
2010 – 2011
MICHIGAN'S AMERICORPS
APPLICATION GUIDELINES
FOR NEW AND RECOMPETING EAP APPLICANTS
FIRST SUBMISSIONS FOR PEER REVIEW



APPLICATIONS MUST BE RECEIVED BY:

5:00 p.m. – Wednesday, October 28, 2009

Please submit an unbound original and five bound/ stapled copies to:

**Michigan Community Service Commission
Attn: Michelle Mackie
1048 Pierpont, Suite 4
Lansing, MI 48913**

Facsimiles or emailed applications will not be accepted.

For more information, call
Jeanine Yard, 517-335-4295 (yardj@michigan.gov)
Marcy Bishop Kates, 517-373-0617 (bishopm2@michigan.gov)
or visit www.michigan.gov/mcsc

Michigan's AmeriCorps Overview

AmeriCorps is a national service program designed to strengthen citizenship and the ethic of service by engaging thousands of Americans on a full- or part-time basis to help communities address their toughest challenges. The Corporation for National and Community Service (CNCS) administers AmeriCorps at the federal level and works in partnership with states to develop service programs and create a community-based national service network. CNCS funds AmeriCorps programs that address goals in the areas of human needs, public safety, education, and the environment.

The Michigan Community Service Commission (MCSC) is the administrative agent for Michigan's AmeriCorps programs receiving Corporation for National Community Service funding. The MCSC's mission is to fund and support programs that encourage all Michigan residents to volunteer. For more information on the MCSC, visit our website at www.michigan.gov/mcsc.

Michigan's AmeriCorps engages the energy and idealism of the citizens of Michigan in meeting the most critical educational, public safety, human services, disaster preparedness, and environmental needs in our communities. Michigan's AmeriCorps currently consists of 19 programs with nearly 1200 members serving on a full- or part-time basis. Members range in age from 17 to 76—and older. The 19 programs partner with more than 200 organizations throughout the state to address the needs of communities. The AmeriCorps mission includes:

Getting Things Done: AmeriCorps helps communities meet their education, public safety, human, environmental, or disaster preparedness challenges through direct and measurable community service.

Strengthening Communities: AmeriCorps unites individuals and institutions of all kinds in a common effort to improve our communities.

Encouraging Responsibility: Through service and civic education, AmeriCorps enables members to see themselves as problem-solvers; to become leaders rather than followers; and to act on their responsibilities as well as their rights.

Expanding Opportunity: AmeriCorps helps those who help America. Members have access to job skills training, invaluable hands-on experiences, and education awards to help pay for college or repay student loans.

A. Michigan's AmeriCorps 2010-2011 Funds

Subject to the availability of appropriations for fiscal year 2010, the Corporation for National Community Service has announced the anticipated availability of approximately \$363 million to award new, re-competing, and continuation AmeriCorps State and National grants. The Corporation anticipates that at least 15 percent of these funds support applicants that have not received an AmeriCorps State or National operational grant in the last five years. Applicants that have received only a formula operational grant within the last five years will be considered new for purposes of this 15 percent target.

The Corporation will make an effort to allocate not less than 10 percent of the financial assistance and approved national service positions provided through the grants to eligible entities proposing to carry out "encore service programs" unless the Corporation does not receive a sufficient number of applications of adequate quality to justify making that percentage available to those eligible

entities. The term “encore service program” means a program, carried out by an eligible entity that involves a significant number of participants age 55 or older in the program and that takes advantage of the skills and experience that such participants offer in the design and implementation of the program.

The selection of the Michigan’s AmeriCorps programs is a multi-step process. This process includes a peer and staff review of initial applications. Those selected to move forward in the process will then fully develop the application and submit it via eGrants, a federal, web-based grant application system. Feedback and guidance will be provided at each step. In order to be eligible to be included in the MCSC federal funding request, applicants should develop service programs of high quality that will address critical community needs, produce substantial impact in communities, and offer meaningful service opportunities.

