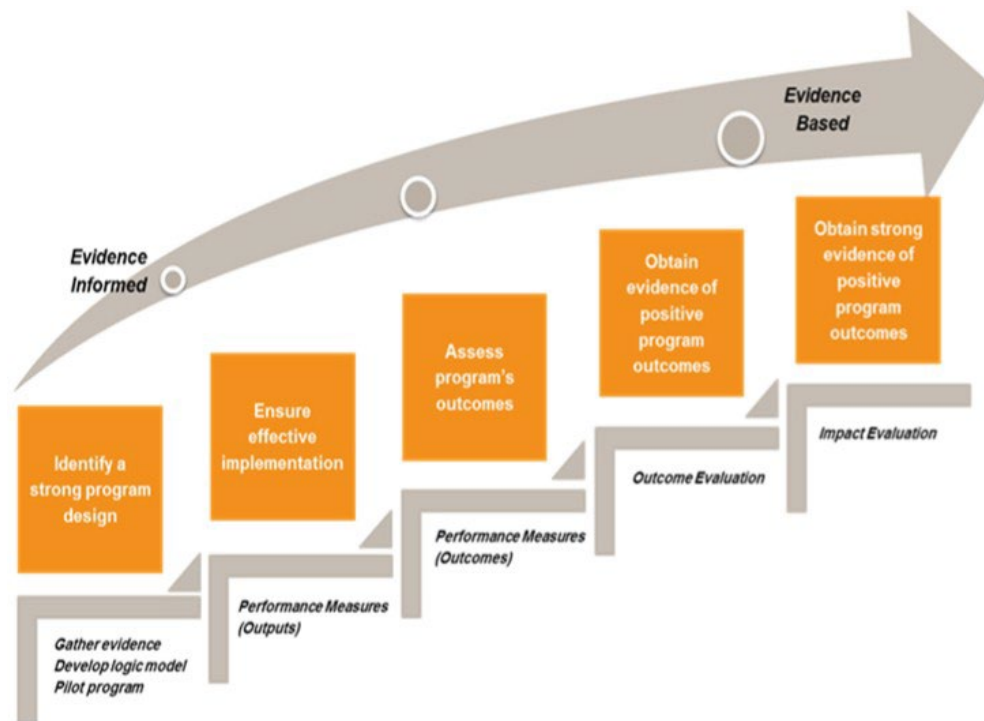
Evidence Continuum

3.2.1   Key Terms

Evidence-informed program. A program design based on academic research or program evaluations is properly referred to as *evidence informed*. For example, a program developer might use research on the development of reading skills or the physical activities that increase bone density to develop a program.

Evidence-based program. The term "evidence-based program," in general, refers to a set of activities and practices supported by a theory of change tested through rigorous program evaluations. These evaluations have demonstrated a causal relationship between program activities and specified outcomes, typically through one or more quasi-experimental or experimental field tests.

Evidence-based program model. A program model is a set of activities and practices supported by an explicit theory of change, resulting in specified outcomes. The specificity of essential elements in an evidence-based program model varies. However, evidence-based program models should address:

- Amount of contact or service over a period of time ("dosage")
- Characteristics of service recipients/communities served
- Methods of quality assurance
- Training of professional staff and supporting volunteers
- Standard procedures or curriculum
- Monitoring for *fidelity to program model*

Replication. Replicating an evidence-based program with *fidelity to the model* means that essential elements of the service activity has been implemented as described in the evidence-based program model and that adaptations are relatively minor.

For an explanation of how evidence based programming aligns with AmeriCorps efforts to ensure volunteers are engaged in work that has an impact on volunteers and their communities (including evidence-informed programming, performance measurement, and evaluation) see the *Evidence Exchange* and RSVP Grantees web pages.

3.2.2   Evidence-Based Programs and Registries

AmeriCorps Seniors maintains a list of evidence-based programs and registries of both programs and research that may be relevant to its grantees in Appendix A.11 to this handbook. This list is not necessarily comprehensive, and AmeriCorps Seniors will add additional programs and registries to this list as it becomes aware of them. If you would like to inform AmeriCorps Seniors of a potential addition to this list, please share with your portfolio manager.

4 COMMUNITY PARTICIPATION

4.1 LOCAL OWNERSHIP

AmeriCorps Seniors RSVP projects are community-based projects supported by federal funds for the dual purpose of engaging persons 55 and older in volunteer service to meet critical community needs; and to provide a high-quality experience that will enrich the lives of volunteers. In order to accomplish this, AmeriCorps Seniors programs have a responsibility to partner with organizations in the local community to:

- Build public awareness of and support for the program within the community;

- Recruit and place volunteers to enhance the capacity of organizations and institutions within the community;

- Work to integrate senior service into the activities of other service programs within the community;

- Work toward common goals in local communities, complementing and reinforcing each other's contributions through activities related to Days of Service, Strategic Initiatives, and other local service initiatives.

Community participation is generated by individuals, groups, organizations and other national service programs. A project can garner community support through volunteer stations, local funding sources, civic and service clubs, the media, friends and family of volunteers and those with whom they work, other programs of the sponsor, schools, private non-profits, businesses, community leaders, and others who value the activities, accomplishments and impacts of the project and the volunteers.

4.2 AMERICORPS SENIORS RSVP ADVISORY COUNCIL

4.2.1 Program Requirement

The scope and extent of participation by the many entities that make up a community will vary considerably from project to project. However, all projects can benefit from the involvement of a focused and sustained core group that provides perspective and active assistance from the service area. The sponsor determines how this core group participation shall be secured, consistent with the provisions of the program regulations(45 CFR 2553.24). For the sake of easy reference, this core group is referred to as the advisory council. If the sponsor has a board that meets the purposes and requirements of all applicable AmeriCorps Seniors RSVP program regulations (see 45 CFR Part 2553), it is permissible for some or all of the members of that board to also serve on the AmeriCorps Seniors RSVP advisory council, as long as the advisory council is established and operated as entity separate from the sponsor; in other words, the advisory council must not be a part of the sponsor.

4.2.2 Role

Subject to the requirements in the applicable AmeriCorps Seniors RSVP program regulations regarding the purpose and composition of this group, sponsors have flexibility concerning the

specific structure and operation of this body. Depending on local community circumstances, the advisory council may be used by the sponsor to:

- Assist in assessing community needs;

- Assist in fund raising and resource development;

- Support the development of a service ethic in the community;

- Advise on volunteer recruitment, retention, and recognition strategies;

- Suggest candidates for project staff positions;

- Link the project with other community service resources, including faith-based organizations;

- Advise on data collection and performance measurement;

- Assess project accomplishments and impact, including progress toward meeting performance measures;

- Assess satisfaction of volunteers and volunteer stations;

- Suggest ways the project can gain increased visibility and recognition in the community; and/or

- Advise on how trends in the community are affecting seniors.

AmeriCorps Seniors RSVP projects should keep thorough records of advisory council participation and structure such as the group's bylaws, current membership, and meeting minutes. Additional resources on Appendix A. 23 <u>Understanding the Roles and Responsibilities of Advisory Councils</u> can be found on the Knowledge Network.

4.2.3 Membership

Remember, an effective advisory council can expand the capacity of the sponsor and project staff. The advisory council must have a membership that includes people (<u>45 CFR 2553.24</u>):

- Knowledgeable of human and social needs of the community;

- Competent in the field of community service and volunteerism;

- Capable of helping the sponsor meet its administrative and program responsibilities including project assessment, fund-raising, publicity, and data reporting requirements;

- With interest an in and knowledge of the capability of older adults;

- Who are of a diverse composition that reflects the demographics of the service area.

- Projects may want to refer to the US Department of Education's resource on <u>Building an Effective Advisory Council</u>.

4.2.4 Allowability of Costs

As advisory councils are required by AmeriCorps Seniors regulations (<u>45 CFR 2553.24(a)</u>), grantees may expend reasonable amounts to support their activities. Such costs should still meet

all other aspects of OMB cost principles, including being allowable, allocable, reasonable and necessary, as well as being documented sufficiently.

If you have a question about a specific type of expense, consult your portfolio manager or your Program and Grants Officers to ensure that it meets these conditions.

4.3 EFFECTIVE PRACTICES FOR SECURING AND MAINTAINING AN ADVISORY COUNCIL

A. To secure community participation on the Advisory Council, the sponsor:

1. Establishes recruitment and nominating processes that include criteria for selection of Advisory Council members. The criteria should address a) needed skills and expertise, b) the representation of various constituencies, and c) the need for members who have an interest in and knowledge of the capabilities of older persons as valuable community resources:

2. Develops and establishes procedures for discussing and assessing project development, operations, accomplishments, and impact on the community:

3. Regularly attends meetings of the project's Advisory Council:

4. Consistently communicates information between the sponsor's Board and the project's Advisory Council.

B. The members of the Advisory Council:

1. Regularly attend and actively participate in meetings;

2. Actively engage in an on-going effort to assess changing community needs and help the project meet the identified needs;

3. Assist with promotion of community awareness of the project and its impact on the community through speaking engagements, working with the news media, personal affiliations, etc.;

4. Help to draft and implement an annual strategic plan, and set short- and long-range targets for resource development and mobilization, volunteer recruitment and recognition, and generating community awareness and support;

5. Attend funder meetings with sponsor and project staff, as applicable;

6. Solicit community feedback and recommendations regarding project operations, accomplishments and impact, and communicate this information to project staff and to the sponsor;

7. Attend and assist with AmeriCorps Seniors RSVP events (i.e., recognition activities, national days of service, etc.);

8. Visit stations, volunteers, and those they serve, and meet with community supporters;

9. Annually assess projects in terms of accomplishments and impact of the project and how they meet the identified needs and problems of the volunteer stations and assigned children and volunteer satisfaction.

5 PROJECT STAFF

5.1 GENERAL PROVISIONS

The project director must be an employee of the sponsor subject to the sponsor's personnel policies and practices. Sponsors may also directly employ project staff to support the project director, as well as consultants and contractors, provided that the sponsor does not delegate or sub-contract responsibility for fulfilling project management requirements (45 CFR 2553.22 and 45 CFR 2553.25).

Hiring of project personnel must comply with the Civil Rights Act of 1964, as amended, the Domestic Volunteer Service Act, the Serve America Act, other Federal civil rights statutes and regulations, applicable state laws and local ordinances, and sponsor personnel and employment practices.

5.2 STRUCTURE

The program regulations require that the sponsor employ a project director and other staff appropriate to accomplish the purposes of the project. See 45 CFR 2553.25 (b) - (e) for provisions regarding staffing levels and compensation for staff. The size of each individual project and budget levels will often dictate the number of project staff needed to effectively manage the project.

In structuring the staffing pattern, the following should be considered:

a) Size of the service area

b) Number, kind, and location of volunteer stations

c) Number of volunteers

d) Geographic distribution of AmeriCorps Seniors volunteer assignments

e) Availability of funds

f) The potential for programs to continue to improve how they build and use evidence, including understanding local community needs, analyzing and acting on performance measurement data, preparing for possible external evaluations, or implementing evidence-based programming.

g) Availability of supplemental state or federally subsidized full- or part-time staff, and AmeriCorps Seniors RSVP or non-AmeriCorps Seniors volunteer staff.

- AmeriCorps Seniors grantees can collaborate with the Senior Community Service Employment Program (SCSEP), authorized by Title V of the, Older Americans Act, to jointly engage older adults in several ways, such as:

    i. AmeriCorps Seniors and SCSEP grantees can work together to enable their participants to support joint community service projects;

ii.   SCSEP participants nearing their 4-year limit on participation may be interested in participating in AmeriCorps Seniors;

iii. AmeriCorps Seniors volunteers, who meet age and income qualifications and seeking paid employment, may be interested in participating in SCSEP;

iv.   More information about SCSEP grantees see the [Senior Community Service Employment Program website.](#)

- Volunteer staff, consistent with the nature and purpose of AmeriCorps Seniors volunteer programs, are persons with management experience and others with experience in office operations, who may be deployed to strengthen and expand the operations of AmeriCorps Seniors RSVP projects.

- Non-AmeriCorps Seniors volunteers can also be budgeted as in-kind contributions for necessary project operational functions.

5.3   PERSONNEL POLICIES FOR PROJECT STAFF

The applicable AmeriCorps Seniors RSVP program regulations require that project staff be covered by sponsor personnel policies ([45 CFR 2553.25](#)). At a minimum, policies should address salaries and fringe benefits, probationary periods of service, national service criminal history checks, suspensions, resignations, hours of employment, vacations, sick leave, holidays, terminations, and grievance procedures.

1) The sponsor should compensate project staff at a level that is comparable to similar staff positions in the sponsor organization and/or the project service area, as is practicable ([45 CFR 2553.25(e)](#)).

2) The sponsor should prepare a job description for each project staff position to promote the recruitment of qualified applicants and to specify each position's authority and responsibility. It is recommended that an annual performance evaluation be completed for all staff.

3) It is critical that AmeriCorps Seniors sponsors make **National Service Criminal History Checks** (NSCHC) a priority when hiring project staff. ***Grantees that do not comply with the NSCHC requirements may be subject to cost disallowance***. Please read this section and the [NSCHC webpage](#)carefully to be sure your policies and your implementation procedures are in compliance with the requirement. Grantees should contact their portfolio manager for NSCHC questions or requirement clarification.

5.3.1   NSCHC Overview

Under the National and Community Service Act of 1990, as amended by the Serve America Act, all AmeriCorps grantees must conduct NSCHC on **grant-funded staff** and national service participants that receive a salary, national service education award, living allowance, or stipend under AmeriCorps Seniors grants. Individuals in these positions must undergo the NSCHC process before the start date. This means the required checks must be completed, reviewed, and an eligibility determination made prior to charging any staff time to an AmeriCorps Seniors grant. Therefore, it is critical to comply with the NSCHC requirements **on time, every time**.

The Code of Federal Regulations outlines the Nationals Service Criminal History Check rules and regulations in full at 45 CFR 2540.200–207. Additional information on NSCHC, including the **required annual NSCHC e-course**, an FAQ document, and links to technical assistance resources can be found on the NSCHC webpage.

AmeriCorps has published a new NSCHC Regulation 45 CFR 2450.200 - .207 (**effective May 1, 2021**). Please see the NSCHC Rule Summary document for information on the new rule.

These requirements are statutory minimums, and individual grantees can, and often should, supplement these with additional safeguards for vulnerable populations, such as additional screening mechanisms, additional eligibility criteria, a code of conduct, training for staff and volunteers, and a clear system for reporting and handling reports of any harm or potential harm to vulnerable populations resulting from their program. Contact your portfolio manager for more resources on ways to protect your program's vulnerable beneficiaries.

5.3.2 NSCHC Enforcement
Grantees that do not comply with the NSCHC requirements may be subject to cost disallowance. More information on cost disallowance can be found in the NSCHC Manual, Monitoring and Enforcement section. As a result, it is in an organization's interest to develop a system for monitoring its own compliance.

5.3.3 NSCHC Resources
See AmeriCorps NSCHC webpage for links to the regulations, requirements, and training materials. Note that resources posted on this webpage may be updated at any time, so be sure to consult the webpage directly for the most current resources.

Some of the key resources available on the NSCHC webpage are:

- Links to the required annual NSCHC eCourse training & NSCHC Learning Path in Litmos.
- NSCHC Manual
- Recommendations for Effective Policies and Procedures
- NSCHC Steps Table
- NSCHC Frequently Asked Questions (FAQs)
- Using AmeriCorps-Approved Vendors, Truescreen, and Fieldprint Manual (Litmos)
- Using NSOPW and State Repositories Manual

5.4 PROJECT STAFF ROLES

5.4.1 Project Director
1) The sponsor assigns responsibility for the project's daily management to the project director. A project director functions as a working project manager, actively involved with community organizations, AmeriCorps Seniors volunteers, and volunteer stations. The sponsor should establish procedures for internal review and approval of project director performance in accordance with its standard policies and procedures. The project director may serve as the representative of the sponsor in signing and approving official project documentation, including project reports, memoranda of understanding, and letters of agreement for in-home assignments.

2) The project director serves full-time, except as negotiated otherwise with AmeriCorps Seniors. A full-time project director may not serve concurrently in another capacity, paid or unpaid, during established working hours. A sponsor may negotiate in writing the employment of a part-time project director with AmeriCorps when it can be demonstrated that such an arrangement will not adversely affect the size, scope, and quality of project operations [(45 CFR 2553.25(c))](#). The project director may participate in activities to coordinate program resources with those of related local agencies, boards, or organizations. To negotiate a less than full-time project director, please consult with your portfolio manager.

3) In the case it becomes necessary to dismiss a project director for cause, sponsors should follow their established personnel policies and procedures. **When such action is apparent, (as well as in any other situation where the project director resigns) the sponsor should immediately notify the AmeriCorps portfolio manager, stating the reason(s) for the action.** If necessary, provisions for temporarily continuing operations without a project director should also be submitted to the portfolio manager in writing.

4) Under direction of the sponsor's executive director /CEO or designee, the project director's duties typically include, but are not limited to:

   a) Assessing volunteer needs of the community and planning and developing all phases of the project operation.

   b) Selecting, training, supervising, and evaluating project staff.

   c) Recruiting, orienting, placing, and arranging for assignment of AmeriCorps Seniors volunteers.

   d) Incorporating performance measurement principles and practices in program development, volunteer placement, and project assessment.

   e) Maintaining appropriate fiscal and program records and preparing reports.

   > See **Appendix B.6** for a sample position description for an AmeriCorps Seniors RSVP Project Director

   f) Developing and maintaining close coordination with volunteer stations.

   g) Enhancing the total project effort through active involvement with community organizations, other national service programs, and other senior and volunteer programs.

   h) Keeping AmeriCorps Seniors RSVP advisory council members informed and soliciting their advice on matters affecting project operation, providing staff assistance to the advisory council.

   i) Working in cooperation with sponsor staff, advisory council members, and volunteer station staff to obtain resources for the project.

   j) Providing information and support to AmeriCorps Seniors volunteers.

   k) Assessing appropriateness and performance of volunteer stations.

   l) Attending training conferences conducted or authorized by AmeriCorps.

m) Preparing and submitting applications and requests for amendments in the electronic grants system.

5.4.2   Authorized Representatives

The Authorized Representative is an individual in your organization who has the authority to accept and commit funds on behalf of the organization. This individual should be different than the Project Director. This individual certifies all grant applications and amendments and, in doing so, electronically signs the assurances for your grant. This individual will need eGrants access and may have either Grantee or Grantee Administrator permissions. If you need to change your Authorized Representative, reach out to your portfolio manager.

5.4.3   Project Coordinators

When funds allow, and the project director is in need of professional assistance, additional staff may be hired to help coordinate project activities.

Coordinator responsibilities may include, for example:

1) Coordinating and monitoring AmeriCorps Seniors volunteer assignments, in-service training, supervisory arrangements, and other activities in cooperation with appropriate volunteer station staff.

2) Making periodic visits to volunteer stations to monitor the satisfaction of the AmeriCorps Seniors volunteers with their assignments and progress toward achieving expected outcomes and impact of their assignments.

3) Enhancing the total project effort through active involvement with community organizations, other national service programs, and other senior and volunteer programs.

4) Providing information and support to AmeriCorps Seniors volunteers.

5) Assessing appropriateness and performance of volunteer stations.

6) Attending training conferences conducted or authorized by AmeriCorps Seniors as funding allows.

5.4.4   Effective Practices for Building Project Staff

Effective practices for creating and sustaining a strong working relationship among the sponsor's executive and fiscal staff, the project director, and other project staff include:

A. Sponsor leadership and the project director establish and maintain a productive working relationship based on clear communication and mutual support;

B. The project director has clearly defined responsibilities and written policies and procedures for project operations and support;

C. The sponsor develops and maintains clear lines of reporting between project staff and the sponsor's executive and fiscal staff;

D. The sponsor develops a written job description for each project staff position and annually reviews job descriptions for any changes in roles or responsibilities;

E.   The sponsor provides staff with high quality supervision and support to maximize job performance;

F.   The sponsor ensures project staff receive an orientation to the AmeriCorps Seniors, AmeriCorps Seniors RSVP, and the project prior to their assuming project responsibilities;

G.   The sponsor provides project staff with opportunities to enhance their understanding of and skills in meeting the needs of the community;

H.   The sponsor encourages project staff to showcase their expertise as national and community service professionals by presenting at conferences, workshops, or community forums;

I.   The sponsor includes project staff in professional development opportunities available to all other agency staff;

J.   The sponsor ensures that each project staff member sets performance goals for his or her work on an annual basis and is evaluated annually on that basis;

K.   The sponsor includes the project director as an integral member of the agency's staff;

L.   The sponsor recognizes the achievements of project staff through specific activities and/or events comparable to other agency staff;

M.   The sponsor seeks ethnic, racial, cultural, and skills diversity in volunteer teams and/or working groups that address project planning, operations, and assessment; and

N.   The sponsor seeks the participation of individuals from diverse ethnic and racial backgrounds and with a variety of skills in project management and decision-making.

6 VOLUNTEER STATIONS

6.1 INTRODUCTION

AmeriCorps Seniors volunteers are recruited and enrolled by the AmeriCorps Seniors RSVP project and placed with or through volunteer stations. Volunteer stations are encouraged to support AmeriCorps Seniors RSVP by referring prospective volunteers to the project.

6.1.1 Characteristics of Volunteer Stations

A volunteer station is a public agency, secular or faith-based private non-profit organization, or proprietary health care organization that accepts the responsibility for assignment and supervision of AmeriCorps Seniors volunteers. Each volunteer station must be licensed or otherwise certified, when required, by the appropriate state or local government. Neither informal groups nor private homes qualify as volunteer stations(45 CFR 2553.12).

> Looking to engage a school or school district as a station? The [AmeriCorps Superintendent's & Principal's Toolkit](#) can help! Developed to help education leaders understand how they can use national service to achieve their goals, it contains practical examples of how AmeriCorps Seniors has worked in school settings before and data on its educational impact.

A. Proprietary healthcare organizations are private for-profit healthcare organizations that serve one or more vulnerable populations (45 CFR 2553.12). As noted above, licensed proprietary health-care organizations may be volunteer stations. The entity responsible for licensing varies from state to state and may even vary based on the type of health care organization e.g., hospital, nursing home, assisted living facility. If project sponsors are unsure of the licensing body in their state, the U.S. Department of Health and Human Services (HHS) offers the site healthfinder.gov which has a listing of state agencies on health, which for many states, but not all, will be the entity responsible for health care organization licensing. Additionally, if sponsors are uncertain of their state's licensing requirements, HHS is a good place to start, as well as the state entity responsible for licensing and regulating health care organizations if known. All such placements must limit volunteer assignments to those which provide direct and traditional assistance to patients, such as visiting, teaching, counseling, entertaining, etc. Placements must not displace paid employees, must not supplant the hiring of paid employees, and must avoid other staff or clerical assignments which would accrue to the profitability of the proprietary health care organization.

B. The Memorandum of Understanding with such volunteer stations must include detailed provisions to ensure compliance with program regulations regarding *Non-displacement of Employed Workers and Non-impairment of Contracts for Service* (45 CFR 1216.1.1 - 1216.1.4).

C. Individual private homes may not be volunteer stations. In-home assignments are made only through a volunteer station (see *In-Home Assignments* in Chapter 7).

D. Volunteer stations are located within the project's service area as defined in the approved grant application.

E. Establish a process to ensure that the volunteer station sites are appropriate per the regulations.

6.1.2   Types of Volunteer Stations
AmeriCorps Seniors volunteers may serve in many different types of volunteer stations, including, but not limited to:

Examples of	Volunteer Stations
Before/After School Programs	Health Education Programs
Community Development Non-Profits	Hospitals/Medical Centers
Corrections Facilities	Job Placement Centers
Elementary Schools	Secondary Schools
Environmental Programs	Shelters (homeless, abused, etc.)
Food Banks/Gleaning Programs	Tax Preparatory Centers
Head Start Programs	Veterans Service Centers

6.1.3   AmeriCorps Seniors RSVP Project or Sponsor as Volunteer Station
The AmeriCorps Seniors RSVP project itself may function as a volunteer station or initiate special volunteer activities provided that AmeriCorps Seniors agrees that these activities are in accordance with program objectives outlined in the grant and will not hinder overall project operations (45 CFR 2553.61).

1) Project operations can be strengthened by the assignment of AmeriCorps Seniors RSVP or non-AmeriCorps Seniors volunteers to responsible roles under direction and control of the AmeriCorps Seniors RSVP director. Projects cannot include the time of AmeriCorps Seniors volunteers in the grant budget as part of the grantee match as they can with non-AmeriCorps Seniors RSVP community volunteers who satisfy guidelines for project in-kind contributions.

6.1.4   Volunteer Station Cash or In-Kind Support of Volunteers
1) In accordance with 45 CFR 2553.91(c) (3) an AmeriCorps Seniors volunteer station may contribute to the financial support of the AmeriCorps Seniors RSVP project. However, this support shall not be a required precondition for a potential station to obtain AmeriCorps Seniors volunteers. If a volunteer station agrees to provide funds to support additional volunteers or pay for other volunteer support costs, the agreement must be stated in the written Memorandum of Understanding (MOU) with the station.

2) When establishing such support, the best time for a project director to raise the possibility of financial support is when he or she is meeting with a potential station to establish the terms of the MOU. The discussions with the station representative should be clear that any donation is voluntary, not a fee for service, or a requirement of program participation. In addition:

   - The MOU must document the terms established, using language that confirms the donation is voluntary, not a fee for service, or a condition of program participation.

   - There should be no consideration given to cost per volunteer, number of hours served, or number of beneficiaries being served when determining a donation amount. Rather,

the commitment to donate funding to the project should be stated in a way that demonstrates community support for the program.

3) The sponsor must withdraw services if the station's inability to provide monetary or in-kind support to the project under the MOU diminishes or jeopardizes the project's financial capabilities to fulfill its obligations. Cash or in-kind support from a station should not be confused with fee-for-service. ***See Appendix A.12*** for more information.

6.1.5   Volunteer Station Roster

A current roster of volunteer stations must be included in the electronic grants management system with each grant renewal or continuation application. For all newly awarded grantees, station rosters should be submitted no later than six months after the grant begins. Projects will enter the names and addresses of their stations, the names and contact information for the volunteer station supervisors, and various other information for each station. Step-by-step instructions for developing and submitting Station Rosters are found on the RSVP Grantee webpage.

6.2   VOLUNTEER STATION ROLES AND RESPONSIBILITIES

6.2.1   Responsibilities of AmeriCorps Seniors Volunteer Stations

A list of Volunteer Station responsibilities can be found in the AmeriCorps Seniors RSVP Regulations 45 CFR 2553.62. AmeriCorps Seniors RSVP project staff should work with Volunteer Stations to ensure that station staff understand their responsibilities including:

1) Signing the Memorandum of Understanding (MOU) prior to placement of volunteers. (See *Preparation of the Memorandum of Understanding* in Chapter 6 for more information.)
2) Assisting projects with development of performance measurements that include written volunteer assignment descriptions that lead to the accomplishment of the project's output and outcome targets.
3) Assigning a Volunteer Station staff member to be responsible for supervision of the AmeriCorps Seniors volunteers assigned to the station. The supervisor should be able to verify volunteer time at the site.
4) Collecting and keeping the records and other data needed for AmeriCorps Seniors RSVP reports, and preparing reports as required.
5) Providing for the safety of AmeriCorps Seniors volunteers assigned to the station.

6.2.2   Additional Responsibilities

The program regulations also provide that volunteer stations undertake such other responsibilities as may be necessary to the successful performance of AmeriCorps Seniors volunteers in their assignments or as agreed to in the Memorandum of Understanding (45 CFR 2553.62(g)). Additional responsibilities may include providing volunteers with:

- Recognition
- Meals
- Transportation. (Note: Project funds may be used to reimburse volunteers for expenses, including transportation costs, incurred while performing their volunteer assignments, provided that these expenses are described in the Memorandum of Understanding with the volunteer station and there are sufficient funds available to cover these expenses and meet all other requirements identified in the Notice of Grant Award (45 CFR 2553.43(a)(1)).

Otherwise, such expenses are the responsibility of the volunteer station. For more information see Chapter 9.

6.2.3 Letters of Agreement for In-Home Assignments

Under 45 CFR 2553.62(c), volunteer stations that manage assignments in private homes must obtain a Letter of Agreement describing and authorizing the AmeriCorps Seniors volunteer activities in each home. See Chapter 7: AmeriCorps Seniors Volunteer Assignments for more information on Letters of Agreement for In-Home Assignments.

6.3 PREPARATION OF THE MEMORANDUM OF UNDERSTANDING

6.3.1 Purpose

The Memorandum of Understanding (MOU), which must be negotiated prior to placing volunteers, describes program requirements, working relationships, and mutual responsibilities between the sponsor and the volunteer station. The MOU includes general conditions applicable to all projects and volunteer stations and special conditions applicable to the local volunteer station. The basic requirements for the MOU are found in the regulations at 45 CFR 2553.23(c)(2). See **Appendix B.1** for a sample Memorandum of Understanding.

6.3.2 Renegotiating and Updating

The MOU must be reviewed and renegotiated at least every three years. The effective date of a new MOU must be on or after the date the MOU is signed. The MOU may be amended at any time by mutual agreement. Projects are encouraged to require volunteer stations to notify them as soon as any circumstances arise which could affect or require changing the provisions of the MOU, such as the volunteer station's ability to meet commitments for providing specified contributions toward project costs, changes in the sites where volunteers serve, or other conditions which have a bearing on volunteer assignments.

6.3.3 Content

Each volunteer station must have a MOU in effect, which ensures the placement of AmeriCorps Seniors volunteers. The MOU is a formal arrangement between the sponsoring organization and the volunteer station and in many cases, it serves as the primary source of documentation establishing the relationship between entities.

As set forth at 45 CFR 2553.23(c) (2), the Memorandum of Understanding must:

1) Be negotiated prior to placement;

2) Specify the mutual responsibilities of the station and sponsor;

3) Be renegotiated at least every three years; and

4) State that the volunteer station assures it will not discriminate against RSVP volunteers or in the operation of its program on the basis of race, color, national origin, gender, age, religion, sexual orientation, disability, gender identity or expression, political affiliation, marital or parental status, or military service.

The MOU should be customized to meet the needs of the project and the volunteer stations. See **Appendix B.1** for a sample MOU form.

In addition to the above requirements, we highly recommend that you include:

1) The name, street and e-mail addresses, and telephone and fax numbers of the volunteer station.

2) The name of the primary volunteer station staff member responsible for day-to-day supervision of AmeriCorps Seniors volunteers and a description of supervisory arrangements.

3) Volunteer station and sponsor contributions to support AmeriCorps Seniors volunteers (meals, insurance, transportation, and recognition) and/or other project costs.

4) A data sharing agreement that includes a description of the data needed from the volunteer station to complete the project's performance measures, a schedule for delivery, and a description of who will collect the data. See **Appendix A.13** for a sample data sharing agreement.

5) An assurance that the volunteer station is a public or non-profit organization or a proprietary health care agency.

6) A description of prohibited activities and special limitations (outlined in Chapter 2).

7) Provision for the safety of the AmeriCorps Seniors volunteers while on assignment.

8) Provision for a Letter of Agreement for in-home assignments. (See **Appendix B.5** for more information.)

9) Assurance that the volunteer station provides reasonable accommodation(s) for persons with disabilities (including those with mobility, hearing, vision, mental and cognitive impairments or addictions and diseases) to participate in programs and activities.

10) An agreement that the volunteer station shall provide required reports.

You may also want to include:

1) An estimate of the number of volunteer assignments projected to be available with or through the volunteer station.

2) A listing of geographic locations/sites, other than private homes, where volunteers will serve through the volunteer station and the number of volunteers placed at each site.

3) The average number of persons the volunteer station serves annually.

6.4 EFFECTIVE PRACTICES FOR MANAGING VOLUNTEER STATIONS

I. Effective Practices for Developing Volunteer Stations

The sponsor develops a system of volunteer stations that:

A. Addresses significant needs of the community as validated by community-accepted studies and reports prepared by government, community groups, or educational institutions;
B. Provides a sufficient number of stations that are accessible to individuals with disabilities;
C. Is manageable in terms of size and complexity to ensure that ongoing interaction, communication, and monitoring of stations are realistic.
D. Incorporates the abilities, experience, and needs of senior volunteers in their programs and operations.

II. Effective Practices for Communication between the Project and Volunteer Stations

The sponsor establishes clear and effective systems of communication between the project and volunteer stations by:

A. Conducting an orientation for station staff about the AmeriCorps Seniors, AmeriCorps Seniors RSVP, and the project prior to the placement of volunteers.
B. Communicating to the volunteer stations its policies on the terms and conditions of AmeriCorps Seniors volunteer service; volunteer service termination; and procedures for volunteers to appeal adverse decisions related to volunteer stations.
C. Providing volunteer stations with ongoing information and/or training about the project, its performance measurement goals, and the role of the volunteer station in meeting those goals.
D. Developing a checklist, guidance, and/or criteria that identifies factors in selecting volunteer stations.
E. Developing criteria for the optimal number of volunteers serving at each station.

III. Effective Practices for Working with Volunteer Stations to Achieve Performance Measures

A. The sponsor and project staff make informed decisions about the community needs to be addressed and the volunteer stations that provide placement opportunities for AmeriCorps Seniors volunteers. The project:
    1. Identifies the needs and priorities that the project will address and the agencies that serve them;
    2. Uses data to document the nature and scope of the needs and why they have been selected, and works with volunteer stations on data collection methods;
    3. Consults staff, AmeriCorps Seniors volunteers, the volunteer stations, and the Advisory Council in determining priority community needs on which the project will focus;
    4. Works with each volunteer station to determine the service to which AmeriCorps Seniors volunteers are assigned; and
    5. Identifies and communicates its anticipated accomplishments and goals to the volunteer station supervisors.
B. The project works with volunteer stations to collect data that measures progress in achieving the anticipated performance measurement targets. The project and volunteer stations:
    1. Work together to determine the types of data needed to measure progress in achieving its output and outcome targets;

2. Determine, prior to initiating service efforts, the data collection instrument descriptions it will use as the standards for measuring and reporting progress;
3. Collaborate to develop and implement an information system that utilizes existing data whenever possible, produces the information needed to demonstrate outputs and outcomes; and allows information to be easily retrieved;
4. Consistently and accurately provide the needed data;
5. Use the assessment to adjust service assignments and the project's portfolio of volunteer stations;
6. Work together to use the information related to accomplishments to identify the strengths and weaknesses of the project's programming and to develop specific steps to strengthen volunteer services provided in the community; and
7. Work together to modify volunteer assignments to more effectively meet the identified needs.

7 AMERICORPS SENIORS VOLUNTEER ASSIGNMENTS

7.1 CRITERIA FOR VOLUNTEER ASSIGNMENTS

7.1.1 General Criteria
AmeriCorps Seniors RSVP projects will develop volunteer assignments in alignment with AmeriCorps Seniors RSVP performance measure work plan outcomes and will do so prior to the recruitment of AmeriCorps Seniors volunteers. Volunteer assignments should incorporate how the assignment will support performance goals and the service described in the proposed work plans. Assignments serve the dual purpose of providing a high-quality experience for volunteers and meeting critical community needs.

7.1.2 Match Volunteer Interests and Abilities
Assignments are matched to the interests, abilities, preferences, and availability of volunteers. Special consideration is to be given to developing assignments that allow for volunteers with limited physical strength and mobility or other disabilities.

7.1.3 Assignment Descriptions
Volunteer stations provide a written outline of duties or description of individual assignments ([45 CFR 2553.12](#) and [2553.62](#)). These should be maintained on file in the AmeriCorps Seniors RSVP office or at the volunteer station and a copy should be given to each volunteer when assigned. Written assignments help to identify and clarify what the volunteer is expected to do and help to avoid misunderstanding. (See **Appendix B.4** for a sample AmeriCorps Seniors volunteer assignment description.)

7.1.4 Referrals
If, for any reason, a prospective volunteer cannot be placed through AmeriCorps Seniors RSVP, the project director should refer that person to other volunteer service opportunities whenever possible.

7.1.5 Capacity Building by AmeriCorps Seniors Volunteers in the RSVP program
Capacity building activities expand the *scale, reach, efficiency,* or *effectiveness* of programs and organizations. Activities may also *leverage resources* for programs and/or organizations. For example, capacity building activities may expand services, enhance delivery of services, or generate additional resources. These activities achieve *lasting positive outcomes for the beneficiary populations* served by AmeriCorps-supported organizations.

In this regard, AmeriCorps Seniors volunteers may serve in a fund-raising capacity for community organizations and for the AmeriCorps Seniors RSVP project itself. Fund raising for the project should be limited as it is not the primary activity of the AmeriCorps Seniors RSVP project or its volunteers.

7.1.6 Service on Boards and Advisory Councils
AmeriCorps Seniors volunteers may serve on boards and advisory councils of private non-profit or public agencies as part of Other Community Priority work plans. These volunteers are eligible for volunteer benefits. Similarly, AmeriCorps Seniors volunteers serving as members of their AmeriCorps Seniors RSVP advisory council are eligible for volunteer benefits.

7.2 SELECTION OF ASSIGNMENTS

7.2.1 Range of Options

Assignments and terms of service, including service hours, should reflect individual AmeriCorps Seniors volunteer preferences and align with the project's National Performance Measure outcomes. Project and volunteer station staff should ensure that a range of service opportunities are available to provide a variety of choices that will have a measurable impact on the community. Below are examples of appropriate and inappropriate AmeriCorps Seniors volunteer assignments. Please contact your portfolio manager should you have specific questions about your project assignments.

Appropriate Assignments	Inappropriate Assignments
Organizing neighborhood watch programs	Street traffic control
Tutoring and mentoring disadvantaged or disabled youth	Participating in "ride along" with on-duty officers
Renovating homes	Performing emergency duties assigned to fire or police employees
Teaching English to immigrants	Serving as paramedics, emergency medical technicians (EMT) or other in other emergency medical service roles
Assisting victims of natural disasters	Any roll that would otherwise be performed by an employed worker

Please see **AmeriCorps Seniors Pandemic Recovery a Pathway to Service (updated March 2021)** a suggested framework for reopening AmeriCorps Seniors volunteer service opportunities that can help ensure a safe return to volunteering. **Appendix A.17** COVID-19 Resource Toolkit contains general information regarding safe volunteering, preparing your volunteers to serve during COVID-19, and other resources which may help guide you through these unprecedented times.

7.2.2 IN-HOME ASSIGNMENTS

7.2.2.1 *Careful Planning with Volunteer Stations*

Assignment of AmeriCorps Seniors volunteers in the AmeriCorps Seniors RSVP program in the homes of persons served requires planning by the AmeriCorps Seniors RSVP director and by volunteer station professional staff, in cooperation with the person to be served. In-home placements may be made through many types of volunteer stations. These include but are not limited to juvenile diversion programs, mental health centers, health organizations, hospitals, visiting nurse associations, hospice programs, and home-health agencies.

7.2.2.2 *Volunteer Station Responsibilities*

Project staff must exercise good judgment in arranging in-home placements. It is recommended that projects secure the volunteer station's commitment to:

1) Provide regular and ongoing training for volunteers in the AmeriCorps Seniors RSVP program regarding their specific assignments.

2) Conduct regularly scheduled meetings with the volunteers in the AmeriCorps Seniors RSVP program to review activities, any problems encountered, and progress made toward outcomes. Since traditional forms of supervision are difficult in-home settings, ensuring volunteer station staff meet regularly with volunteers placed in homes is a critical part of the AmeriCorps Seniors RSVP director's responsibility.

3) Visit the AmeriCorps Seniors volunteer in-home with the assigned person on a regularly scheduled basis.

4) Address other specific conditions included in the Memorandum of Understanding, including obtaining a Letter of Agreement for an AmeriCorps Seniors volunteer assigned in-home (45 CFR 2553.12 and 2553.62(c)). (See Chapter 6 for more regarding Letters of Agreement.)