B. Types, Terms, Size, and Match Requirements of Grants

Under the Education Award program, the MCSC and CNCS provide an allotment of national service education awards to organizations that can support most program and participant costs through other sources meeting AmeriCorps program requirements. Programs must be high quality and meet the AmeriCorps program requirements. Under this program, some of the AmeriCorps program requirements are waived. For example, education award programs do not have to provide, a living allowance, childcare benefits or health care benefits for members.

1. Funding Priorities

For the 2010-11 year, the Michigan Community Service Commission has established the following issues as priorities:

- Education
 - Dropout prevention
 - New high school graduation requirements—ensuring success
 - College access
 - School readiness (0-K)
 - Literacy (reading at grade level)
 - Expanding providers’ expertise in early childhood development

- Healthcare
 - Access to affordable services
 - Prevention & wellness
 - Childhood obesity prevention

- Energy & the Environment
 - Preservation of natural resources
 - Conservation
 - Green energy

- Economic Renewal
 - Job skills training
 - Foreclosure prevention
 - Services for under- and/or un- employed individuals and families
 - Housing

- Prisoner Re-Entry
 - Job skills training
 - Wrap-around services
 - Education for court-involved and/or incarcerated individuals

- Mentoring

- Nonprofit Capacity Building

2. Eligible Applicants

Educational institutions (local school districts, intermediate school districts, colleges and universities, etc.), local government entities, state agencies, and nonprofit organizations that have their 501(c)3 status and have been in existence for at least 3 years are eligible to apply for a Michigan’s AmeriCorps program.

3. Match Requirements

When applying for an EAP program the applicant pays all program costs over \$800 per MSY provided by the grant.

C. Member Benefits

1. Education Awards

As of October 1, 2009, AmeriCorps members serving in programs funded with 2010 dollars who successfully complete a term of service will receive an education award from the National Service Trust of \$5,350 for a year of full-time service, with correspondingly smaller awards for less-than-full-time service. The amount of the Education Award is determined on the basis of the Pell Grant award, as required by the Serve America Act. A member has up to seven years after the term of service has ended to use the award.

Each Michigan’s AmeriCorps member who successfully completes a term of service will receive one education award for each term up to two terms of service. The education award may be used up to seven years from completion of service to pay for any combination of (1) the costs of attendance at a qualified institution of higher education, (2) the costs of approved School-to-Work programs, or (3) the costs of repaying qualified student loans. Please see the chart below for the specific amount of the education award for full- and part-time members.

Title	# of Hours	Education Award
Full-Time	at least 1700	\$5,350
Half-Time	at least 900	\$2,675
Reduced Half-Time	at least 675	\$2,038
Quarter-Time	at least 450	\$1,415
Minimum-Time	at least 300	\$1,132

2. Reasonable Accommodations for Disabilities

Increasing the participation of people with disabilities in national and community service programs is a key interest of the CNCS. All AmeriCorps programs are encouraged to actively reach out to and include people with disabilities. Programs and activities must be accessible. Programs must provide reasonable accommodation for known mental or physical disabilities of otherwise qualified members, service recipients, applicants, and program staff. All selections and project assignments must be made without regard to the need to provide reasonable accommodations. The vast majority of accommodations are inexpensive. For those limited cases where reasonable accommodations are costly, there may be funds available to provide accommodations for members serving in a Michigan's AmeriCorps program. Check with the MCSC for further information.

D. Performance Measurement

Every Michigan's AmeriCorps program must develop a system that allows them to evaluate and monitor their own activities. They must collect and organize data on an ongoing basis. Each program must:

- develop annual program outcome objectives (Performance Measures) that are tangible and measurable;
- track progress toward accomplishing those annual objectives;
- collect additional descriptive and demographic data (e.g. member summary forms, local program information, etc.).

Performance measures will reflect individual program goals and circumstances, and we expect that there will be a wide spectrum of different performance measures across all grantees. For example, a program that places individual members in separate nonprofit organizations (sites) to perform activities for those organizations will have measures that differ substantially from a program that uses AmeriCorps members to recruit volunteers to tutor in a single school. In certain programs, outcome measures may reflect the activities of a subset of members, not necessarily all members. We recognize that performance measures alone do not reflect the full scope and impact of AmeriCorps programs. Therefore, these measures are not the only items we will consider when evaluating an application.

During implementation of a grant, the MCSC also anticipates that performance measures may need to be adjusted based on program experience. Over time we expect that performance measures will reflect the full scope of activities and goals of AmeriCorps programs, including meeting needs and service activities, developing members, and strengthening communities.

The CNCS is making an increased effort to collect uniform and aggregate data across all AmeriCorps programs. In order to better understand the effectiveness of national service, the CNCS collects specific demographic data pertaining to both members and service recipients. In addition, CNCS tracks member enrollment and attrition data to be considered in future funding decisions. Steps to ensure full enrollment of member slots and to ensure member retention should be included in the AmeriCorps application.

E. Federal Financial Management and Grant Administration Requirements

As with all Federal grant programs, it is the responsibility of all AmeriCorps programs to ensure appropriate stewardship of federal funds entrusted to them. Under the CNCS regulations, all programs must maintain financial management systems that provide accurate, complete, and current disclosure of the financial results of the AmeriCorps program. To meet this requirement, programs must have adequate accounting practices and procedures, internal controls, audit trails, and cost allocation procedures. The Single Audit Act and OMB Circular A-133 require all organizations to have financial audits if they annually expend \$500,000 or more under federal awards. This requirement applies to the organization's total expenditures each fiscal year under all of its federal awards, not just an AmeriCorps grant.

F. Other Requirements

1. Program Monitoring and Management Responsibilities

Certain program models may make monitoring and program management a particular challenge for organizations. These include individual placements, programs that are spread out geographically, and programs that attempt to address many issue areas at once. If a program design includes one of these challenges, the program should address it specifically in their application and provide specific strategies for monitoring and management. Strategies may include: recruiting and enrolling members who can work independently; providing appropriate orientation, ongoing training, and a means of regular communication; selecting strong host sites; ensuring strong support from direct-line supervision of members; and narrowing the range of tasks members perform to make monitoring easier.

If approved for an AmeriCorps grant, the organization is responsible for managing the day-to-day operations of grant-supported activities. Activities must be in compliance with applicable federal requirements and address performance goals. Monitoring needs to cover each program, function, or activity. The organization is responsible for ensuring program quality and that the program has an impact on the problems facing the communities in which it operates. This includes monitoring the member services, including the timely and accurate documentation of member eligibility and service hours. Each program should develop systems that closely track and monitor these requirements.

2. Program Reporting

Michigan's AmeriCorps programs must comply with all reporting required by the MCSC including quarterly progress reports, monthly expenditure reports, member hours tracking forms, continuous improvement surveys, and member enrollment, termination and end-of-term-of-service forms. Programs are required to use an MCSC designated on-line reporting system for all aspects of reporting.

3. Michigan's AmeriCorps Program Directors' Meetings

Michigan's AmeriCorps program directors must participate in regularly scheduled monthly program directors' meetings and conference calls.

4. MCSC Trainings and Special Events

Michigan's AmeriCorps staff and members are encouraged to participate in all MCSC sponsored program trainings and service events, including the annual Michigan's AmeriCorps

Member Celebration and the Signature Service Project. In addition, organizational leaders are required to attend an annual meeting to discuss sustainability and national service issues.

5. AmeriCorps on the Internet

Michigan's AmeriCorps programs are required to have Internet and email capability for all staff and members. To facilitate this process, programs may budget funds to defray internet expenses.