7.2.2.3   *Letters of Agreement for In-Home Assignments*

1) According to 45 CFR 2553.62(c) volunteer stations managing assignments in private homes must develop a Letter of Agreement describing and authorizing the volunteer activities in each home. The requirement for Letters of Agreement must be incorporated in the Memorandum of Understanding

2) Letters of Agreement contain a statement authorizing a volunteer assignment in a person's home and designating the activities to be performed. The Agreement also defines arrangements for days and hours of service and the specific plan for the volunteer's supervision. The person to be served (or their legal guardian), the volunteer station, and the sponsor sign the letter of agreement.

3) The Letter of Agreement provides a common understanding of what the volunteer will and will not do while on an in-home assignment. Such an agreement is not required for casual or friendly visiting that is not part of a regular, ongoing program of activities organized by a volunteer station. For example, the delivery of meals to a home would normally not require a Letter of Agreement.

4) In some cases, projects may work with organizations, such as hospices, which have obtained Letters of Agreement, or equivalent written agreements with their individual clients. In these cases, organizations may sign general letters of agreement covering all of the organization's home-based clients and that identify clients to be served and that specify volunteer activities, rather than obtaining individual letters for each client. The Memorandum of Understanding with the volunteer station must reference any such agreements.

5) It is strongly recommended that sponsors establish policies to ensure that criminal history checks are performed for volunteers who will have contact on a recurring basis with children, frail adults, persons with disabilities, or other potentially vulnerable individuals. Name checks of volunteers can be performed at the National Sex Offender Public Website, www.nsopw.gov, maintained by the U.S. Department of Justice. See the National Service Criminal History Check webpage for more information about criminal history checks.

6) Letters of Agreement for In-Home Assignments may be included in a volunteer's assignment plan if the assignment plan includes all the information above and all required signatures. A template assignment plan is included in Appendix B.4 and a template letter of agreement for

in-home assignment is included in Appendix B.5. A sponsor may combine these templates to address this situation, if appropriate.

7.2.3   Teleservice

AmeriCorps Seniors projects have service opportunities that lend themselves to teleservice, it is important that any project choosing to include an element of teleservice has a policy in place to guide volunteers and stations. Teleservice is appropriate only when the activity can be meaningfully supervised, and the hours verified independently. If a sponsor determines that teleservice is appropriate in unique situations, it must establish a policy that addresses the following:

- Written authorization of teleservice from your portfolio manager in advance
- Expectations of the communication requirements between supervisors and teleserving volunteers
- Mitigation of the increased risk of time and attendance abuse
- Appropriate supervision including validation of the activities to be performed, and
- Verification of hours claimed.

Sponsors should be aware that their staff may be subject to legal sanctions for erroneously certifying that AmeriCorps Seniors volunteers have valid service hours for time claimed in teleservice. In addition, there are legal and financial penalties for knowingly submitting false claims to the government.

Please see Appendix A.17. COVID-19 Resource Tool Kit and A.18. Technology Support Training for additional support on implementation for teleservice activities.

7.3   ASSIGNMENTS TO PROMOTE VOLUNTEER LEADERSHIP

7.3.1   Skill Development and Capacity Building

Developing and cultivating the leadership capacity of AmeriCorps Seniors volunteers in the RSVP program is one of the best ways to ensure a high-quality volunteer experience, volunteer-driven program expansion, and sustainable services to the community. The AmeriCorps Seniors RSVP program model allows local AmeriCorps Seniors RSVP projects to develop assignments in alignment with performance measures that strengthen the project and build volunteer station capacity, while strengthening the volunteers' leadership skills. You can find a AmeriCorps Seniors RSVP Sample Volunteer Assignment Description in **Appendix B.4** and additional resources on the RSVP Grantee webpage.

7.3.2   Examples of Leadership Roles

Leadership opportunities allow AmeriCorps Seniors volunteers in the RSVP program to form a deeper connection to a project while learning valuable tools in volunteer coordination, project planning or outreach.

As AmeriCorps Seniors RSVP "leaders," volunteers can, for example:

- Recruit and coordinate volunteers for a volunteer station.
- Assist the AmeriCorps Seniors RSVP project director with recruitment and coordination of AmeriCorps Seniors volunteers in the RSVP program.

- Support project planning, volunteer training, or relationships with individual volunteer stations.
- Develop and prepare project materials.
- Assist volunteer stations with performance measures, including data collection tools or methods.
- Conduct outreach to the community.
- Garner financial, in kind, and other forms of support for the AmeriCorps Seniors RSVP project.

7.4 TERMINATION OF ASSIGNMENTS

a) The project staff and volunteer stations should be alert to changes or problems that may lead to assignment terminations, such as when the relationship is no longer satisfying to the AmeriCorps Seniors volunteer or when a station is going to be graduated.

b) A former volunteer station is a station that is no longer active. A station may be a former one if the activities of the station no longer align with the project's program design. Volunteers associated with this station can be provided other service opportunities through other service stations, may continue to volunteer outside of the AmeriCorps Seniors RSVP program, or may choose to terminate their service.

c) Regardless of the cause of termination of an assignment, the decision must be made jointly by project and volunteer station staff, with full consideration given to the volunteer, including placement with another volunteer station, as appropriate.

d) Sponsors are asked to keep the portfolio manager fully informed in cases of terminations, voluntary or otherwise, that have potential legal implications for AmeriCorps Seniors RSVP staff or the project.

7.5 EFFECTIVE PRACTICES IN AMERICORPS SENIORS VOLUNTEER ASSIGNMENTS

I. Effective Practices for Drawing on the Unique Qualities of Volunteers to Meet the Needs of the Community and those Served

The project:

A. Ensures variety among volunteer stations such that volunteer assignments appeal to a diverse group of volunteers and accommodate varying volunteer skills and interests;
B. Works with volunteer stations to involve volunteers in developing volunteer assignments;
C. Routinely notifies volunteers of new volunteer assignments that are developed or become available; and
D. Ensures that volunteer stations provide volunteer assignments that challenge volunteers to be advocates on behalf of the community.
E. For outcome-based assignments, ensures that the assignment supports the projects performance measure outcomes.

II. Effective Practices for Ensuring the Safety of AmeriCorps Seniors Volunteers

The project:

A. Addresses all relevant safety issues, including service conditions at volunteer stations, prior to permitting volunteers in the AmeriCorps Seniors RSVP program to begin their assignments;
B. Addresses reasonable accommodation to volunteers who are qualified individuals with disabilities according to Section 504 of the Rehabilitation Act;
C. Works closely with volunteer stations to ensure that AmeriCorps Seniors volunteers in the AmeriCorps Seniors RSVP program are provided with pre-service and ongoing training on safety issues;
D. Works jointly with volunteer stations to assess, on a regular basis, safety issues related to AmeriCorps Seniors RSVP service; and
E. Promptly and effectively responds to volunteers in the AmeriCorps Seniors RSVP program' emergencies and complaints and designates a staff person to respond to such concerns

III.   Effective Practices for Communicating with AmeriCorps Seniors Volunteers

The project clearly communicates with volunteers in the AmeriCorps Seniors RSVP program about their roles and responsibilities by:

A. Developing a written volunteer assignment description that specifies the needs of the community and the role and activities of the AmeriCorps Seniors volunteers in the RSVP program in delivering the needed services (See **Appendix B.4** for an example of an AmeriCorps Seniors RSVP assignment description form).
B. Providing volunteers with a handbook that includes project policies and procedures, the conditions and terms of volunteer service, holidays, service schedules, and cost reimbursements; and
C. Ensuring that AmeriCorps Seniors volunteers in the RSVP program know their key contacts and sources of assistance or help during their service, and how to contact them.
D. The project encourages volunteer stations to set up a process for appraising and documenting volunteer performance that provides feedback and guidance to each volunteer in key areas such as: reliability, actual progress and outcomes, initiative, and leadership.

8 VOLUNTEERS IN THE AMERICORPS SENIORS RSVP PROGRAM

8.1 ELIGIBILITY TO BE ENROLLED

8.1.1 Requirements

Volunteers in the AmeriCorps Seniors RSVP program must be 55 years of age or older, agree to serve on a regular basis without compensation, and reside in or near the community served by AmeriCorps Seniors RSVP. They must also agree to abide by all legal requirements of the AmeriCorps Seniors RSVP program and to accept instruction and supervision as required (45 CFR 2553.41(a)). Volunteers are not required to reside in the Geographic Service Area they are serving in.

8.1.2 Non-Discrimination

Eligibility to be an AmeriCorps Seniors volunteer may not be restricted on the basis of race, color, national origin, gender, age, religion, sexual orientation, disability, gender identity or expression, political affiliation, marital or parental status, or military service (45 CFR 2553.41(b)).

8.2 RECRUITMENT OF AMERICORPS SENIORS' VOLUNTEERS IN RSVP

8.2.1 Preparation

1) Before AmeriCorps Seniors volunteers in the RSVP program are placed at a volunteer station, the sponsor must have a signed Memorandum of Understanding with the volunteer station and have developed, in conjunction with the volunteer station, written assignment descriptions for each AmeriCorps Seniors volunteer.

2) Recruitment and enrollment of eligible AmeriCorps Seniors volunteers are project responsibilities and should not be delegated to volunteer stations. Recruitment assistance for new AmeriCorps Seniors volunteers, in the form of referrals, may come from the AmeriCorps Seniors RSVP advisory council, volunteer stations, and other AmeriCorps Seniors Volunteers.)

3) A volunteer recruitment plan should take into account the following, among other considerations:

   a. Location of "active adult" or retirement communities, senior citizen housing, senior centers, clubs, and other settings where people aged 55 and older gather or receive services.

   b. Local employers of age eligible, or soon to be eligible, Baby Boomers in both the private and public sectors, as well as independent businesses and trades people.

   c. Distance (in both miles and time) between the potential AmeriCorps Seniors volunteer and places of assignment.

   d. Modes and estimated costs of available public or private transportation.

4) Special efforts should be made to recruit and assign members of minority groups, persons with disabilities, and hard-to-reach individuals and groups in the service area which are under-represented in the project.

5) Special management and capacity building need to offer challenging assignments to retired professionals, managers, administrators, or others with specialized skill sets who would find such assignments engaging.

6) AmeriCorps Seniors RSVP stresses recruitment and enrollment of eligible persons not already volunteering.

7) Projects should focus their recruitment efforts within their own service areas. When volunteers from adjacent areas where there is an AmeriCorps Seniors RSVP project want to serve within the service area of another project, the two project directors should consult to ensure that this in the best interest of the volunteer and the program. Such cases may arise where transportation to a volunteer station in an adjacent area is more convenient or where a station in the adjacent area has need of a volunteer's special skills and no similar opportunity exists in the area where the volunteer resides.

8.2.2 Choosing Recruitment Methods

Although direct, face-to-face communication with prospective volunteers is most productive, a variety of recruitment methods may be used to reach either broad audiences or specific populations. The choice of the most feasible method will depend on:

1) Availability of recruitment resources (the project's website, social media, newspapers, access to radio and television public service time, available staff, outreach volunteers, etc.).

2) Community acceptance of volunteer programs and federally funded programs.

3) The degree to which communication links exist with seniors, including older members of minority groups, persons with disabilities, and hard-to-reach community members.

8.2.3 Examples of Methods

Recruitment can be done through:

1) Contacting potential recruits individually.

2) Presently enrolled AmeriCorps Seniors Volunteers.

3) Using an AmeriCorps Seniors volunteer recruitment specialist for recruiting persons with special skills, such as technical, professional, or management skills.

4) Making presentations or providing materials for distribution at retirement preparation programs of local employers.

5) Contacting agencies and organizations frequented by older persons, such as senior centers, senior nutrition projects, and retiree organizations such as retired teachers' associations, and retired federal employees' associations.

6) Contacting religious and civic groups and other community agencies.

7) Contacting other AmeriCorps volunteer programs.

8) Advertising through websites, web-based volunteer recruitment systems including *AllforGood.org* (see below), the sponsoring agency's newsletter, newspaper articles, public service radio or television interviews, or "spot" public announcements, and the use of social media.

9) Contacting inactive volunteers.

    a. Use volunteers, if necessary, to find out from inactive volunteers why they have become inactive. These volunteers may be reactivated if circumstances causing their inactivity to have been or can be changed.

    b. Include inactive volunteers on mailing lists and in recognition activities if there is potential for their reactivation.

8.2.4 Targeting Volunteers

Targeting recruitment where there is the best possibility of obtaining the most publicity and results, may result in organizations or locations being included where older persons are presently serving as volunteers. Projects should, however, avoid recruiting volunteers away from organizations where they are already volunteering and thus negatively impacting the project's reputation in the community.

8.2.5 Web-Based Recruitment

8.2.5.1 *Project Websites*

Increasing numbers of AmeriCorps Seniors RSVP projects have developed appealing websites designed to provide basic information about volunteer opportunities and how to express interest in volunteering.

8.2.5.2 *AllforGood.org*

All for Good is a free online volunteer recruitment system where projects can register their organizations and post their volunteer opportunities and connect with volunteers to learn about them.

8.2.5.3 *Social Networks*

A *Social Network* describes any virtual media that enables users to create public profiles within it and form relationships with other users of that same space who access their profile. Social networking sites can be used to describe community-based websites, online discussion forms, chatrooms and other social spaces online and primarily contain user-generated content. Examples of social networks are Facebook, X and YouTube channels, and others described below:

a) Key Terms
- Blog
  - A website, usually maintained by an individual, with regular entries of commentary, descriptions of events, or other material such as graphics or video, used to communicate information and receive feedback.
- Online Collaborative and Discussion Groups
  - A discussion group format to connect with people, access information, and communicate effectively over email and on the web.
  - You control the members of the discussion group.

- No hardware or software to buy, install or maintain.
- Access from anywhere, even from mobile devices.
- Online Volunteer Recruitment Sites
  - Online network that connects volunteers with nonprofit organizations.
  - Resource for volunteers to search for volunteer opportunities in their neighborhood, community, city and nationally.
  - When volunteers see your listing, they simply click on it to directly connect with your organization and get involved.

b) **AmeriCorps Social Media Hub includes:**
  - YouTube
    - YouTube is a video sharing website.
    - A channel on YouTube is the home page for an account. It shows the account, the account type, the public videos they've uploaded, and any user information they have entered.
    - YouTube channels often display favorite videos from other users, activity streams comments, subscribers, and other social network features.
    - You can control the information that appears on your channel.
  - X (formerly known as Twitter)
    - X is an online social networking service that enables users to send and read short 140-character messages.
    - A service for friends, family, and coworkers to communicate and stay connected through the exchange of quick, frequent messages.
    - Messages may contain photos, videos, and links to other social network sites.
    - AmeriCorps Seniors X handle: @AmeriCorpsSr
    - AmeriCorps X handle: @AmeriCorps
  - Facebook
    - Facebook is an online social network website where users can post comments, share photographs and post links to news or other interesting content on the web.
    - A service for friends, family, and coworkers to communicate and stay connected through the exchange of quick, frequent messages.
    - AmeriCorps Seniors Facebook Page: AmeriCorps Seniors / @AmeriCorpsSr
    - AmeriCorps Facebook Page: AmeriCorps / @AmeriCorps

8.2.5.4   *AmeriCorps Seniors Pathfinder*
This national tool, along with your local recruitment efforts, will help you find great AmeriCorps Seniors volunteers. On the AmeriCorps Seniors Pathfinder, interested volunteers begin their search by selecting a state, or a state and county, to return a list of nearby AmeriCorps Seniors programs. Program listings include organization name, program name, AmeriCorps Seniors parent program (e.g., FGP, SCP, RSVP), counties served, and program address. Most importantly, each listing includes contact information for that specific program. This allows prospective volunteers to ask questions, get the information they need, and begin sooner.

Information in the program listings is drawn from what AmeriCorps Seniors grantees enter into eGrants. The counties listed are associated with active sites in the station roster, as entered by

grantees. You can find instructions to update your contact information in Appendix A. 22 Update Project Contact Information in eGrants..

8.3 SELECTION OF VOLUNTEERS IN THE AMERICORPS SENIORS RSVP PROGRAM

8.3.1 Interviewing Potential Volunteers in the AmeriCorps Seniors RSVP Program

After expressing an interest in volunteering through AmeriCorps Seniors RSVP, potential volunteers should be scheduled for interviews with AmeriCorps Seniors RSVP project staff as soon as possible. The initial interview should be private and confidential, allowing adequate time for discussion. These interviews should be conducted in the most efficient manner for AmeriCorps Seniors RSVP staff and the potential volunteer either in person, via phone, or other means such as skype.

a) The initial interview is the time to become acquainted with and establish a friendly, mutually supportive relationship with the prospective AmeriCorps Seniors volunteer.
b) Interview techniques should relate to project goals and to the background, hobbies, and special interests of applicants.

Suggested interview topics include:

- Interests of the applicant and motivation to serve.
- Background information on the potential volunteer including work and volunteer history.
- Roles, assignments, and types of activities.
- Description of volunteer stations and specific types of assignments currently available.
- Special needs of persons to be served by volunteers.
- Volunteer benefits and responsibilities.
- Professional supervision available.
- Transportation arrangements available.
- Follow-up support, recognition activities, and newsletter offered by AmeriCorps Seniors RSVP.
- Whether the applicant is confident that he or she is able to perform available assignments with, or without, reasonable accommodations.

8.3.2 National Service Criminal History Checks

It is strongly recommended, though not required by AmeriCorps, that sponsors establish policies to ensure that national service criminal history checks are performed for AmeriCorps Seniors volunteer candidates who will have contact on a recurring basis with children, frail adults, persons with disabilities, or other potentially vulnerable individuals. Name checks of volunteers can be performed at the, *National Sex Offender Public Website,* maintained by the U.S. Department of Justice. For more information see *National Service Criminal Checks Resources.*

8.4 ENROLLMENT OF AMERICORPS SENIORS VOLUNTEERS

Once the introductory process is completed, the project formally enrolls the AmeriCorps Seniors RSVP applicant into the program through the completion of an enrollment form. (See **Appendix B.2** for a sample AmeriCorps Seniors volunteer enrollment form.) Volunteer stations do not enroll volunteers.

The new AmeriCorps Seniors volunteer must sign and date the enrollment form, which should include designation of a beneficiary for insurance purposes. Sponsors must verify that AmeriCorps Seniors volunteers are "age-eligible" to serve at enrollment. Most projects review age eligibility by reviewing a government-issued identification to verify a volunteer's age and documenting that review using their enrollment form. It is not necessary to maintain a copy of this identification, unless required for other purposes, such as the sponsor's own internal policies.

Volunteers in the AmeriCorps Seniors RSVP program are responsible for updating their enrollment records whenever the pertinent information changes. (See **Appendix B.7** for a sample Volunteer Update Form.) Periodically, projects should provide opportunities for volunteers to review and update their record. Sponsors are responsible for developing policies and procedures regarding signatures on volunteer forms if alternate forms of submission are to be used, i.e., on-line enrollment forms, or other methods such as fax, scan and email.

8.5 ORIENTATION AND TRAINING OF AMERICORPS SENIORS VOLUNTEERS IN THE RSVP PROGRAM

8.5.1 Options for Orientation and Training
Projects should work with volunteer stations, to the extent possible, on the development, delivery and documentation of pre-service orientation for AmeriCorps Seniors volunteers. Many projects have found that a combination of a formal orientation program and hands-on experience with volunteer stations works well. This gives greater meaning to the orientation and enhances adjustment to assignments. Locally prepared volunteer handbooks have been found to be useful in providing information to volunteers concerning AmeriCorps Seniors RSVP, the sponsor, the advisory council, meal and travel reimbursements, prohibited activities and special limitations, appeal procedures, and other pertinent local project policies and procedures. Orientations may be enhanced by inviting representatives of other community service agencies and volunteer station to speak about their programs and the importance of volunteers' contributions.

Pre-Service Orientation Goals

Suggested goals of pre-service orientation include:

- Introduce the AmeriCorps Seniors volunteers to RSVP, the sponsor, and AmeriCorps Seniors.

- Prohibited activities, including the Hatch Act.

- Provide information on project policies, time sheets, appeal procedures, insurance, and other administrative details.

- Acquaint volunteers with project, volunteer station, and sponsor staff, and other AmeriCorps Seniors volunteers.