6. Federal Work-Study and Student Service

[Required for Higher Education Institutions Applying for AmeriCorps funding]

The Higher Education Reauthorization Act of 1998 requires that all institutions of higher education that receive Federal Work Study (FWS) funds utilize a minimum of 7% of their total FWS budget for community service placements. Each college must also include a literacy component that is defined in regulations by the Department of Education. Because this is an important vehicle to encourage and expand student service, the CNCS is very interested in what campuses are doing to meet and exceed this requirement. Community service activities undertaken using FWS can be a valuable resource for national service programs. While the FWS program is administered by college financial aid offices, many colleges have built strong relationships between the community service, service-learning, or volunteer office and the financial aid office to enhance community service efforts of the campus. Some service offices even manage the community service FWS program on their campus. Both service offices and community partners can assist the financial aid office in enhancing community service FWS programs. For more information on the FWS for Community Service program, visit <http://ifap.ed.gov/sfahandbooks/0304FSAHBVol6FWS.html>.

The CNCS has summarized data reported to the Department of Education on Federal Work Study for Community Service usage. If you would like to see how your institution's usage compares to other institutions, you can view this report online at www.nationalserviceresources.org. For new and continuing programs operated by higher education institutions that are applying for funding, applicants should describe their institution's efforts to support community service under FWS. Specifically include the percentage of your school's 2008-09 FWS funds that were used for community service placements and your plans for further efforts in this area. This information will be factored into the MCSC's and the CNCS' funding decisions.

7. Start of Operations

The program must establish no more than three class start dates in which members may be enrolled. Full-time members must begin terms of service between August and November. Creating "classes" of members who begin and "graduate" from their terms of service at the same time will help create a sense of team. The MCSC prohibits rolling admissions. Programs may not enroll members after the second quarter of their program, except for summer-only members.

8. Participation in National Days of Service

As part of the National Service Network, there are a number of opportunities for programs to take part in national service days. The MCSC and CNCS expect all national service programs, including AmeriCorps programs, to participate in one or more days of service, including National AmeriCorps Week, Martin Luther King, Jr. Day, National Volunteer Week, Youth Service Day, and Make a Difference Day.

SUBMISSION INSTRUCTIONS

A. New/Recompeting Program Instructions

If your organization intends to apply for Michigan's AmeriCorps funding, please submit the Intent to Apply form no later than 5:00 p.m. on October 15, 2009. This form appears in the Appendix, and is available online from www.michigan.gov/mcsc.

Your Michigan's AmeriCorps EAP application, due October 28, 2009, ***must include and follow this order:***

1. Title Page (limited to one page)

Complete the form located in the Appendix (an electronic version of the Title Page is available for your convenience at www.michigan.gov/mcsc -- AmeriCorps Funding Opportunity). **THIS FORM MUST BE SIGNED.** The original copy must have an original signature.

2. Program Narrative (not to exceed 15 double-spaced pages)

The narrative should address the statements and questions listed below. In writing the program narrative you will want to refer to the specifics detailed throughout Section I., the Michigan's AmeriCorps Overview. A simple template for creating the program narrative is available for your convenience at www.michigan.gov/mcsc -- *AmeriCorps Funding Opportunity*.

Your program narrative must be *clearly labeled with headings and subheadings*. It is important that the *information requested is provided in the section within which it is asked*, to assure clarity for reviewers. You must number the pages of the narrative section. **The application must be typed and double-spaced in not less than 12-point font size with one-inch margins.** One side counts as one page.

3. Budget Narrative

Please note that a budget narrative is not required for Education Award Programs during the first submission.

4. Financial Management Survey

An electronic version of this document is available for your convenience at www.michigan.gov/mcsc -- *AmeriCorps Funding Opportunity*.

***No additional appendices will be accepted.**

Please be sure to retain an electronic copy of your application. If selected to move forward in the application process, you will be required to fully develop (additional questions will be provided) and migrate the information into eGrants, a web-based grant system.

Please submit one unbound original and five bound copies of your application no later than 5:00 p.m. on Wednesday, October 28, 2009.

Michigan Community Service Commission

Attn: Michelle Mackie
1048 Pierpont, Suite 4
Lansing, MI 48913

Facsimiles or emailed applications will not be accepted. Applications received after 5:00 p.m. on October 28, 2009, will not be reviewed.

B. Program Narrative

In evaluating your application for funding, reviewers will consider the evidence of need in your community(s), assess your program design and how it addresses the need, and consider the ability of the program to function under the fixed cost of \$800 per full-time member equivalent. The narrative section of the application is your opportunity to convince reviewers that your project meets the selection criteria. Below are some general suggested guidelines to help you present your project in a way the reviewers will find compelling and persuasive.

- **Lead from your program strengths and be explicit.** Do not make the mistake of trying to stretch your program description to fit each strategic initiative, special consideration, and priority articulated in the regulations or the *NOFA*. Focus only on the special considerations and priorities that apply to your program.
- **Avoid circular reasoning.** The problem you are addressing should not be described as the lack of the program you are proposing.
- **Explain how.** Do not just state that you will do something; rather state how you will do it.
- **Link efforts to outcome.** Clearly illustrate how proposed member activities will positively impact the identified community needs.
- **Be clear and succinct.** Reviewers are not interested in jargon, boilerplate, rhetoric, or exaggeration. They are interested in learning precisely what you intend to do, and how your project responds to the selection criteria presented below.
- **Don't make assumptions.** Even if you have received funding from the Corporation in the past, do not assume your reviewers know anything about you, your program, your partners, or your beneficiaries.
- **Use an impartial proofreader.** Before you submit your application, let someone who is completely unfamiliar with your project read and critique the project narrative.

1. Program Design - 60%

As mentioned in the grant terms section, grant awards will cover a period that includes one year of operation. Grants may be renewed for two additional years subject to annual review and availability of federal funds. Therefore, in developing the program design section, you should not only discuss goals, objectives, and program structure for the first year, but also outline long term programmatic goals and outcomes for a three-year grant period.

a. Rationale and Approach (40%)

*Before you complete this section, carefully read [Needs and Service Activities](#), p. **Error! Bookmark not defined.** It provides specific information that will help you to address the topics below.*

1) Compelling Community Need

- Describe a compelling community need (problem or issue) that you will address within the target community(s). Include a well documented, compelling description

of the need(s) in the communities you intend to serve, how the need(s) was identified, and where it is documented. **If your program will operate at multiple sites**, demonstrate a compelling need in each community you propose to serve.

- Provide **current** evidence of the need you are describing.
- Briefly describe how you involved the target community(s) in identifying the needs.

2) Approach--Program Model

- Describe the evidence- or research-based model the proposed program will implement to address the identified community need(s). Include data that demonstrates the model has been tested and is effective.
- Describe the overall design and structure of the program, including the number of sites, where the sites are located, the number and type of members in the program, and how the members are assigned to the sites. Also, indicate the number of members assigned to each site.
- Briefly describe how you involved the target community(s) in the planning process. Be specific in explaining which community partners and stakeholders were involved, what roles they played, and what their responsibilities were.

3) Description of Activities and Member Roles

- Provide a detailed description of the proposed member activities. *Be sure to demonstrate the direct link between the proposed activities and the identified need.*

4) Measurable Outputs and Outcomes

- Please state at least three quantifiable, measurable impacts of the proposed program that are expected as a result of AmeriCorps activities. How will the identified community need(s) be improved as a result of the Michigan's AmeriCorps program? For example:

The ABC AmeriCorps program will provide tutorial assistance to 150 teacher-identified at-risk students and 85% of the tutored students will increase their grades by one level. Be very specific and concise.

- Describe how accurate data will be collected to demonstrate impact.

Note: You will develop your measurable outputs and outcomes in more detail, including how they will be measured, your targets for each year, and the data you will gather, if your application is selected to move forward in the application process.

- **Current grantees only, discuss the extent to which your program:**
 - Has met community-based performance measures in previous grants cycles (including progress to date in the current grant cycle), and
 - Is continually expanding and increasing its reach and impact in the community.