- Give AmeriCorps Seniors volunteers the opportunity to visit and become acquainted with their volunteer stations.

- Provide new AmeriCorps Seniors volunteers with information about available community services related to their assignments.

- Where appropriate, provide training on working with vulnerable populations.

8.5.2 Transportation Expenses for Training

As needed and as funds are available, transportation can be arranged or reimbursed for AmeriCorps Seniors volunteers between their homes and places where formal orientation programs are held.

8.5.3 Introduction to Adult Learning Principles

Familiarity with some basic concepts about how adults learn can help make your orientations and trainings as effective as possible. You likely already have some basic knowledge of these, based on your own experiences.

Think about the kind of training that you prefer. It's likely that you learn best when a few things are true:

- You understand why what you're being taught is important
- You have time to apply what you're learning, ask questions and get involved
- You can share your own experience and learn from the experience of others who've dealt with similar challenges
- The style of training provided matches your needs – if you're a visual learner, there are some visuals. If you're an auditory learner, you have a chance to listen.

Your volunteers will appreciate these same tactics in orientation and in-service training. A number of researchers have studied how adults learn and identified a few key principles that allow adults to learn effectively. Though stated in different ways over the years, they can be boiled down to a few key concepts:

- **Choice:** Adults don't like being told what to do! Most adults are used to choosing their own activities and managing their own experiences. It's uncomfortable to surrender that sense of agency when an adult enters a training space. That discomfort can mean that your learners are thinking about how they don't want to do a certain activity, rather than the information you want to share. Practically, this mean offering learners choices in their activities and getting buy-in from learners. Think about tactics like asking learners what they want to get

out of a session before it begins and tailoring the session to those ideas. You can also involve learners in the design of your sessions. For example, invite current AmeriCorps Seniors volunteers to shape your pre-service orientations.

- **Relevance:** This is closely related to choice. Adults learn best when they clearly understand why it is in their interest to learn certain information. Practically, you can make the objectives of all your sessions and activities clear so that learners understand the "why" behind the "what." Using current AmeriCorps Seniors volunteers can be helpful here as well, to point out when specifically, a learner might need specific knowledge or skills.

- **Experience:** Adults – particularly older adults – have a lot to share! They learn best when they have opportunities to share their wisdom. This has other benefits too, of course, in that it allows other learners to gain that knowledge. Though your learners may be new to being AmeriCorps Seniors volunteers or a particular topic, chances are that they have some experience with something similar through a prior career or their life experiences. Practically, this means asking almost as many questions of your learners as they ask of you! Encourage them to share with each other in small groups and in a large group setting, and explicitly acknowledge the expertise they bring to a conversation.

- **Application:** Adults learn best by practicing what they have learned. Incorporating activities allows learners to apply knowledge themselves and make connections to real-world situations. Practically, this means offering frequent opportunities for learners to interact with material. Consider including role-playing activities or asking participants how they would react to specific scenarios. Many trainers use a "Learn, Do, Teach" framework, where they explain a concept, have learners apply the concept, and then ask the learners to try to explain the concept to someone else, such as a peer. This principle also means that learning often continues after a formal "training," when your learners go out into the real world. Consider including time for reflection regularly to reinforce new ideas and concepts.

- **Repetition:** Adults don't remember everything they're told the first time. This is just human nature – in any training, expect your learners to only remember a small portion of the information you share exactly. Practically, this means not only that you should repeat key concepts within a training, but also that you should give learners tools to remind themselves. Referencing handbooks and other tools that learners have after the fact is a great practice for adult learning. Also consider explicitly pointing out the 2-3 most important pieces of information in a session by saying something like, "If you remember nothing else from the past hour, remember…"
Reviewing information both at the end of a session and in later follow up activities also helps learners retain more.

There are many resources available online if you would like to learn more about adult learning. The Northwest Center for Public Health Practice has created a very helpful Adult Learning Toolkit that is useful for many topics beyond public health. Facilitating Adult Learning by Dr. Lela Vandenberg offers lots of great practical tips as well.

8.6 PLACEMENT OF VOLUNTEERS IN THE AMERICORPS SENIORS RSVP PROGRAM

8.6.1   Local Placements

AmeriCorps Seniors volunteers should be placed in their own communities when feasible, and the need for transportation should be minimized as much as possible.

8.6.2   Volunteer Station Requirement

Volunteer assignments must be placed with volunteer stations or the sponsor serving as the volunteer station, as outlined in Chapter 6.

8.6.3   Placement of Volunteers with Memberships in Voluntary Service Organizations

Potential or current AmeriCorps Seniors volunteers who have memberships in organizations that provide voluntary services (e.g., religious organizations, senior centers, hospital auxiliaries, etc.) should not be assigned, as AmeriCorps Seniors volunteers, to perform AmeriCorps Seniors RSVP activities that relate to those voluntary services. AmeriCorps Seniors volunteers in the AmeriCorps Seniors RSVP program should not be placed with organizations with which they are otherwise affiliated to perform AmeriCorps Seniors RSVP activities that are the ongoing responsibilities of their membership with that organization. However, these volunteers may be assigned to activities at those organizations that differ in nature from their current activities or those required for membership.

8.6.4   Service to Relatives

Assignments involving service to relatives are not precluded for AmeriCorps Seniors volunteers. However, projects should exercise good judgment, taking into account local customs and practices and avoiding the appearance of favoritism.

If it is determined that an RSVP volunteer is going to be assigned to a family member, the grantee should establish policies that set expectations for both parties who are related in order to maintain the highest degree of confidence that placements such as these meet program rules and regulations. Further, grantees should consider all alternative options, diligently document why such an assignment is appropriate, and consider the possible public perception before moving forward. One alternative that should be considered and documented as to why it is not a viable option is to have the family member serve another client while having another volunteer provide services to the identified family member.

8.7 VOLUNTEER INACTIVITY AND SEPARATION

<u>Sponsoring organizations should have a written policy that defines when a volunteer is deemed inactive.</u> Volunteers who do not serve on a regular basis or intensively on short-term assignments, such as at special events or projects, may become classified as inactive based on the sponsor's written policy. Only active volunteers should be included in reporting of volunteer data to AmeriCorps Seniors.

Sponsors are encouraged to work with their AmeriCorps Seniors RSVP advisory council in establishing written policies and procedures covering volunteer separation and appeals. An AmeriCorps Seniors RSVP sponsor may separate an AmeriCorps Seniors volunteer for cause, including, but not limited to, extensive or unauthorized absences, misconduct, or inability to perform

assignments or accept supervision, in accordance with the sponsor's policies. Appeals for adverse actions are also subject to the sponsor's policies (45 CFR 2553.52).

8.8 EFFECTIVE PRACTICES IN MANAGING AMERICORPS SENIORS VOLUNTEERS IN THE RSVP PROGRAM

I. Effective Practices to Ensure Satisfaction among AmeriCorps Seniors Volunteers in Their Service to the Community

The project builds a spirit of commitment among the volunteers by:

A. Ensuring that AmeriCorps Seniors volunteers have opportunities to express their concerns, interests, and observations about the project to the staff of the project and the volunteer station;

B. Involving AmeriCorps Seniors volunteers in the operation and appraisal of assignments and project operations;

C. Soliciting comments and/or recommendations from the AmeriCorps Seniors volunteers related to their service activities, and incorporating relevant information into the project as applicable;

D. Adopting specific strategies to retain a diverse group of AmeriCorps Seniors volunteers; and

E. Identifying and promptly addressing any issues or problems that impact the retention of AmeriCorps Seniors volunteers from a broad range of backgrounds.

II. Effective Practices to Help AmeriCorps Seniors Volunteers Develop Their Capacity to be Community Leaders and Spokespersons

The project:

A. Encourages the volunteers to recognize and take pride in the value of their service to the community;

B. Provides AmeriCorps Seniors volunteers opportunities to serve in leadership roles and develop leadership skills that enhance their personal lives and the project, such as serving as volunteer leaders or on the Community Advisory Group;

C. Provides opportunities for AmeriCorps Seniors volunteers to facilitate training with other AmeriCorps Seniors volunteers using a standard training format with learning objectives as ways to measure progress;

D. Involves AmeriCorps Seniors volunteers in promoting the project to the community, such as through media appearances; and

E. Acknowledges and values the strengths and skills of AmeriCorps Seniors volunteers through ensuring that assignments are challenging and match the AmeriCorps Seniors Volunteers' interests and abilities.

III. Effective Practices for Acknowledging the Contributions of AmeriCorps Seniors Volunteers

The sponsor and project director:

A. Plan and implement individual and group recognition activities;

B. Ensure that volunteer stations regularly recognize AmeriCorps Seniors volunteers as contributors to the stations' ability to deliver services;

C. Provide at least one annual recognition event for AmeriCorps Seniors volunteers which has significant community support and involvement;

D. Recognize, document, and publicize outstanding AmeriCorps Seniors volunteer achievement;

E. Consider collaborating with other area AmeriCorps Seniors programs on recognition efforts; and

F. Consider non-traditional forms of recognition, especially for culturally diverse and Boomer volunteers.

9 AMERICORPS SENIORS VOLUNTEER COST REIMBURSEMENTS

AmeriCorps Seniors volunteers are provided with cost reimbursements and other benefits. In accordance with 45 CFR 2553.43 and any written AmeriCorps Seniors policy guidance to projects, volunteers must be provided with insurance as detailed below and recognition. Within the limits of a project's approved budget, AmeriCorps Seniors volunteers may be provided transportation and meals. Cost reimbursements are budgeted as "Volunteer Expenses," and the two terms may be used interchangeably.

9.1 ADMINISTRATION OF COST REIMBURSEMENTS
Sponsors should establish written cost reimbursement policies and procedures and provide these to each volunteer.

9.1.1 Assignment-Related Expenses
Project funds may be used to reimburse volunteers for expenses, including transportation costs, incurred while performing their volunteer assignments, provided that these expenses are described in the Memorandum of Understanding with the volunteer station and there are sufficient funds available to cover these expenses and meet all other requirements identified in the Notice of Grant Award (45 CFR 2553.43). Otherwise, such expenses are the responsibility of the volunteer station.

9.1.2 Reimbursement Policies
The amount of reimbursement made to AmeriCorps Seniors volunteers is determined by the availability of funds and project's written policy regarding reimbursement of Volunteer Expenses. The procedure and the limits for volunteers to request reimbursement should be identified in volunteer orientation sessions and project service policies.

9.1.3 Non-Reimbursed Volunteer Purchases
Volunteer expense items that are purchased at a volunteer's own expense and not reimbursed by the project to the volunteer are not allowable as contributions to the non-Federal share of the budget. These include transportation to and from their assignments, meals taken during assignments, recognition activities, and recognition items (45 CFR 2553.73(c)).

9.2 VOLUNTEER COST REIMBURSEMENTS DETAILED

9.2.1 Transportation

1) General Principles and Practices

   a) AmeriCorps Seniors volunteers may receive assistance with the cost of transportation to and from volunteer assignments and official project activities, including orientation, training, and recognition events (45 CFR 2553.43).

   b) It is suggested that the project work with its advisory council to prepare a transportation plan. Such a plan should be sound and reasonable, based on lowest-cost transportation modes, and include scheduling, modes of transportation, criteria for reimbursement, mileage rates, and patterns of transportation.

   c) Consideration should be given to volunteers who do not own cars or may prefer not to drive and can only participate in the program when other arrangements and modes of transportation are developed.

   d) Transportation should be considered when deciding where volunteers are assigned. Convenient and less costly transportation is promoted when assignments are developed in areas close to where AmeriCorps Seniors volunteers live.

   e) It is important to consider both costs and convenience, as well as volunteer service schedules, in developing a cost-effective travel solution.

   f) Transportation provided by volunteers that has not been reimbursed to the volunteer cannot be used as a local contribution to the project budget (45 CFR 2553.73(c)).

   g) Parking fees for volunteers having to park at a volunteer station or at an official AmeriCorps Seniors RSVP function may be budgeted. Parking costs are allowable as a local in-kind contribution only if they are normally charged.

   h) AmeriCorps Seniors volunteers and volunteer station staff are required to sign a statement certifying that transportation costs to be reimbursed to the volunteer were in conjunction with volunteer service and to provide details of the reimbursement. Vouchers are subject to review for compliance monitoring and AmeriCorps Seniors audit purposes.

   i) Projects may incorporate volunteer expense claims on the timesheet form. Costs must be verified by signatures of the volunteer, the volunteer station supervisor, and designated AmeriCorps Seniors RSVP staff. (See **Appendix B.3** for a sample Volunteer Timesheet and Mileage Request form.)

2) Reimbursement for Volunteers' Transportation

   a) Volunteer Drivers

   Reimbursement of AmeriCorps Seniors volunteers who drive their own cars is based on a cost-per-mile rate set by the sponsor via written policy. Volunteers are reimbursed for actual mileage within the limits of available funds and local project reimbursement policy. Volunteers cannot be reimbursed in excess of actual costs, or on a per capita basis, for

transporting other volunteers. (See **Appendix B.3** for a sample Volunteer Timesheet and Mileage Request form.)

Mileage reimbursement directly to an AmeriCorps Seniors volunteer from a volunteer station for transportation from the volunteer's home to the place of assignment and return home is acceptable as local support of the AmeriCorps Seniors RSVP project. Project files should include verification of this contribution for review for compliance monitoring and AmeriCorps Seniors audit purposes.

Mileage reimbursement to AmeriCorps Seniors volunteers from volunteer stations for providing transportation while on volunteer assignments cannot be used as local support of the AmeriCorps Seniors RSVP project. AmeriCorps Seniors RSVP cannot accept responsibility for the costs of community service provided by volunteer stations and, therefore, cannot be credited for the value of those costs to be used as local budget support.

b) Carpool Drivers

Drivers of carpools receive reimbursement for actual mileage based on a cost-per-mile rate. Passengers do not receive reimbursement.

c) Public Transportation Users

Sponsors should establish procedures, such as a voucher system, for reimbursing volunteers for public transportation expenses, including subways, buses, and other public conveyances. Reimbursements must be based on documentation by the volunteer of actual costs incurred for project-related transportation expenses.

d) Other Transportation Reimbursement Considerations

The purchase cost, operation, and maintenance of vans, mini-buses, or station wagons may be budgeted only if they provide the most flexible and economical transportation available.

Project vehicle costs, vehicle driver's salary and fringe benefits, and vehicle insurance are budgeted as travel costs under volunteer expenses in the AmeriCorps Seniors RSVP project grant application.

Contracted transportation, if it is the most flexible and economical mode, may be budgeted for volunteers.

Volunteers who do not incur travel expenses (e.g., those who walk to assignments, ride on free public transportation, or are passengers in carpools) do not receive reimbursement.

9.2.2   Meals

Within the limits of available resources and project written policy, AmeriCorps Seniors volunteers may receive assistance with the cost of meals taken during their service schedule (45 CFR 2553.43 (a) 2). Project staff may arrange for or assist with the cost of meals for AmeriCorps Seniors volunteers during orientation and training, and, as feasible, on days when volunteer service is provided.

Project directors should make special efforts to reach an understanding with volunteer stations to provide meals for AmeriCorps Seniors volunteers when feasible. The value of meals provided in-kind to AmeriCorps Seniors volunteers may be used as local support in the budget, provided there is sufficient documentation.

In-Home Meal Options
Meal arrangements may become more difficult for volunteers with in-home assignments. Volunteers who plan to eat between assignments may be far removed from nutrition centers and volunteer stations which have meal facilities. Some options are for volunteers to share a meal with a client, bring their own "brown bag" lunch, or eat at a restaurant and be reimbursed for the cost of their meal. Written procedures should be in place to outline the project's reimbursement policy. Meals provided by or to clients served are not an allowable budget cost.

Title III of the Older Americans Act
Local congregate nutrition programs, funded under Title III of the Older Americans Act, operate in some public and private non-profit organizations. AmeriCorps Seniors volunteers over 60 are eligible for meals at congregate meal sites funded under this program. See Paragraph (6) in Section 10.3.2 of this Handbook for more information on when programs funded by a federal agency other than AmeriCorps may be included in a grant's non-federal share.

Reimbursement to Volunteers
The amount of reimbursement to volunteers for meals is normally based on actual expenses, consistent with costing procedures developed by the sponsor rather than a flat daily rate. However, reimbursement of "brown-bag" lunches prepared by AmeriCorps Seniors volunteers may be based on a flat rate established by the sponsor in written policy. The basis for the rate should be included in the grant application budget narrative. AmeriCorps Seniors volunteers and volunteer station staff are required to sign a statement certifying that meals to be reimbursed to the volunteer were taken in conjunction with volunteer service and provide details of the reimbursement. Vouchers must be approved by AmeriCorps Seniors RSVP staff, and they are subject to review for compliance monitoring and AmeriCorps audit purposes. (See **Appendix B.3** for sample forms for volunteers to use to request reimbursement for meals.)

9.2.3   Insurance
The program regulations require AmeriCorps Seniors volunteers be provided with accident insurance, personal liability insurance, and excess automobile liability insurance (45 CFR 2553.25(f)). The minimum levels of this insurance are specified by AmeriCorps Seniors and may be subject to change from time to time. See **Appendix A.10: AmeriCorps Seniors Minimum Insurance Requirements** for minimum coverage levels.

The insurance coverage must be in excess of and noncontributing to any other valid and collectible insurance the volunteers have. In other words, the accident and excess automobile liability coverage are intended to provide higher levels of insurance for volunteers, starting where other insurance coverage for them stops. The AmeriCorps Seniors-required insurance is excess insurance not primary insurance. This is also true for personal liability; but volunteers are often not covered by personal liability insurance, in which case the AmeriCorps-required personal liability insurance shall become primary insurance with no deductible conferred to or paid by volunteers.

1)   Accident Insurance

Accident insurance covers AmeriCorps Seniors volunteers for personal injury during travel between their homes and places of assignment, during their volunteer service, during meal periods while serving as a volunteer, and while attending project-sponsored activities, such as recognition activities, orientation, and AmeriCorps Seniors RSVP advisory council meetings.

Protection shall be provided against claims in excess of any benefits or services for medical care or treatment available to the volunteer from all other sources, such as health insurance coverage.

> **AmeriCorps Seniors Volunteers in the RSVP program and Workers Compensation**
>
> AmeriCorps Seniors volunteers *are not* employees and *are not* covered by Federal or state workers compensation insurance.
>
> [45 CFR 2551.45](#)

2) Personal Liability Insurance for Volunteers

Protection is provided against claims in excess of protection provided by other insurance. It does not include professional liability coverage. The sponsor must provide third-party protection for volunteers against injury or property damage claims arising out of their volunteer service activities. Some insurance providers refer to this as "volunteer liability insurance". For each sponsoring organization, the amount of protection must meet or exceed the minimum levels of this insurance as specified by AmeriCorps Seniors. See **Appendix A.10: AmeriCorps Seniors Minimum Insurance Requirements** for minimum coverage levels.

3) Excess Automobile Insurance

To avoid a gap in coverage between that provided by the AmeriCorps Seniors volunteer's personal vehicle insurance and liability claims in excess of that coverage, the sponsor shall provide Excess Automobile Insurance coverage for bodily injury and/or property damage. See **Appendix A.10: AmeriCorps Seniors Minimum Insurance Requirements** for minimum coverage levels.

NOTE: It is recommended that projects verify that volunteer drivers have valid licenses and basic liability insurance.

4) Liability Insurance on Personal Vehicles of Volunteers

Automobile liability insurance is a volunteer's personal expense and is not reimbursable to the volunteer by the project. AmeriCorps Seniors volunteers who use their personal vehicles to drive in connection with project-related activities shall keep their automobile liability insurance in effect for their own protection.

The volunteer's personal vehicle liability insurance must equal or exceed the limits of the state Motor Vehicle Financial Responsibility Law in their state.

9.2.4 Uniforms or Smocks

When volunteer stations require AmeriCorps Seniors volunteers to wear special uniforms or smocks, the cost of uniforms and laundering are an allowable project cost when these expenses are described in the Memorandum of Understanding with the volunteer station, sufficient funds are

> **Personal Liability vs. Professional Malpractice Insurance**
>
> Personal liability insurance does not include, nor is it a substitute for, malpractice insurance which some volunteer stations need for their professional staff and for some volunteers who assist professionals or serve in professional capacities.

available to cover these expenses, and all other requirements identified in the Notice of Grant Award are met. Otherwise, volunteer stations are responsible for such costs.