2. Member Support (10%)

a. Member Development, Training and Supervision:

- Describe clear plans for orienting members to AmeriCorps, the community, their placement site, and to the service they will perform.
- Describe in detail how you will fully train members to perform all the activities they will engage in and, as necessary, provide them with ongoing training throughout their terms.
- Describe a member supervision plan that ensures members will receive sufficient support and guidance throughout their terms.

b. Member Enrollment and Retention (Current grantees only):

- CNCS will review your enrollment and retention rates (in percentages) on an annual basis.
- If you enrolled less than 100% of slots received during your last full year of program operation, provide an explanation, and describe your plan for improvement.
- If you were unable to retain all of your members during your last full year of program operation, provide an explanation, and describe your plan for improvement. While we recognize retention rates may vary among equally effective programs depending on the program model, we expect grantees to pursue the highest retention rate possible.

3. Sustainability (10%)

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

a. Volunteer Recruitment and Support

- Describe how your program will use volunteers to expand the reach of the program in the community.
- Include in this description a discussion of how you will recruit, support, and recognize volunteers.
- Identify how many volunteers you expect to recruit and the number of hours of service they will provide, in total and on average. Also discuss if your volunteers will be episodic (committing to one-time or occasional events) or ongoing (committing to a regular, ongoing role in the program).
- Describe the role that members will play in your volunteer recruitment and support efforts.
- *If you are requesting a waiver of the requirement to recruit or support volunteers, state the request in the narrative.*

b. Capacity Building:

- Describe how your program will enhance the capacity of your organization, service sites, and, as applicable, other organizations and institutions important to the community, such as schools, disaster preparedness organizations, neighborhood watch organizations, civic associations, and community organizations, including faith-based organizations.

2. Organizational Capability – 20%

a. Sound Organizational Structure

1) Ability to Provide Sound Programmatic and Fiscal Oversight:

- Provide a brief history of your organization, including the year your organization was established.
- Provide specific examples of your organization's experience and past accomplishments in the proposed areas of activity and your experience operating and overseeing a program comparable to the one proposed.
- Identify the key program and fiscal positions responsible for your proposed program, and the percent of time dedicated to the program.
- Describe your capacity to manage a federal grant and to provide on site monitoring of financial and other systems required to administer an AmeriCorps grant. Provide examples of other federal grants received, including amount and duration.

b. Special Circumstances:

- In applying the organizational capability criteria to each proposal, reviewers may also take into account the following circumstances of individual organizations:
 - The age of your organization and its rate of growth; and
 - Whether your organization serves a resource-poor community, such as a rural or remote community, a community with a high poverty rate, or a community with a scarcity of philanthropic and corporate resources.
- If you feel that any of these circumstances have an impact on your organizational capability that has not already been discussed, please describe it.

2. Budget Adequacy – (20%)

a. Budget Adequacy

- 1) Discuss the ability of the fixed funding amount to support your program design including how it is sufficient to support your program activities.
- 2) Describe the costs you expect to incur for this program that will not be covered by Corporation funding. These costs might include staff salaries and benefits, travel, evaluation, living allowances or salaries for AmeriCorps members, supplies, and equipment. You will not be required to track or report on these expenditures. Reviewers will consider this information to assess the adequacy of your budget to support your program design.

ATTACHMENT A: Assurances and Certifications

(EGRANTS REVIEW, AUTHORIZE AND SUBMIT SECTION)