9.2.5   Clothing and Branded Gear

Many AmeriCorps Seniors grantees want to use clothing to highlight the volunteers' participation in the AmeriCorps Seniors program. Items like clothing, bags, hats, or other gear with the AmeriCorps Seniors program names and logos that are not required by the project or volunteer station are considered recognition of service and should be categorized in the recognition budget line item rather than the uniform line item.

9.2.6   Recognition

Appropriate recognition for service is to be provided for AmeriCorps Seniors volunteers ([45 CFR 2553.43 (b)(1)](#)).

Recognition covers a wide range of potential costs; any costs charged to this direct benefit to the volunteer must be in accordance with the applicable OMB cost principles and using sound business practices. Any costs charged to recognition should be reasonable and prudent, properly valued, and consistent with the sponsoring organizational accounting practices. Consideration should also be given to the appropriateness of the expenditure. (See **Appendix A.1** for Guidance for Recognition Costs.)

1. At least annually the AmeriCorps Seniors RSVP sponsor plans and arranges for recognition of AmeriCorps Seniors volunteers for their service to the community. Recognition often includes large, formal annual events. It may also include informal recognition methods throughout the year. Sponsors may also recognize local individuals and agencies or organizations for significant activities that support project goals.

2. AmeriCorps Seniors does not supply volunteer recognition materials, nor does it require specific recognition materials.

3. Informal recognition ought to be ongoing, such as listening to and acting upon recommendations by AmeriCorps Seniors volunteers, offering honest praise, and providing assignments that are increasingly satisfying.

4. Recognition events may consist of special ceremonies, teas, breakfasts, luncheons, and recreational outings at which pins and certificates for stipulated terms of service are awarded.

5. The AmeriCorps Seniors RSVP advisory council and volunteer stations are expected to participate in recognition activities. Community contributions in support of recognition activities can enhance the quality of the events. Contributions need not be monetary. Donated space, food, decorations, and transportation should be encouraged. Proper documentation is required to use donations as local support.

6. To emphasize the importance of the occasion, AmeriCorps regional, and headquarters staff, as well as city and county officials and officers of local organizations may be invited to recognition events.

7. Entertainment expenses (e.g., bands, alcohol) are unallowable expenses and cannot be charged to the federal or non-federal share of the budget.

9.3 LEGAL REPRESENTATION

Legal counsel may be retained, and counsel fees, court costs, bail, and other expenses incidental to the defense of an AmeriCorps Seniors volunteer may be paid, in a criminal, civil, or administrative proceeding when such a proceeding arises directly out of performance of the AmeriCorps Seniors volunteer's activities. 45 CFR Part 1220 sets forth the circumstances under which AmeriCorps Seniors may reimburse for such expenses. Consult the portfolio manager for guidance.

10 GRANTS MANAGEMENT

10.1 INTRODUCTION TO GRANTS MANAGEMENT

10.1.1 Basic Requirements

Sponsors must manage grants awarded to them in accordance with all applicable AmeriCorps Seniors RSVP Program Regulations (45 CFR 2553), the Notice of Grant Award (NGA) as well as the Terms and Conditions for AmeriCorps grants. Contact the appropriate AmeriCorps portfolio manager for additional technical assistance on fiscal management of an AmeriCorps Seniors RSVP grant.

> **Financial Management Training**
>
> An on-line course, "Key Concepts of Financial Management," which can be accessed on Litmos here, provides a basic introduction to grants management considerations applicable to all Corporation grantees.

Topic	Purpose	For all NFE (Non-federal entities)
Uniform Administrative Requirements	Standards of consistency and uniformity of grants to various institutions	2 CFR Subtitle A Chapter II 200.300 to 200.345
Cost Principles	Principles for determining the costs of grants and other agreements with non-profit organizations	2 CFR Subtitle A Chapter II 200.400 to 200.475
Audits	Standards for obtaining consistency and uniformity among Federal agencies for the audits of states, local governments, and non-profit organizations expending Federal awards.	2 CFR Subtitle A Chapter II 200.500 – 200.520

In accordance with Uniform Administrative Requirements, 2 CFR 200.302, Non-Federal Entities (NFE) that receive AmeriCorps Seniors RSVP grant funds are required have financial management systems that provide for the following:

- Identification, in its accounts, of all federal awards received and expended and the federal programs under which they were received.

- Accurate, current, and complete disclosure of the financial results of each federal award or program in accordance with the reporting requirements set forth in 2 CFR 200.327 - Financial reporting and 2 CFR 200.328 - Monitoring and reporting program performance.

- Records that identify adequately the source and application of funds for federally funded activities

- Effective control over, and accountability for, all funds, property, and other assets.

- Comparison of expenditures with budget amounts for each federal award.

- Written procedures to implement the requirements of 2 CFR 200.305 - Payment.

- Written procedures for determining the allowability of costs in accordance with 2 CFR Part 200 Subpart E—Cost Principles and the terms and conditions of the federal award.

10.1.2 Cost Control and Budget Monitoring

Project support provided under an AmeriCorps Seniors RSVP grant must be furnished at the lowest possible cost consistent with the project's effective operation of the project as described in the AmeriCorps Seniors RSVP Program Regulations. 2553.73(b). Project directors should work with the sponsor's fiscal staff and regularly compare the budget to actual costs.

> **Terminology Note**
>
> A "Grant" is an award of financial assistance that, consistent with 31 U.S.C. 6304, is used to enter a relationship. (2 CFR 182.650)

10.1.3 Budgeting Costs

Project costs for which grant funds are budgeted must be reasonable and justified as being essential to project operation. "Grant funds" refers to both the AmeriCorps Seniors share and the required non-federal share of the grant.

1) Specific costs are either allowable or unallowable. Only allowable costs may be included in the AmeriCorps share or the grantee share of the budget. Only amounts approved by AmeriCorps may be expended.

2) Notices of Grant Award, as well as the AmeriCorps Seniors RSVP Program Regulations (45 CFR 2553.73), incorporate the OMB "OMB Guidance for Grants and Agreements" found at 2 CFR Chapter I, and OMB "OMB Cost Principles" found at 2 CFR Part 200, Subpart E. OMB Cost Principles distinguish between costs that are allowable and costs that are not allowable for all federal grants. Grantees should review 2 CFR Chapters I and II and refer to specific regulations within 2 CFR Chapters I and II as needed. OMB Cost Principles apply to funds included in the grant as part of the AmeriCorps Seniors share and also apply to the required non-federal share. Conversely, the OMB Cost Principles do not apply to funds that are not included in the grant as part of the AmeriCorps Seniors share or are not included in the required non-federal share. Also, the OMB Guidance for Grants and Agreements does not apply to funds budgeted as Excess non-federal or to other sponsor resources outside the grant. Therefore, it

> **Terminology Note**
>
> In the electronic grants system, "grantee share" and "applicant share," are used to refer to the required non-federal share of the grant.
>
> "Local share," as used in the program regulations, also refers to the required non-federal share.

is recommended that all allowable costs be budgeted in the "AmeriCorps Seniors Share" or "Non-AmeriCorps Seniors" share of the budget.

3) Additional requirements in the AmeriCorps Seniors RSVP Program Regulations also determine cost allowability. Below are listed several cost items about which questions commonly are raised. Questions regarding costs not included in the listing below should be referred to the appropriate portfolio manager.

   a) Equipment or supplies for volunteers on assignment are not allowable, unless these expenses are described in the Memorandum of Understanding with the volunteer station and there are sufficient funds available to cover these expenses and meet all other requirements identified in the Notice of Grant Award (45 CFR 2553.43).

   b) The following insurance costs are not allowable:

      1. Public liability insurance for sponsors (except for space that the AmeriCorps Seniors RSVP sponsor occupies that is separate from the main sponsor offices).

      2. Primary insurance for volunteers' or project staff's personal vehicles.

      3. Health insurance for volunteers.

   c) Costs for recruitment of personnel and volunteers for the award are allowable, including costs of recruiting hard-to-reach volunteers, such as those belonging to ethnic groups that may not be reachable by standard methods of recruitment.

   d) Only compensation paid to staff who are engaged in activities that directly support the performance of the award is allowable. Sponsors should familiarize themselves with proper documentation requirements in accordance with the OMB Cost Principles (2 CFR § 200.430 "Compensation – personal services").

   e) When project staff are employed in the operation of two or more AmeriCorps Seniors projects, in order to be allowable, their salaries and fringe benefits must be budgeted on a prorated basis in each project's budget, based on the allocation of time to each project. Grantees must document actual time spent on each grant, and only actual time should be reported.

   f) Though AmeriCorps Seniors volunteers are generally not required to undergo the National Service Criminal History Check process required by law of AmeriCorps Seniors RSVP staff, the costs of optional criminal history checks on AmeriCorps Seniors volunteers or prospective AmeriCorps Seniors volunteers are allowable. These costs may be paid by volunteer stations. When paid by the project, such costs should be budgeted as Volunteer Support Expenses because these costs are program operating expenses. (See AmeriCorps Grantee and Sponsors/Criminal History Checks for more information on National Service Criminal History Checks.)

   g) Costs of membership in the AmeriCorps Seniors or other professional associations are allowable. However, the membership must be attached to the organization (not an individual). An individual can be named on the membership but if the individual leaves, the membership stays with the organization. Additionally, federal/match funds may not be used for a membership to a lobbying organization. If the association/ organization has a lobbying

arm, grantees will need to ensure that their membership dues are not used for lobbying purposes (2 CFR 200.454).

10.1.4 Direct and Indirect Costs

1) Definitions

   Direct costs are costs that are readily associated with a particular budget line item. Indirect costs are costs incurred by an organization that are not readily identifiable with a specific award, project, or program, but are necessary to operate the organization and its programs. Indirect costs may also be referred to as facilities and administrative (F&A) costs. Typical examples of indirect costs include depreciation on buildings and equipment, the costs of operating and maintaining facilities, and general administration and expenses, such as the salaries and expenses of executive officers, administrative personnel, and accounting.

2) Cognizant Federal Agency

   A "cognizant federal agency" is an agency appointed by the Office of Management and Budget that is responsible for negotiating and approving the indirect cost rates of a grantee on behalf of all federal agencies. Typically, the "cognizant" agency is the federal agency from which a grantee receives the majority of its federal support in the form of Direct Grants. When an organization that has no cognizant federal agency proposes indirect costs in a grant application, AmeriCorps may assume the role of providing oversight.

3) Process for Establishing an Indirect Cost Rate

   When a grantee does not already have a federally negotiated indirect cost rate (sometimes called a negotiated indirect cost rate agreement, or NICRA) may request one. The grantee may contact IndirectCostRate@cns.gov to initiate this process. Indirect Cost Rate team will confirm AmeriCorps's status as the cognizant agency for indirect costs and initiate the rate negotiation process.

4) De Minimis rate of Modified Total Direct Costs

   Any non-Federal entity that doesn't have a current negotiated indirect cost rate, except for those non-Federal entities described in 2 CFR Appendix VII to Part 200—States and Local Government and Indian Tribe Indirect Cost Proposals, paragraph D.1.b, may elect to charge a de minimis rate of 10% of modified total direct costs (MTDC) which may be used indefinitely. Please contact your grants official for more information.

10.2 ROLE OF THE AMERICORPS OFFICE OF GRANT ADMINISTRATION

The acceptance of an assistance award from AmeriCorps creates a legal duty on the part of the grantee to use the available funds or resources in accordance with the terms and conditions of the assistance agreement. An obligation exists on behalf of AmeriCorps to fund the grantee in accordance with the assistance award.

The Portfolio Manager for a given grant partners with AmeriCorps's Grants Management staff based at the Office of Grant Administration (OGA). The Portfolio Manager is the representative of AmeriCorps and the AmeriCorps Seniors program in financial, budgetary, and administrative matters of AmeriCorps Seniors. The Portfolio Manager has overall responsibility for the receipt, approval and monitoring of all required financial documents from AmeriCorps Seniors grant programs. Only the Portfolio Manager, acting as the agent of the federal government, has the authority to:

- Award a grant.
- Modify the terms of a grant.
- Issue written instructions to the grantee to start or stop work.
- Execute any action which will result in increasing or decreasing the cost to the government.
- Extend or curtail the budget or project period cited in the applicable Notice of Grant Award (NGA).
- In conjunction with the OGA Director, or his/her designee, propose Management Decisions upon completion of an audit.
- Close-out a grant.

The Portfolio Manager is ultimately responsible for determining the allowability and reasonableness of grant costs proposed or incurred, except in certain circumstances related to the resolution of audit findings. The Portfolio Manager named in the NGA is the representative of the Grant Official for the purpose of monitoring the programmatic performance of the grant and advises OGA on all activities that may adversely affect performance. The OGA may accompany and work with the program officer to conduct financial monitoring of the grant. However, grantees should first consult with the portfolio manager prior to seeking approvals where the OGA has the ultimate approval authority.

Grantees in states that are covered by new AmeriCorps Regional Offices, should contact their Portfolio Managers for financial, budgetary, and administrative matters.

10.3 BUDGET MANAGEMENT

10.3.1 Budget Categories

1) Costs are separated according to whether the proposed source of project support is federal or non-federal. In context of the budget, "federal" means "AmeriCorps Seniors," and "non-federal" means "sources other than AmeriCorps Seniors" including certain other federal agencies, as authorized by law or by the source of funds.

   a) "Required non-federal." (Also known as "Grantee Share" on the budget). This is the part of the total non-federal budget used to meet the non-federal share requirement. Any additional amount that the grantee wants to include as part of the required non-federal share of the total project cost should also be under this category. Costs included under this category must meet all the cost requirements established by AmeriCorps Seniors. See the next page for more information on the required non-federal share of the budget.

   b) "Excess non-federal." This is the part of the total non-federal budget that is in excess of the non-federal share requirement. This is distinguished from the Excess Column on the budget. The two terms are not synonymous. The "Excess non-federal" is defined as funds over the required share budgeted in the "Grantee Share" column of the budget. Inclusion of excess non-federal costs is not required. If excess non-federal funds are budgeted, they must support the purpose of the project, consistent with the Domestic Volunteer Service Act of 1973. It is generally recommended that as long as costs are allowable, sponsors should budget those costs as part of the required non-federal share so they can be easily reported on the project's Federal Financial Report.

2) Allowable costs separated by source are further differentiated by purpose, that is, whether the funds are to cover costs of Volunteer Expenses or Volunteer Support Expenses.

> **Terminology Note**
>
> In the context of AmeriCorps Seniors project budgeting, the term "Volunteer Expenses" is sometimes referred to as "cost reimbursements" or "Volunteer Benefits."

    a) "Volunteer Expenses" is a limited category which includes only the following volunteer costs:
- Transportation
- Meals
- Insurance
- Recognition Items and Activities

    b) "Volunteer Support Expenses" includes all costs other than those included above in "Volunteer Expenses." including volunteer training costs.

10.3.2 Budget Criteria

1) The AmeriCorps Seniors RSVP sponsor is expected to supplement the AmeriCorps Seniors grant with other budget support. The sponsor must raise the amount of non-federal support described in the project funding requirements located in AmeriCorps Seniors RSVP Program Regulations (45 CFR 2553).

2) An AmeriCorps Seniors grant may be awarded to fund up to 90 percent of the total project cost in the first year, 80 percent in the second year, and 70 percent in the third and succeeding years. This means that the AmeriCorps Seniors RSVP program is responsible for at least 10 percent of the total project cost in the first year, 20 percent in the second year, and 30 percent in the third and succeeding years.

   a) Project support from non-AmeriCorps Seniors sources may be in cash or in-kind contributions.

   b) AmeriCorps Seniors-approved in-kind contributions may constitute part or all of the non-federal share requirement. Requirements for in-kind contributions are found in 2 CFR Chapter II Subpart D Section 200.306.

3) AmeriCorps Seniors may allow exceptions to the non-federal share requirement in cases of demonstrated need such as:

   I. Initial difficulties in the development of local funding sources during the first three years of operations; **or**
      - Documentation that non-AmeriCorps funding requests were denied during the three-year grant period (Applicants will be able to submit letters or denial or other independent documentation that requests were not approved or are not likely to be approved).

   II. An economic downturn, the occurrence of a natural disaster, or similar events in the service area that severely restrict or reduce sources of local funding support; **or**
      - Documentation that any of the above impacted applicants' ability to secure non-AmeriCorps funds.

Calculating the Required Non-Federal Share

For RSVP programs, the required non-federal share is 10% of the total project cost in the project's first year, 20% in the project's second year, and 30% in the project's third year and all succeeding years, excluding costs budgeted in the excess column.

Use this formula to determine the required non-federal share for your award:

Required Non-Federal Share =

(Federal Share / (1 – Required %)) – Federal Share

For example, a sponsor that receives a federal share of $63,000 would calculate their required non-federal share like this:

Year 1 (10%) Required Non-Federal Share =

($63,000/ (1 – 0.1)) - $63,000 = **$7,000**

Year 2 (20%) Required Non-Federal Share =

($63,000/ (1 – 0.2)) - $63,000 = **$15,750**

Year 3 and Thereafter (30%) Required Non-Federal Share =

($63,000/ (1 – 0.3)) - $63,000 = **$27,000**

III. The unexpected discontinuation of local support from one or more sources that a project has relied on for a period of years.

- Documentation that prior match providers will not provide match.

4) A sponsor proposing to contribute less than the required non-Federal share must provide AmeriCorps Seniors with an acceptable written justification for the lower level of support. The justification is submitted for consideration through the Portfolio Manager. The justification for the waiver should:

a) be requested prior to the grant award;

b) include supporting documentation;

c) include the grant period the waiver requested for (e.g., 1st year, 2nd year all years) and;

d) detail how much of the match needs to be waived (e.g., 5% or all of the match)

e) identify what activities on the grantee share would not happen if the waiver is granted.

5) Non-federal support already committed to meet non-federal support requirements of any other federally assisted project or program may not be budgeted as part of the non-federal support for AmeriCorps Seniors RSVP (2 CFR Chapter II, Subpart D, Section 200.306).

> ### Prohibition on Compensation for Services
>
> The authorizing statute for RSVP– the Domestic Volunteer Service Act of 1973 (DVSA) – prohibits charging RSVP beneficiaries for volunteer services. This prohibition is restated in the "Compensation for Services" provision in the RSVP Program Regulations and applies not only to the client but also to the client's legal guardian, family members, or friends.
>
> This provision prohibits soliciting donations from beneficiaries of the services of AmeriCorps Seniors volunteers or any other actions by the project that could create the impression that services of volunteers are linked in any way to financial support from a beneficiary. More information on prohibition on compensation for services can be found in Chapter 2 of this handbook.

6) All non-AmeriCorps Seniors funding expended for allowable costs will be counted as local support and as a contribution to the sponsor's local support with the following exceptions:

a) AmeriCorps Seniors grant awards are made for a specified dollar amount, and if the sponsor obligates or expends AmeriCorps Seniors funds for costs that exceed the amount of the AmeriCorps Seniors award, the costs are not allowable.

b) Project costs for which the required non-federal funds are budgeted will be acceptable if: a) costs are allowable; b) are reasonable in comparison to other costs; c) benefit the project's operational effectiveness; and d) contribute to achievement of AmeriCorps Seniors RSVP program goals and objectives.

c) Funds from federal agencies other than AmeriCorps Seniors, including federally funded in-kind resources, may not be budgeted as part of the sponsor's local support contribution, except when those funds specifically authorized by law. [2 CFR Chapter II, Subpart D, Section 200.306(b)(5)]

i) There are hundreds of Federal grant programs, each governed by laws and specific regulations and administered by many different departments and agencies. AmeriCorps is not able to provide a list of federal grant programs where funds are authorized by law to be applied to the non-federal share of AmeriCorps Seniors grants.

ii) It is the **grantee's** responsibility to document that another Federal program's funding is authorized by law to be used as non-federal share for other Federal grant programs.

iii) If you have questions concerning whether particular federal grant funds may be budgeted in the non-federal share, identify the source of the grant funds and contact the source of the funds for clarification. **Ask for the specific citation or document** that allows use of the funds in this way and maintain that documentation as part of the grant file for reference. A verbal confirmation is generally not sufficient.

d) Direct benefit items, such as transportation, meals, and recognition items which are purchased at the volunteer's own expense and not reimbursed, are not allowable as contributions to the non-federal share of the budget.

10.3.3 Budget Non-Compliance
1) Required Non-Federal Share

If a sponsor has failed to meet their non-federal share requirement at the end of the project period, the sponsor must take one of the two following actions:

a) Reimburse AmeriCorps the full amount of the deficiency, *** but only if so directed by the Portfolio Manager.***

b) Submit a written request for a waiver to the appropriate Portfolio Manager. This written request must be submitted with the final Federal Financial Report (FFR) and must include:
   1. Why the requirement was not met.
   2. What specific attempts were made to achieve the required non-federal percentage?
   3. A plan to provide the required non-federal share in the current grant period, assuming the sponsor has received a new award.

2) Excess Resources

Sponsors are not penalized for failure to achieve the budgeted amount of excess support. Failure to meet the total budget, including the excess, will be examined in light of the overall effect on the project's accomplishment of its goals and objectives.

10.4 GRANT AMENDMENTS AND REBUDGETING
During implementation of a grant, a grantee may decide to make adjustments to the approved application. All grant amendments and budget changes should be made and documented into the system of record, but the following changes require prior AmeriCorps Seniors approval and amendment of the NGA:

➢ A change in the scope of service or a substantial change in goals or objectives.
➢ A change in key personnel specified in the application or federal award including a change in the authorized representative.
➢ A request for a project director at less than full time (please consult with your portfolio manager regarding this request before starting an amendment).

➢ The creation of a new budget line item where there will be a need for additional funds.
➢ The transfer of funds budgeted for direct costs to indirect costs.
➢ The request of a match waiver.
➢ Extension or reduction of the budget or performance budget period.

If the federal share of a grant is greater than the Simplified Acquisition Threshold amount of $250,000 and the grantee's cumulative changes exceeds 10% of the total budget, the grantee must request prior approval to submit an amendment. AmeriCorps, as the federal awarding agency, cannot permit a transfer that would cause any federal appropriation to be used for purposes other than those consistent with the appropriation. [2 CFR Chapter II, Subpart D, Section 200.308] Grantees should consult with your portfolio manager regarding budget changes, even if pre-approval is not required.

Grantees may initiate an amendment in eGrants at any time. AmeriCorps Seniors strongly encourages grantees to consult with your portfolio manager prior to starting the amendment. Your portfolio manager can advise you on issues such as the amendment types to select based on what you need to change, whether the changes can wait until continuation or renewal to reduce burden, whether an amendment is necessary or if a memo to file will suffice, and other issues. There are certain amendment types that can only be selected by your portfolio manager. If you don't see an amendment type in eGrants that matches the changes you want to make, please contact your portfolio manager.

Amendments must be submitted by the grantee's authorized representative. The authorized representative must be using eGrants under their own account to submit the amendment. Please note that this is an electronic signature that results from submitting the grant application in the electronic grants management system, eGrants. A copy of the governing body's authorization for this official representative to sign must be on file in the grantee's office.

10.5 ACCESSING GRANT FUNDS AND MANAGING ADVANCES

All AmeriCorps Seniors grantees are paid through the Department of Health and Human Services (HHS) Payment Management Services, abbreviated as PMS. AmeriCorps Seniors grantees must establish an account with the HHS/PMS that allows them to draw down funds. When a grant is awarded in the electronic grants system, the grant is recorded in AmeriCorps's accounting system and transmitted to PMS which maintains an account for each grant. Grantees draw funds from that account.

10.5.1 Steps in Setting up a PMS Account
Grantees who are new to direct AmeriCorps funding will receive an "Establishing New Grant with AmeriCorps" letter from the Office of Grant Administration (OGA) which will include information about how to set up a PMS account. Please contact your Portfolio Manager if you are a new grantee to direct AmeriCorps funding and you have not received this letter within 30 days of your notification of grant award.

10.5.2 PMS SMARTLINK
Grantees use SMARTLINK to access funds. SMARTLINK is an automated "next day" direct deposit system for the Federal government. Recipients assigned to SMARTLINK use a PC to access the PMS SMARTLINK Request for Funds application, enter their account and drawdown information (e.g. account number and amount requested), and receive a status message detailing their transaction.

The transaction is completed online, and funds are direct deposited into the recipient's account on the next business day.

Funds should only be drawn down for immediate cash needs or on a reimbursement basis. Grantees should develop written policies and procedures for drawdowns so that they are done on a consistent basis and a clear audit trail exists. 2 CFR Chapter II, Subpart D, Section 200.305

Grantees may:

- Draw down funds on a reimbursement basis;
- Draw down funds that they will be using in the immediate future, usually considered to be within three days of receipt; or
- Maintain advance payment of federal funds in interest bearing accounts unless the following apply (See "Interest Earned on Advances" below):
  a. The grantee receives less than $120,000 in Federal awards annually.
  b. The account would not earn interest in excess of $500 per year.
  c. The depository would require an average or minimum balance so high that it would not be feasible within the expected Federal and non-Federal cash resources.
  d. A banking system prohibits or precludes interest bearing accounts.
- Interest earned amounts up to $500 per year may be retained by the non-Federal entity for administrative expense. Any additional interest earned on Federal advance payments deposited in interest-bearing accounts must be remitted annually to the Department of Health and Human Services Payment Management System (PMS) through an electronic medium using either Automated Clearing House (ACH) network or a Fedwire Funds Service payment.

To learn more about using PMS, please see the PMS User Guide and the PMS Grant Recipient Training schedule. For help with PMS, please contact the PMS Help Desk at PMSSupport@psc.hhs.gov or 877-614-5533. To contact the PMS Liaison Accountant for AmeriCorps Grants, visit https://pms.psc.gov/find-pms-liaison-accountant.html. In the "Grants Awarded by Non-U.S. Department and Health and Human Services" section, select "Corporation for National and Community Service" from the agency list and click "Go."

10.5.3 Federal Cash Transactions Report – PSC 272 A

Grantees report on funds by submitting quarterly Federal Cash Transaction Reports (PSC 272 A Report) directly to PMS. The PSC 272 A Report is an overview of the cash status of the account. It contains data provided by PMS to the recipient and the net disbursement amount as calculated by the recipient. The PSC 272 A Report is similar to a checking reconciliation and is used to report the amount of "Cash on Hand." HHS monitors this amount and deducts any cash on hand amount from previous payment requests. At the end of the grant performance period, the SF 425 Federal Financial Report MUST reconcile with the PSC 272 A Report and the amount drawn down. If these three numbers are not identical, the grant cannot be closed.

10.5.4 Interest Earned on Advances

Grantees are required to maintain advances of federal funds not used within 3 days in an interest-bearing account. The project will be allowed to retain the first $500.00 of interest per year to cover administrative expenses Interest earned above this amount must be remitted annually in a check made payable to the U.S. Treasury, to the Department of Health and Human Services, Division of Payment Management, P.O. Box 6021, Rockville, MD 20852.

The Cash Management Improvement Act and regulations (31 CFR Part 205) that established this requirement have some exceptions. The major ones that can impact an AmeriCorps Seniors grantee are as follows:

➢ State government grantees do not have to follow this requirement unless required to do so by the Department of Treasury Financial Management Service.

➢ Indian Tribal Governments are also exempt from this requirement.

➢ The recipient receives less than $120,000.00 per year from all federal sources.

➢ The best reasonable available interest-bearing account would not have been expected to earn in excess of $250.00 per year on the federal balance.

10.6 SUSPENSION, TERMINATION, AND DENIAL OF REFUNDING

The rules on grant suspension, termination, and denial of refunding procedures are addressed in the AmeriCorps Seniors RSVP Program Regulations (45 CFR § 2553.31).

10.7 AUDIT REQUIREMENTS

10.7.1 Single Audit

Recipients of federal grant awards are required to have audits performed in accordance with the Single Audit Act Amendments of 1996 (Single Audit Act), as amended. OMB Budget Guidance Audit Requirements, provides guidance on audit requirements pursuant to the Single Audit Act. The Audit Requirements established that grant recipients that expend $750,000 or more of federal funds in a year must have an independent auditor perform a single audit, or a program-specific audit. These audit requirements do not apply to organizations expending less than $750,000 in total federal funds in a given year.

When applicable, a single audit requires the sponsor to have an audit of its entire organization conducted by an independent auditor that essentially determines:

> **Federal Audit Clearinghouse:**
>
> Audits performed under the Single Audit Act are to be sent electronically to the Federal Audit Clearinghouse.
>
> The Internet Data Entry System (IDES) is the place to submit the single audit reporting package, including form SF-SAC, to the Federal Audit Clearinghouse (FAC). Single audit submission is required under the Single Audit Act and 2 CFR § 200.512.

- If the organization's financial statements present its and the program's financial position fairly;
- If the institution has the internal control structure to ensure that the program is managing the award in accordance with the applicable federal laws and regulations; and
- That the program has complied with the applicable laws and regulations that may have a direct and material effect on the program's financial statement.

10.7.2 Other Audits

In the case of sponsors whose total federal funding falls below the $750,000 threshold established by the requirements of OMB Post Federal Award Requirements (2 CFR Chapter II, Part 200, Subpart D), the sponsor's policies apply. Sponsors are expected to follow generally accepted accounting

practices. Sponsors must provide copies of any audit report partially or wholly charged to the grant to the AmeriCorps portfolio manager. Grantees need to follow applicable federal, state and local requirements for financial reporting and audits for their type of organization.

10.8 CONCLUSION

Familiarize all staff with AmeriCorps Seniors RSVP Program Regulations, 2 CFR Chapters I and II, specifically OMB Cost Principles and OMB Guidance for Grants and Agreements, to ensure compliance. Keep good documentation that demonstrates that costs are reasonable, necessary, allocable, allowable, and adhere to grant guidelines. Ensure that there is a clear audit trail for all financial reports from accounting system to data submitted. If you have a question, contact your portfolio manager.

Effective Practices for Securing Non-AmeriCorps Financial and In-Kind Support

The sponsor:

A. Secures cash or in-kind contributions, amounts that regularly exceed the required non-AmeriCorps support for the project;

B. Develops and maintains a diversified non-Federal funding base from the private sector, the nonprofit community, and state and local government;

C. Has a commitment to secure non-AmeriCorps support for the project which is incorporated into the sponsor's resource development plan;

D. Includes the project as a designated department in annual giving campaigns such as United Way;

E. Demonstrates the project's role as an extension of its core services by directing opportunities, such as grants, specifically to the project;

F. Has an established long-range resource development and mobilization program that includes the project as a key program to be supported;

G. Designates a sponsor staff member to help generate the needed support;

H. Actively engages its Board in developing non-Federal resources for the project;

I. Works collaboratively with the project's entity for community participation as dual leaders in mobilizing resources for the project;

J. Keeps project staff informed of the financial status of the project;

K. Makes consistent progress toward expansion of the AmeriCorps Seniors RSVP project with other funds;

L. Learns from other sponsor's models for building successful partnerships and ways of addressing AmeriCorps Seniors-specific resource development and mobilization challenges;

9 Tips to Help Avoid Common Audit Findings

Audit findings frequently result from **missing, incomplete, or insufficient documentation** that grant requirements have been met. Following are 9 steps to help avoid the more common audit findings:

1. Make sure current Memorandums of Understanding are on file for all volunteer stations where volunteers are serving (45 CFR 2553.23(2)).

2. Maintain documentation on file that shows that all enrolled volunteers meet the eligibility requirements (Age, Vehicle Insurance when appropriate, etc.) (45 CFR 2553.41).

3. Ensure there are written assignment descriptions on file for all volunteers (45 CFR 2553.62(a)).

4. Document that in collaboration with other community organizations or by using existing assessments, the sponsor assessed the needs of the community or service area and developed strategies to respond to identified needs using AmeriCorps Seniors volunteers (45 CFR 2553.23(b)). Retain supporting source documentation for all volunteer local travel reimbursements.

5. Ensure all grant funded staff have complete national service criminal history check documentation (45 CFR 2553.25(i)) and appropriate time tracking documentation kept on file. Time tracking documents should clearly show that any time spent on non-grant or unallowable activities, such as fund raising or working on other sponsor projects, has been appropriately allocated to other sponsor accounts.

6. Ensure that there is clear documentation of how volunteer service hours were tracked, and these records are on file.

7. Document receipt and valuation of all in-kind contributions counted toward the required non-Federal share of the grant.

8. Submit all required reports, such as the Federal Financial Reports and Progress Reports, and make sure they are on time (45 CFR 2553.25(g)).

9. Document your organization's policies and procedures, including internal financial controls, in a manual or handbook.

11 REPORTS AND RECORDKEEPING

Reporting and recordkeeping are essential functions of project management to ensure proper stewardship of public funds and provide information needed to report to the Congress and Executive Branch of the Federal Government on expenditures, project progress, and accomplishments. General reporting and recordkeeping requirements are discussed in this chapter, but projects should always consult their specific Notice of Grant Award (NGA) Terms and Conditions for the specific requirements of their grant.

11.1 REPORTS

Every recipient of a federal grant is expected to submit reports on the expenditure of all funds identified within the Notice of Grant Award (NGA). The NGA contains standard Terms and Conditions that apply to all grantees, as well as special conditions, as applicable, to a specific grantee. You can print a copy of your NGA from the electronic grants system. Terms and Conditions are available on online. For reporting related to federal grant funds drawn down by the grantee, see **Chapter 10**.

Financial reports provide information to portfolio managers about the total dollars expended. Progress Reports provide information about the service the volunteers are performing with respect to the project plan in the approved grant application. See Appendix A.5 for report due dates

11.1.1 Financial Reports

1) Federal Financial Report (FFR), Standard Form (SF) 425

The Federal Financial Report (FFR) is typically due on a semi-annual basis for each grant as specified in the Terms and Conditions referred to in your NGA. AmeriCorps Seniors grantees submit FFRs in the AmeriCorps grants management system. The FFR is used to report the following transactions: Federal Cash, Federal Expenditures and Unobligated Balance, Recipient Share, and Program Income

> **How Many Federal Financial Reports Are There?**
>
> Projects submit an "FFR" semi-annually to AmeriCorps through the electronic grants management system. Projects <u>also</u> complete an "FFR" in the PMS system regarding draw down of funds. These are different reports, and both are required.

Typically, the Terms and Conditions issued with the NGA by AmeriCorps for AmeriCorps Seniors contain the following conditions regarding Federal Financial Reports:

a) Grantees report expenditures semi-annually from the start date of the grant on the FFR, OMB Form SF-425, by submitting an electronically signed form in the AmeriCorps Seniors grants management system within 30 days of the end of each reporting period, as specified in the Terms and Conditions of the NGA.

b) FFRs describe expenses on a cumulative basis over the performance period of the grant (3 years).

c) Projects completing the final year of their grant must submit a final FFR that is cumulative over the entire grant period. This FFR is due 90 days after the close of the grant.

2) Federal Cash Transaction Report, Standard Form 272 (SF 272)

Grantees report on funds by submitting quarterly [Federal Cash Transaction Reports](#) (PSC 272 A Report) directly to PMS. The PSC 272 A Report is an overview of the cash status of the account. It contains data provided by PMS to the recipient and the net disbursement amount as calculated by the recipient. The PSC 272 A Report is similar to a checking reconciliation. At the end of the grant performance period, the SF 425 Federal Financial Report MUST reconcile with the PSC 272 A Report and the amount drawn down. If these three numbers are not identical, the grant cannot be closed. Payment Management Services provides answers to [Frequently Asked Questions](#) concerning the Payment Management System (see Chapter 10 for *How to request funds through PMS SMARTLINK*).

References and Reminders

- Keep the portfolio manager apprised of any questions, concerns, issues, or developments related to the grant.

- Use these source documents to review specific requirements and procedures for financial reporting:

    - Notice of Grant Award (NGA) including [Terms and Conditions](#), and any special conditions

    - AmeriCorps Seniors RSVP Federal Regulations ([45 CFR 2553.73](#)),

    - Refer to [the Resource section of the RSVP Grantee page, select action, Submit A Federal Financial Report (FFR)](#) for help with the FFR.

- Funds returned to AmeriCorps Seniors at the close out of the grant relationship with AmeriCorps Seniors or for disallowance of grant costs are to be the forwarded to AmeriCorps's collection officer in OGA*, but only as directed by the portfolio manager.* (See **Appendix A.3: Guidance for Closing Out Your AmeriCorps Grant***)*

- Delays in submitting FFRs may cause advance or reimbursement requests to be delayed until the overdue FFR is received.

11.1.2 Progress Reports
1) Progress Report Annual

The *Progress Report Annual* is used to ensure AmeriCorps Seniors RSVP grantees address and fulfill legislated program purposes; meet agency program management and grant requirements; track and measure progress to benefit the local project and its contributions to volunteers and the community.

Projects report progress toward meeting the objectives of the project plan which consists of the series of work plans agreed upon in the awarded grant. In addition to project plan reports, narratives in the Progress Report Annual are used to report challenges encountered, partnerships developed, non-federal fund development, volunteer stories, and other accomplishments.

Progress reports are prepared and submitted in the AmeriCorps electronic grants management system at the end of the budget year, unless noted otherwise on the NGA or in the [Terms and Conditions](#) for your grant. The due date is no later than 30 days after the end of the reporting

period. (See the AmeriCorps Seniors RSVP Grantees page for the *Progress Report Instructions* and **Appendix A.4** for Progress Report Tips.)

2) Progress Report Supplement

   The *Progress Report Supplement* (PRS) is the annual data collection conducted by AmeriCorps to aggregate the latest numbers and accomplishments of AmeriCorps Seniors grantees.

   The sponsor completes the PRS in the AmeriCorps electronic grants management system in the first quarter of the federal fiscal year (October – December). The report asks the project to provide a statistical profile of the AmeriCorps Seniors volunteers serving during the 12-month reporting period, including volunteer demographics and project activities.

3) **Note: Late submission of financial or progress reports may result in AmeriCorps Seniors placing a temporary hold on grant funds. A temporary hold is implemented if the report is not received by AmeriCorps Seniors within 45 calendar days after the established due date. An established due date includes an extended due date, when applicable.**

11.2 RECORDKEEPING

As required by 45 CFR 2553.25(g), the sponsor must develop recordkeeping and reporting systems in compliance with AmeriCorps requirements that ensure quality of program and fiscal operations and facilitate timely and accurate submission of required reports. The sponsor's records also document compliance with regulatory programmatic and fiscal requirements and must be available to AmeriCorps staff to review on compliance monitoring site visits or in case of audit.

Records, including timesheets and requests for cost reimbursements, may be stored either digitally or in hard copy, given all other necessary conditions for the document in question are met. Necessary conditions include but aren't limited to review and approval by appropriate signatories, records retention requirements, and security requirements.

When signatures are required, an electronic version is permissible when appropriate safeguards are in place to ensure that the signature can only be provided by the person in question. An example of this is an online tracking system where individuals have unique login credentials. Adobe Acrobat forms also have functionalities that allow for unique digital signatures.

Records may be subject to state law or local ordinance governing access to records.

11.2.1 Sponsor Records on Volunteer Stations
The project maintains a file on each volunteer station containing:

1. A current, signed Memorandum of Understanding (See Chapter 6 for more information about the MOU).
2. Letters of Agreement, where there are in-home assignments through the volunteer station.
3. A listing by name of the AmeriCorps Seniors volunteers placed at the volunteer station.

11.2.2 Sponsor Records on Individual AmeriCorps Seniors Volunteers in the RSVP Program
The project should maintain records for each volunteer containing:

1. An enrollment form signed and dated by the volunteer, including name, address, telephone number and date of birth.
2. A signed Designation of Beneficiary (for insurance purposes).

3. The name of the volunteer station(s) where the AmeriCorps Seniors volunteer is placed.
4. A copy of the written assignment description for each volunteer or a notation that the volunteer's assignment description is maintained at the volunteer station.

11.2.3 Personally Identifiable Information

All volunteer records are confidential and must be kept in secured files to protect all personally identifiable information (PII). Personal information about volunteers contained on the enrollment form, such as home address, should be disclosed only with the expressed prior written permission of the volunteer.

When you create, collect, use, process, store, maintain, disseminate, disclose, or dispose of PII related to your grant award, you must have policies and procedures in place to manage this information and to guide your response in the event of a breach. You are required to promptly notify individuals who are affected or potentially affected by a breach. You must also promptly notify AmeriCorps Seniors of any such breaches. The resources below may help you develop or strengthen your policy or procedures related to responding to a breach.

11.2.4 What Is a Breach?

A breach is the loss of control, compromise, unauthorized disclosure, unauthorized acquisition, or any similar occurrence where (1) a person other than an authorized user accesses or potentially accesses personally identifiable information or (2) an authorized user accesses or potentially accesses personally identifiable information for an unauthorized purpose. Your response to a breach must include notifying AmeriCorps Seniors of the breach.

11.2.5 Responding to a Breach

You should establish a policy and procedures that:
1. Explain when and how you will promptly notify potentially affected individuals.
2. Outline when and how you will promptly notify AmeriCorps Seniors. You may want to incorporate a breach reporting form similar to the form located **here**.
3. Satisfy any additional requirements like those issued by state law or those specific to your organization. Resources, like the **National Conference of State Legislatures Security Breach Notifications Laws** list, may help you identify the privacy notification laws for your state.

The **U.S. Department of Education's Privacy Technical Assistance Center** also maintains an online toolkit that provides a body of resources and best practices on this subject that you can customize for your needs.

11.2.6 Data Collection and Retention (including Financial Data)

1) Periodic Data Collection: Accuracy and timeliness of reports are facilitated by collecting and recording data needed on a regular basis using consistent procedures and tools.

2) Keep records of how data was collected: Data reported must be verifiable.

3) Retain Records: Data collected, including financial records and volunteer records, must be retained for at least three years from the date the grantee submits the final FFR for the project period or three years past the last audit, whichever is most recent. As volunteer service often extends across multiple grant years, volunteer records must be maintained for at least three years from the date the grantee submits the final FFR for the year in which the volunteer exited service or three years past the last audit, whichever is most recent.

4) Salary and Wage Documentation**:** Following is a summary of the requirements for documenting project staff time and attendance from the 2 CFR 200 Grants and Agreements.

   a. Be supported by a system of internal controls and incorporated into the official records of the organization.

   b. Reflect an after-the-fact distribution of the employee's actual work activity for each pay period.

   c. Reflect the total activity of each employee paid from the grant.

   d. Comply with the established accounting policies and practices of the organization.

   e. Be signed by the employee or supervisor having firsthand knowledge and certified by an authorized sponsor official.

5) National Service Criminal History Checks (NSCHC) for staff: The NSCHC is a screening procedure established by law to protect the beneficiaries of national service. For AmeriCorps Seniors RSVP, the requirements apply to anyone receiving any part of their salary from the AmeriCorps Seniors RSVP grant funds (federal or non-federal share). Sponsor are required to have documentation verifying that the required checks were made, the results were evaluated, and the sponsor NSCHC policy is on file and available for AmeriCorps compliance monitoring and for other audit purposes. Confidential files should be secured to protect identity. Grantees that do not comply with the NSCHC requirements may be subject to cost disallowance. Please read the NSCHC webpage carefully to be sure your policies and your implementation procedures comply with the requirement. (See Handbook Chapter 5 for more information.)

6) In-Kind Contributions: Documentation for in-kind contributions must record donation and valuation of each item. The value of In-kind contributions should be entered into the general ledger and the Federal Financial Report submitted to AmeriCorps.

   a. To be acceptable as non-federal share (match) all cash and/or in-kind donations must meet the Cost Principles requirement that the cost (donation) must be **allowable, reasonable, necessary, and allocable** for the performance of the grant award.

   b. To value an in-kind contribution, fair market value is the standard. Fair market value (FMV) is the price that property would sell for on the open market. It is the price that would be agreed on between a willing buyer and a willing seller, with neither being required to act, and both having reasonable knowledge of the relevant facts. If a donor puts a restriction on the use of donated property, the recipient of the donation must honor that restriction. Finally, the in-kind voucher form signed by the donor should be reviewed to ensure the value is reasonable and comparable with other estimates or bases for value.

   c. The in-kind voucher justifies the valuation of personal services, material equipment, building, and other non-cash donations. The voucher should include: the name and signature of the donor, the date, the location of the donation, a description of the item/service donated, and the estimated value of the donation. Grantees should acknowledge the contribution with a receipt that includes the name of donor, date

and location of donation, a description of item/service, and the estimated value. A copy of the receipt should be kept in sponsor's files. For more information see: [Appendix A.14: Sample In-Kind Contribution Form](#) and [Tutorial: Valuing, Documenting, and Recording In-Kind Match](#)

7) Reimbursement Claims: Documentation for all Volunteer Expenses related to transportation, meals, and/or other costs claimed during the period of volunteer service must for compliance monitoring or audit purposes:

   a. Contain the volunteer's name, number or other identifying information used by the project.

   b. Specify the type of expense reimbursement such as mileage or meals.

   c. Specify the amount to be reimbursed.

   d. State the reason for reimbursement.

   e. Include documentation of the expense required by the sponsor.

   f. Specify the date the expense was incurred.

   > **Reminder**
   >
   > Travel to and from home to the volunteer assignment, and mealtimes that are not part of the assignment description, are not to be included in hours of service.

   g. Provide a way for the volunteer to certify that the expense was incurred during service hours.

8) Projects that use timesheets may incorporate volunteer expense claims on the timesheet form. Costs must be verified by signatures of the volunteer, the volunteer station supervisor, and designated AmeriCorps Seniors RSVP staff. (See **Appendix B.3** for a sample timesheet that incorporates hours of service, and mileage expenses.)

9) Using AmeriCorps Seniors volunteers in the RSVP program for Data Collection/Recordkeeping: AmeriCorps Seniors volunteers can be assigned by project directors to various tasks that involve data collection and recordkeeping (For more information regarding AmeriCorps Seniors RSVP sponsors as volunteer station see Chapter 6)

11.2.7 Counting and Reporting Volunteers in the AmeriCorps Seniors RSVP Program, Performance Measures, and Other Metrics

AmeriCorps Seniors RSVP projects are responsible for having a system that allows them to track all required data accurately and in sufficient detail to meet the requirements of the progress reports, including the Progress Report Supplement

1) Reporting requirements for the Progress Reports and the Progress Report Supplement are found in the NGA or the [Terms and Conditions](#) for your grant.
2) The reported number of volunteers serving, and hours served should be approximately equal to or greater than the numbers projected in the budget. AmeriCorps will monitor and verify numbers reported.
3) See "Criteria for an Effective AmeriCorps Seniors RSVP Volunteer Service Tracking System" in the following box.

Criteria for an Effective Volunteer Service Tracking System

1. The system is documented in written sponsor policies as the standard used by the AmeriCorps Seniors RSVP project and:

    (a) Defines and describes the system

    (b) Identifies tools to be used

    (c) Identifies allowable persons and authentication method such as hard copy signature or e-mail

    (d) Specified location of official records

    (e) Requires storage and retrieval of records – hard copy or electronically

2. The system's reporting tools, such as the following, are consistent with sponsor policy:

    (a) Hard copy time sheet

    (b) Hard copy group sign in sheet

    (c) E-mails relating to a volunteer's hours are sent by an appropriate, authorized person – e.g., the volunteer's supervisor or the volunteer.

    (d) Electronic group sign-in sheet

    (e) Telephone report by volunteer supervisor or volunteer with written confirmation consistent with the sponsor policy

    (f) Fax or Scan

    (g) Web-based system

3. The system provides assurances that the person reporting the hours is authorized to do so – such as the volunteer or the volunteer station supervisor.

4. If hours are submitted via e-mail by the AmeriCorps Seniors volunteer or the volunteer station supervisor:

    (a) Sender uses an e-mail system that requires a recognizable sign-in name that is registered with the sponsor/project as the volunteer.

    (b) The e-mail is addressed to the person identified by the AmeriCorps Seniors RSVP/sponsor policies as having the authority to accept and view e-mails reporting hours.

    (c) The system used by the e-mail recipient (i.e. RSVP Project Director) is capable of storing and retrieving the e-mails reporting AmeriCorps Seniors volunteer hours.

11.3 PROJECT COMPLIANCE MONITORING

AmeriCorps is required to monitor awardees. Limited resources require the Office of Monitoring (OM) to direct monitoring resources to areas that pose specific risks to the agency. AmeriCorps uses a data-driven, internal risk assessment module which categorizes grants by a level of risk, and groups these risk and performance indicators into the following categories: financial, programmatic, organizational, and compliance. This risk model informs OM of the type of issue-specific monitoring activities that should be assigned to grants.

AmeriCorps's monitoring framework consists of issue-based monitoring activities that link AmeriCorps Seniors objectives with the monitoring process. Monitoring of AmeriCorps Seniors awardees supports AmeriCorps' ability to:

- Test compliance with AmeriCorps Seniors legal, regulatory and policy requirements
- Identify and minimize potential risks to AmeriCorps and AmeriCorps Seniors
- Identify specific technical assistance needs
- Provide guidance and technical assistance
- Analyze recurring problems

Monitoring activities:
- Vary in length, scope, and intensity;
- Can be conducted via various methods, such as on-site at grant recipient locations or remotely from AmeriCorps headquarters;
- Can include a combination of one or more issue-based monitoring activities from the OM Uniform Monitoring Package (UMP), or monitoring toolkit;
- Can be initiated when a level of risk, along with other programmatic and/or fiscal indicators, warrant such an intervention;
- Can be assigned randomly to grants with low or medium levels of risk, as a method of validating the grant portfolio risk assessment module and monitoring selection methodology.

Monitoring activities and outcomes can help to forge working relationships with recipients and partners, and to facilitate conversations about program successes, innovations, and challenges.

11.3.1 MONITORING ACTIVITY TYPES

OM uses a Uniform Monitoring Package (UMP) which consists of five issue-based compliance assessments. The UMP can be applied wholly to a grant award or separated to apply one or more of the issue-based compliance assessments, as determined by a grant's risk assessment results. The issue-based monitoring activity types are as follows:

- AmeriCorps Program-Specific Compliance: Document review and interviews of a sample of members/volunteers, their supervisors, and grantee staff to assess compliance specific to the grant program (AmeriCorps or AmeriCorps Seniors).
- Financial and Operational Fitness Assessment (FOFA): Document review, including grantee application submission of Operational and Financial Management Survey (OFMS), if applicable, and cost-testing to assess compliance with key regulations of 2 CFR 200, Uniform Administrative Guidance, including timekeeping practices.
- National Service Criminal History Check (NSCHC): Review of NSCHC records for entities required to comply with 45 CFR §§ 2540.200-207. NSCHC grant records are sampled in accordance with the NSCHC Manual.

- Subrecipient Monitoring Oversight: Document review to assess a prime grantee's compliance with 2 CFR § 200.331, Requirements for pass-through entities.
- Prohibited Activities: Interviews of a sample of members/volunteers, their supervisors, and grantee staff to assess compliance with 45 CFR § 2540.100 and other regulations addressing AmeriCorps prohibited activities for individual grant programs.
- New to AmeriCorps: This activity is assigned to first time AmeriCorps grantees. It will consist of a review of grantee policies, practices, and systems with the intention of confirming that a recipient's foundational practices comply with federal and program requirements. This activity will touch on selected items from the FOFA, Prohibited Activities, NSCHC, Programmatic, and Subrecipient Oversight monitoring activities, as applicable.

Prior to conducting monitoring assessments, AmeriCorps monitoring officials will notify awardees of their selection for one or more monitoring activities. These notifications consist of email communications with a letter from the Office of Monitoring and will describe the type of monitoring activity to be conducted, the timeframe for responding to requests for information, and instructions for providing secure file transfers, if applicable to the monitoring activity type. Notifications are addressed to the awardee's Authorized Representative with a courtesy copy to the Program Director and the AmeriCorps Portfolio Manager. Timeframes for each phase of the monitoring activities vary across projects. OM will make continued efforts to keep awardees informed of the status of monitoring activities, including when to expect monitoring results.

If an awardee is selected for an on-site monitoring visit, AmeriCorps monitoring officials will provide at least 30-days' notice of the planned visit and will provide details about the type of documentation to be made available, as well as coordinating interviews with staff and/or volunteers. The following image depicts the AmeriCorps monitoring activity lifecycle:
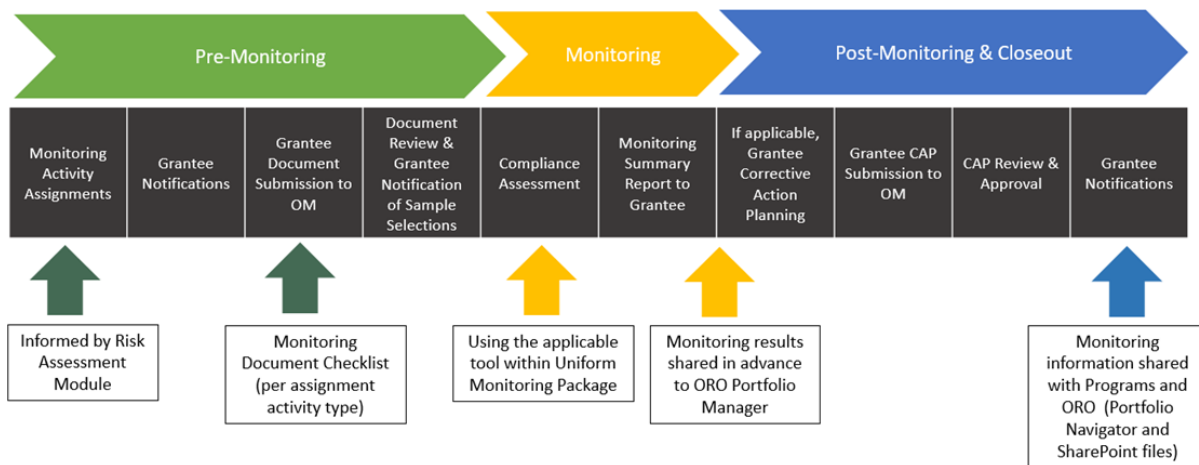
All monitoring reports are provided to the AmeriCorps Portfolio Manager, for awareness.

11.3.2 Monitoring Results and Corrective Action

At the completion of monitoring activities, OM communicates monitoring results to grantees, including findings of noncompliance, in order to mitigate financial, programmatic and operational risks and resolve noncompliance. OM consults with the ORO Portfolio Manager (PM) to share the monitoring results and review any corrective measures that may be required of the grantee.

If, during any phase of the monitoring activity, a monitoring official discovers potential waste, fraud, or abuse, this information will be reported to the AmeriCorps-OIG, per AmeriCorps Policy.

Monitoring results may include Findings, which are a violation of compliance with Federal statute, regulations, or AmeriCorps grant program policy. If a Finding is identified, OM will require the awardee to resolve the finding(s) of noncompliance by developing a Corrective Action Plan (CAP). OM will provide the awardee with a timeframe in which the CAP must be submitted, as well as a CAP template to help determine the root cause of the issue(s), appropriate corrective measures, and measurable outcomes that indicate whether the finding(s) was resolved. OM will coordinate consultation with the PM during the CAP development and implementation process as an added level of technical assistance in developing an efficient plan for avoiding future recurrence of noncompliance.

To facilitate this process OM will review the CAP submitted by the awardee and either:

- Approve the plan.
- Decline the plan and provide suggested modifications to be integrated into the CAP, to be resubmitted to OM for review and approval.

As findings of noncompliance may significantly vary between awardees, so may the timeframe for implementing resolution and improvement. OM will approve plans that have demonstrated resolution of noncompliance and will require awardees to make the corrective actions completable within a year.

For findings requiring continuous improvement, OM will approve the plan for grantee implementation and evaluate the impact of the CAP in future monitoring assessments. In general, the nature of the findings and size of federal funding will dictate the level and timing of resources contributed to validating the CAP's outcomes and resolution of noncompliance.

Depending on the nature of noncompliance and applicable AmeriCorps policy, OM may recommend one or more enforcement actions such as disallowing costs, withholding of further grant payments, or wholly or partly suspending the grant, pending corrective action. OM may also recommend the termination of the grant for cause.

11.4 MONITORING RESOURCES

The resources on the AmeriCorps Monitoring page are currently aimed at the Office of Monitoring's second round of monitoring. The page hosts resources that sponsors need to access to comply with monitoring requests as of April, 2021. While sponsors may access anything hosted on this page, AmeriCorps would like to emphasize that the development of our office means that future processes and resources may change.

11.4.1 Resources

Specific resources located in the 'Resources' section on the AmeriCorps Monitoring page include:

- **Remote Monitoring - At a Glance**: Provides information on the steps and timeline of the remote monitoring process from initial notification to the resolution of the corrective action plan.
- **On-Site Monitoring - At a Glance:** Provides information on the steps and timeline of the on-site monitoring process from initial notification to the resolution of the corrective action plan.

- **Overview of Uniform Monitoring Package:** Shows each of the question items across all of Office of Monitoring's tools that Monitoring Officers use to make compliance determinations. Grantees are able to use this in developing their own tools for overseeing their AmeriCorps Seniors programs.
- **Guide to Developing Corrective Action Plans:** Assists in the development of creating corrective action plan responses after monitoring findings are issued to grantees, if applicable.
- **Office of Monitoring FAQs**
- Specific document requests and forms used to complete monitoring activities, such as the Segregation of Duties worksheet, AmeriCorps Seniors Volunteer Roster, and List of Subawards Worksheet.

11.5 EFFECTIVE PRACTICES IN REPORTS AND RECORDKEEPING

A. The project is familiar with the reports required to fulfill the grant terms and conditions, and regularly submits accurate reports by the required deadlines, including:

1. Progress Report Annual;

2. Progress Report Supplemental (Annually);

3. Federal Financial Report (Every 6 months).

B. The project discusses reports and requirements with its portfolio manager if any information requested is unclear.

C. The project designates accounting professionals within the sponsoring organization to take the lead in financial reporting.

D. The project develops an overall information collection and reporting system plan.

1. The project uses the Project Work Plans and Performance Measures as blueprints to guide systems that will capture information and data for reporting.

2. If possible, the project invests in a volunteer management software tool to streamline and automate its ongoing data collection and volunteer tracking. See **Appendix A.6** for a list of software packages available and vendor contact information.

E. For performance measurement data collection and reporting, the project:

1. Works in conjunction with the volunteer stations hosting the volunteers. The project coordinates with volunteer station supervisors to link into the station's data and reporting systems, rather than independently establishing its own unique systems. Volunteer stations exist to deliver specific services to the community and those served and will likely have methods and resource persons available that can be utilized to track volunteer accomplishments without having to start from scratch.

2. Ensures that the volunteer station supervisors and personnel who will assist with data and information collection understand the needs related to the AmeriCorps Seniors volunteers if the project's request includes or anticipates new data elements or types of information.

3. Incorporates data and information collection into the Memorandum of Understanding with the volunteer station.

F. The project directors are encouraged to communicate with other AmeriCorps Seniors project directors to share ideas, receive recommendations, trade tips, and provide suggestions and support.

12 COMMUNITY PARTNERSHIPS AND COLLABORATION

12.1 COORDINATION WITH OTHER AMERICORPS PROGRAMS AND COMMUNITY ORGANIZATIONS

Days of service and special initiatives are an integral part of the way that AmeriCorps meets our mission. They allow us to showcase at a national and local level how our service supports specific issues. Each grantee can participate in these events in a variety of ways that range from hosting an event that aligns particularly well with the sponsoring organization's mission to collaborating with other AmeriCorps streams of service to remain engaged and connected to our shared vision.

The sponsor is highly encouraged to coordinate activities with other AmeriCorps programs, including AmeriCorps State and National, AmeriCorps NCCC, AmeriCorps VISTA, and the Volunteer Generation Fund. Moreover, the sponsor can coordinate activities with other project-related groups and individuals that have strategic objectives similar to those of AmeriCorps, such as those representing state and local governments, State Service Commissions; industry, labor, and volunteer organizations; programs for children; programs for the aging; and health-care organizations. The goal of such coordination is to facilitate cooperation with existing or planned community services and to develop community support. These coordination activities are specifically encouraged around the following programmatic activities:

a) *National Days of Service*: Each year AmeriCorps spearheads the effort to encourage Americans to volunteer in their communities during the Martin Luther King Jr. Day of Service and the September 11th National Day of Service and Remembrance. On these days of service, AmeriCorps provides tools and resources for organizations and individuals to become engaged in service activities. Joining together with regional or local national service programs increases the visibility of the service projects and reduces duplication of administrative efforts to coordinate events.

b) *Special Initiatives*: AmeriCorps supports a variety of special initiatives such as National Service Recognition Day and National Mentoring Month. These events and priorities, like National Days of Service, are best implemented in your community in partnership with other national service projects serving in your region.

c) Coordinated Recruitment: In some communities, national service programs are looking to recruit distinctly separate candidates in the same communities. Coordinating around recruitment efforts and encouraging referrals when a candidate is not a good fit for your program but maybe a good fit for another program strengthens the national service network and helps everyone meet their recruitment goals.

Sponsors should use sound planning and preparation to generate local support. Development of cost sharing support can be facilitated by integrating the project into the community. Suggested steps toward achieving coordination are:

a) Prepare a summary of the project, its plans and accomplishments, its value to the community, and a statement of the types and amounts of support it needs.

b) Conduct a thoughtful assessment of the stakeholders of your program. Stakeholders include all organizations, businesses, and municipalities, which are benefiting from the impact of your program. Stakeholders could also include any organizations that are working toward the same goals in your service area.

1. Schedule meetings with stakeholders and individuals or groups who can contribute to the project or who can influence others to contribute.

2. Follow up the meeting with each person or group contacted with a thank you, additional information, or an opportunity to continue to work together.

3. Strengthen the above activities by involving selected members of the AmeriCorps Seniors RSVP advisory council.

4. Collaborate with other AmeriCorps Seniors projects to generate statewide, citywide, countywide, and multi-county support.

12.2 PUBLIC AWARENESS

1) A strong community relations program ensures public awareness of start-up activities and continuing project development.

2) The project sponsor should keep social service agencies; city, county, and state elected officials; governmental department heads; community organizations, including those serving senior citizens; and the media updated about the project's development, services, growth, and accomplishments.

3) Public awareness can be advanced through public speaking appearances by staff and advisory council members before service clubs, fraternal organizations, religious groups, and meetings with local, county, and state governmental units. Public relations materials about AmeriCorps's programs and media kit materials are available at the AmeriCorps website.

4) Active support of the AmeriCorps Seniors RSVP advisory council enhances community interest in project activities. Some AmeriCorps Seniors RSVP advisory councils have formed community relations or publicity and marketing committees which assist the project in building awareness, coordinating with other community groups, and speaking about AmeriCorps Seniors volunteers before organizations in which they are active.

5) AmeriCorps Seniors RSVP is included in the AmeriCorps national advertising program. Through AmeriCorps's OGRSE, continuing efforts are made to place program information and human-interest stories in national and local publications.

6) Public awareness of the nationwide program and of the local project should be promoted regularly through local media, a project website, and social media accounts. Systematic contacts with newspapers, radio, and TV should be established and maintained. Announcements of local news value should be prepared and forwarded to the media. (See **Chapter 1,** *Office of Government Relations and Strategic Engagement,* for more information and tools.) Some examples of newsworthy announcements are:

a) The establishment of a new volunteer station at a site that is of significant importance or well recognized in the community.

  b) The appointment of new members to the AmeriCorps Seniors RSVP advisory council or the establishment of a special committee of the advisory council that addresses issues that are significant to your community.

  c) Statements made by elected officials, and other governmental and civic leaders in support of the project.

  d) Achievement of a measurable impact on a critical community need.

  e) Any special AmeriCorps Seniors RSVP project event, such as key community service projects and the presentation of awards to the volunteers or to the project staff for significant achievements.

  f) Engagement of the community and the volunteers around the National Days of Service or other AmeriCorps Special Initiatives.

7) Engaging in social media is a vital part of a modern public engagement plan. With the popularity of social media many community members are learning about the news in their community through social media platforms. For many projects, social media engagement is the driving vehicle for recruitment, recognition and communicating the impact of their program.

8) Particularly in smaller communities, the news media are usually interested in providing time or space for interviews with AmeriCorps Seniors volunteers or project staff. They are especially receptive to human interest stories.

12.3 EFFECTIVE PRACTICES IN COMMUNITY RELATIONS

I. Effective Practices for Increasing the Visibility of Service to the Community by Older Volunteers

The project:

A. Develops, implements, and periodically updates a plan to promote ongoing community awareness of and support for the project.

B. Makes presentations about the project to community organizations and interested parties;

C. Has a media awareness campaign to promote community awareness and support;

D. Has a presence on social media platforms;

E. Develops active roles for all stakeholders, including sponsor staff, project director, sponsor Board, volunteers, AmeriCorps Seniors RSVP advisory council, and volunteer station staff, in promoting the project in the community;

F. Can demonstrate that the community recognizes the project's contributions to meeting community needs by acknowledging the project or individual volunteers;

G. Broadly disseminates information on project accomplishment and impact to the community, volunteer stations, volunteers, funding supporters, other community agencies, the general public, the AmeriCorps Seniors, and other key stakeholders so that:

H. The community perceives the project as a leader in effectively meeting critical community needs; and

I. The community perceives AmeriCorps Seniors volunteers as active seniors who meet critical community needs.

II. Effective Practices for Coordinating AmeriCorps Seniors RSVP Services

The project and volunteer stations:

A. Collaborate with other AmeriCorps funded national service programs, including AmeriCorps VISTA, AmeriCorps State and National, AmeriCorps NCCC, the Volunteer Generation Fund, and other AmeriCorps Seniors programs, to meet critical community needs;

B. Participate in the National Days of Service and AmeriCorps Special Initiatives in partnership with other national service projects in their service area; and

C. Build broad-based relationships in the community, including the business sector, to gain their support for older volunteers.

13 AMERICORPS SENIORS RSVP HANDBOOK CROSS REFERENCE INDEX

URL Links and Appendices Documents by Chapter

This index lists the links and appendices documents that are included in the AmeriCorps Seniors RSVP Handbook for easy reference. The chart lists the chapter, the name of the link, the complete URL that you can click or cut-and-paste into your browser, and the number and title of the appendix document.

Links to AmeriCorps Seniors RSVP Program Regulations: All of the Handbook chapters have links to the Electronic Code of Federal Regulations. The regulations governing AmeriCorps Seniors RSVP are in Chapter XXV, Part 2553, of the Code of Federal Regulations which is typically cited as "45 CFR 2553." Use the reference numbers in the link to find the specific regulation you need. (For example: 45 CFR 2553.22 refers to the *Responsibilities of RSVP Sponsor*.)

URL for 45 CFR 2553:

https://www.ecfr.gov/current/title-45/subtitle-B/chapter-XXV/part-2553

Chapter 1	
AmeriCorps NCCC webpage	https://americorps.gov/serve/fit-finder/americorps-nccc
AmeriCorps Programs webpage	https://americorps.gov/serve
AmeriCorps State & National webpage	https://americorps.gov/serve/fit-finder/americorps-state-national
AmeriCorps VISTA webpage	https://americorps.gov/serve/fit-finder/americorps-vista
AmeriCorps Electronic Grants System	https://egrants.cns.gov/espan/main/login.jsp
AmeriCorps Communications Resources	https://americorps.gov/newsroom/communication-resources
AmeriCorps National Performance Measures	https://americorps.gov/grantees-sponsors/rsvp
AmeriCorps Strategic Plan	https://americorps.gov/about/agency-overview/strategic-plan
Edward M. Kennedy Serve America Act	https://www.govinfo.gov/content/pkg/STATUTE-104/pdf/STATUTE-104-Pg3127.pdf#page=1
eGrants Helpdesk/ National Service Hotline	https://questions.americorps.gov/app/ask
Evaluation Resources	https://americorps.gov/grantees-sponsors/evaluation-resources
Evidence Exchange	https://americorps.gov/about/our-impact/evidence-exchange
Faith-Based and Neighborhood Partnerships	http://americorps.gov/partner
Federal Register	https://www.federalregister.gov/
Financial Management Resources	http://www.nationalservice.gov/resources/financial-management

Foster Grandparent Program webpage	https://americorps.gov/serve/fit-finder/americorps-seniors-foster-grandparent-program
Funding Opportunities Webpage	https://americorps.gov/partner/funding-opportunities
Litmos (AmeriCorps' Learning Management System)	https://americorpsonlinecourses.litmos.com/
Litmos Self-Sign Up	https://americorpsonlinecourses.litmos.com/self-signup/
Marketing and Media	https://americorps.gov/newsroom/communication-resources
Media materials	https://americorps.gov/newsroom/communication-resources
National and Community Service Act of 1990	https://www.govinfo.gov/content/pkg/STATUTE-104/pdf/STATUTE-104-Pg3127.pdf#page=1
National & Community Service Trust Act of 1993	https://www.govinfo.gov/content/pkg/STATUTE-107/pdf/STATUTE-107-Pg785.pdf
National Service Criminal History Checks	https://americorps.gov/grantees-sponsors/history-check
National Service in Your State	https://americorps.gov/about/our-impact
AmeriCorps website	https://americorps.gov/
Ordering AmeriCorps Publications	https://promote.americorps.gov/
AmeriCorps Branding Guidelines	https://americorps.gov/newsroom
RSVP Program Regulations	http://www.ecfr.gov/cgi-bin/text-idx?c=ecfr&rgn=div5&view=text&node=45:4.1.9.11.35&idno=45
AmeriCorps Seniors RSVP webpage	https://americorps.gov/serve/fit-finder/americorps-seniors-rsvp
AmeriCorps Seniors Senior Companion Program webpage	https://americorps.gov/serve/fit-finder/americorps-seniors-senior-companion-program
AmeriCorps Seniors Programs	https://americorps.gov/serve/americorps-seniors
AmeriCorps Seniors Resources landing page	https://americorps.gov/grantees-sponsors
Social Innovation Fund	http://www.nationalservice.gov/programs/social-innovation-fund
Special Initiatives including: ML King Day of Service, AS Week, and more.	https://americorps.gov/newsroom/events
Terms and Conditions	https://americorps.gov/grantees-sponsors/rsvp
Grantee and Sponsor page	https://americorps.gov/grantees-sponsors
Online Courses	https://americorps.gov/grantees-sponsors
Uniform Guidance	https://americorps.gov/about/agency-overview/official-guidance
Veterans and Military Families	http://www.americorps.gov/about/what-we-do/veterans
Volunteering and Civic Life in America report	https://data.nationalservice.gov/Volunteering-and-Civic-Engagement/Volunteering-and-Civic-Life-in-America/spx3-tt2b
U.S. Government Manual	http://www.usgovernmentmanual.gov/?AspxAutoDetectCookieSupport=1
Chapter 2	
Funding Opportunities	https://americorps.gov/partner/funding-opportunities
Grants.gov	http://www.grants.gov/
Appendix A.12	Guidance on Fee-for-Service Prohibition

AmeriCorps website	https://americorps.gov/
Non Displacement of Employed Workers 45 CFR 1216.1.1 – 1216.1.4	http://www.ecfr.gov/cgi-bin/text-idx?SID=c2e77c380debb82b4915f2177fe25633&mc=true&node=pt45.4.1216&rgn=div5
Frequently Asked Questions on Lobbying	https://www.nationalservice.gov/documents/2017/frequently-asked-questions-regarding-restrictions-lobbying
Frequently Asked Questions on Partisan Political Activity	https://www.nationalservice.gov/documents/2017/frequently-asked-questions-regarding-restrictions-partisan-political-activity
Terms and Conditions	https://americorps.gov/grantees-sponsors/rsvp
Grant Terms & Conditions and Certifications &Assurances	https://americorps.gov/grantees-sponsors/rsvp
Appendix A.2	Primer on Civil Rights Compliance
Chapter 3	
AmeriCorps's national performance measures	http://www.nationalservice.gov/resources/performance-measurement
Appendix A.13	Sample Data Sharing Agreement
Evidence Exchange	https://americorps.gov/about/our-impact/evidence-exchange
RSVP Grantees page: NOF0, Application, and Application App B	https://americorps.gov/grantees-sponsors/rsvp
Appendix A.11	Evidence-Based Programs and Registries
Chapter 4	
Building an Effective Advisory Council	http://educationnorthwest.org/sites/default/files/factsheet21.pdf
Roles and Responsibilities of Advisory Councils	http://www.nationalservice.gov/resources/senior-corps/understanding-roles-and-responsibilities-advisory-councils
Chapter 5	
National Service Criminal History Checks Resources	https://americorps.gov/grantees-sponsors/history-check
Senior Community Service Employment Program	https://doleta.gov/Seniors/html_docs/PYdirectory.cfm
Chapter 6	
AmeriCorps Superintendent's/Principal's Toolkit	https://www.nationalservice.gov/focus-areas/education/superintendentsprincipals-toolkit
Appendix A.12	Guidance on Fee-for-Service Prohibition
RSVP Grantees page webpage for Station Roster Instructions	https://americorps.gov/grantees-sponsors/rsvp
Non Displacement of Employed Workers 45 CFR 1216.1.1 – 1216.1.4	http://www.ecfr.gov/cgi-bin/text-idx?SID=c2e77c380debb82b4915f2177fe25633&mc=true&node=pt45.4.1216&rgn=div5
Appendix B.5	Sample Letter of Agreement for In-Home Assignments
Appendix B.1	Sample Memorandum of Understanding
Chapter 7	

Grantee and Sponsors page	https://americorps.gov/grantees-sponsors
Appendix B.4	AmeriCorps Seniors RSVP Sample Volunteer Assignment Description
Appendix B.5	Letters of Agreement for In-Home Assignments
Chapter 8	
All for Good	http://www.allforgood.org/
National Service Criminal History Checks Resources	https://americorps.gov/grantees-sponsors/history-check
National Sex Offender Public Website	www.nsopw.gov
Staff Screening Tool Kit	https://www.nationalservice.gov/sites/default/files/resource/r3300-staff-screening-tool-kit.pdf
Adult Learning Toolkit	https://humanservices.ucdavis.edu/sites/default/files/Adult-Education-Toolkit_Updated_022814.pdf
Facilitating Adult Learning	http://www.canr.msu.edu/od/uploads/files/PD/Facilitating_Adult_Learning.pdf
Appendix B.2	Sample Volunteer Enrollment Form
Appendix B.7	Sample Volunteer Information Update Form
Chapter 9	
Appendix A.10	AmeriCorps Seniors Minimum Insurance Coverage Requirements
AmeriCorps Seniors Insurance Requirements	http://www.nationalservice.gov/documents/senior-corps/2015/senior-corps-insurance-requirements
Appendix A.1	Guidance for Recognition Costs
Appendix B.3	Sample AmeriCorps Seniors RSVP Timesheet and Mileage Request
Chapter 10	
Chapter 10 References to 2 CFR:	Link to the 2 CFR which is also called the Uniform Guidance.
2 CFR Subtitle A Chapter II 200.300 to 200.345	https://www.ecfr.gov/cgi-bin/text-idx?SID=b9a3c6bc45dc33da0b90c5da0844bfeb&mc=true&node=pt2.1.200
2 CFR Subtitle A Chapter II 200.500 – 200.520	
2 CFR Subtitle A Chapter II 200.400 to 200.475	
2 CFR § 200.430 Compensation – personal services	
2 CFR Chapter II Subpart D Section 200.306 Cost Sharing or Matching	
2 CFR Chapter II, Subpart D, Section200.305	
OMB Post Federal Award Requirements	
OMB Guidance for Grants and Agreements	
OMB Cost Principles	

OMB Budget Guidance Audit Requirements	
States and Local Government and Indian Tribe Indirect Cost Proposals	
Audits	http://content.govdelivery.com/accounts/USCNCS/bulletins/1373ea5
Cost Principles	http://www.nationalservice.gov/resources/uniform-guidance
Federal Audit Clearinghouse	https://harvester.census.gov/facweb/Default.aspx
Indirect Costs: Rate Agreements and Cost Allocation Principles	http://www.nationalservice.gov/resources/uniform-guidance
Key Concepts of Financial Management	https://americorpsonlinecourses.litmos.com/?C=335756
PMS-Help and training for grantees using the Payment Management System	https://pms.psc.gov/
PMS login - SMARTLINK	https://pms.psc.gov/
PMS- PSC 272 Report Instructions	https://pms.psc.gov/pms-user-guide/federal-cash-transaction-report.html
RSVP grantee page	https://americorps.gov/grantees-sponsors/rsvp
Single Audit Act Amendments of 1996	http://www.grants.gov/web/grants/learn-grants/grant-policies/single-audit-act-amendments-1996.html
Terms and Conditions	https://americorps.gov/grantees-sponsors/rsvp
Uniform Administrative Requirements (Uniform Guidance)	https://americorps.gov/about/agency-overview/official-guidance
Chapter 11	
Sample Privacy and Breach Notification Form	https://www.nationalservice.gov/privacy/breach-notification
National Conference of State Legislatures Security Breach Notifications Laws	http://www.ncsl.org/research/telecommunications-and-information-technology/security-breach-notification-laws.aspx
U.S. Department of Education Privacy Technical Assistance Center	https://nces.ed.gov/programs/ptac/Home.aspx
FFR Instructions and Sample Form	http://www.nationalservice.gov/resources/financial-management/federal-financial-report-ffr
RSVP grantee page	https://americorps.gov/grantees-sponsors/rsvp
National Service Criminal History Checks Resources	https://americorps.gov/grantees-sponsors/history-check
National Sex Offender Public Website (NSOPW)	www.nsopw.gov
PMS -Payment Management System	https://pms.psc.gov/
PMS - Frequently Asked Questions	https://dpm-portal.psc.gov/Welcome.aspx?pt=DPM
Terms and Conditions	https://americorps.gov/grantees-sponsors/rsvp

Tutorial: Valuing, Documenting, and Recording In-Kind Match	http://www.nationalservice.gov/sites/default/files/olc/moodle/fm_key_concepts_of_cash_and_in_kind_match/view5f46.html?id=3213&chapterid=2270
Appendix B.3	Sample AmeriCorps Seniors RSVP Timesheet with Mileage Request
Appendix A.3	Guidance for Closing-Out Your AmeriCorps Grant
Appendix A.6	Volunteer Tracking Software Distributors
Appendix A.14	Sample In-Kind Contribution Form
Chapter 12	
National Days of Service and Special Initiatives:	https://americorps.gov/join
Media kit materials	https://americorps.gov/newsroom/communication-resources
Public relations materials	https://americorps.gov/newsroom/communication-resources

14 DESCRIPTION AND LIST OF APPENDICES

In the January 2017 revision of these handbooks, AmeriCorps Seniors revised the organization of the handbook appendices to clarify when appendices were the same across workbooks and improve our ability to update them quickly and accurately. Specifically, we combined the appendices of all three AmeriCorps Seniors handbooks (the Foster Grandparent Operations Handbook, Senior Companion Operations Handbook and RSVP Operations Handbook) into one list.

You can access appendices in both PDF below and, when applicable, editable Word or Excel formats on the Foster Grandparent grantees webpage.

In addition, we introduced a numbering system to indicate what appendices would be relevant for what programs. The appendices are organized as follows:

- Section A: These appendices apply equally to all AmeriCorps Seniors programs.
- Section B: These appendices apply only to the AmeriCorps Seniors RSVP Program.
- Section C: These appendices apply equally to the Foster Grandparent and Senior Companion Programs
- Section D: These appendices apply only to the Foster Grandparent Program
- Section E: These appendices apply only to the Senior Companion Program

In the printable version of this handbook, we have included only the appendices that are relevant to your program. In the case of AmeriCorps Seniors RSVP Programs, this includes Sections A and B. A full list of the appendices included in this document follows.

SECTION A: ALL PROGRAMS

SECTION B: AMERICORPS SENIORS RSVP ONLY

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