Instructions

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

a) Inability to certify

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

b) Erroneous certification or assurance

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

c) Notice of error in certification or assurance

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

d) Definitions

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

e) Assurance requirement for subgrant agreements

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

f) Assurance inclusion in subgrant agreements

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

g) Assurance of subgrant principals

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

h) Non-assurance in subgrant agreements

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

i) Prudent person standard

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

ASSURANCES

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

- Has the legal authority to apply for federal assistance, and the institutional, managerial, and financial capability (including funds sufficient to pay the non-federal share of project costs) to ensure proper planning, management, and completion of the project described in this application.
- Will give the awarding agency, the Comptroller General of the United States, and if appropriate, the state, through any authorized representative, access to and the right to examine all records, books, papers, or documents related to the award; and will establish a proper accounting system in accordance with generally accepted accounting standards or agency directives.
- Will establish safeguards to prohibit employees from using their position for a purpose that constitutes or presents the appearance of personal or organizational conflict of interest, or personal gain.
- Will initiate and complete the work within the applicable time frame after receipt of approval of the awarding agency.
- Will comply with the Intergovernmental Personnel Act of 1970 (42 U.S.C. 4728-4763) relating to prescribed standards for merit systems for programs funded under one of the nineteen statutes or regulations specified in Appendix A of OPM's Standards for a Merit System of Personnel Administration (5 CFR 900, Subpart F).
- Will comply with all federal statutes relating to nondiscrimination. These include but are not limited to: Title VI of the Civil Rights Act of 1964 (P.L. 88-352) which prohibits discrimination on the basis of race, color, or national origin; (b) Title IX of the Education Amendments of 1972, as amended (20 U.S.C. 1681-1683, and 1685-1686), which prohibits discrimination on the basis of sex; (c) Section 504 of the Rehabilitation Act of 1973, as amended (29 U.S.C. 794), which prohibits discrimination on the basis of disability (d) The Age Discrimination Act of 1975, as amended (42 U.S.C. 6101-6107), which prohibits discrimination on the basis of age; (e) The Drug Abuse Office and Treatment Act of 1972 (P.L. 92-255), as amended, relating to nondiscrimination on the basis of drug abuse; (f) The Comprehensive Alcohol Abuse and Alcoholism Prevention, Treatment and Rehabilitation Act of 1970 (P.L. 91-616), as amended, relating to nondiscrimination on the basis of alcohol abuse or alcoholism; (g) sections 523 and 527 of the Public Health Service Act of 1912 (42 U.S.C. 290dd-3 and 290ee-3), as amended, relating to confidentiality of alcohol and drug abuse patient records; (h) Title VIII of the Civil Rights Act of 1968 (42 U.S.C. 3601 et seq.), as amended, relating to nondiscrimination in the sale, rental or financing of housing; (i) any other nondiscrimination provisions in the National and Community Service Act of 1990, as amended; and (j) the requirements of any other nondiscrimination statute(s) which may apply to the application.
- Will comply, or has already complied, with the requirements of Titles II and III of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 (P.L. 91-646) which provide for fair and equitable treatment of persons displaced or whose property is acquired as a result of federal or federally assisted programs. These requirements apply to all interests in real property acquired for project purposes regardless of federal participation in purchases.
- Will comply with the provisions of the Hatch Act (5 U.S.C. 1501-1508 and 7324-7328) which limit the political activities of employees whose principal employment activities are funded in whole or in part with Federal funds.
- Will comply, as applicable, with the provisions of the Davis-Bacon Act (40 U.S.C 276a and 276a-77), the Copeland Act (40 U.S.C 276c and 18 U.S.C. 874), and the Contract Work Hours and Safety Standards Act (40 U.S.C. 327-333), regarding labor standards for Federally assisted construction sub-agreements.
- Will comply, if applicable, with flood insurance purchase requirements of Section 102(a) of the Flood Disaster Protection Act of 1973 (P.L. 93-234) which requires the recipients in a special flood hazard area to participate in the program and to purchase flood insurance if the total cost of insurable construction and acquisition is \$10,000 or more.
- Will comply with environmental standards which may be prescribed pursuant to the following: (a) institution of environmental quality control measures under the National Environmental Policy Act of 1969 (P.L. 91-190) and Executive Order (EO) 11514; (b) notification of violating facilities pursuant to EO 11738; (c) protection of wetlands pursuant to EO 11990; (d) evaluation of flood hazards in floodplains in accordance with EO 11988; (e) assurance of project consistency with the approved state management program developed under the Coastal Zone Management Act of 1972 (16 U.S.C 1451 et seq.); (f) conformity of federal actions to State (Clean Air) Implementation Plans under Section 176(c) of the Clean Air Act of 1955, as amended (42 U.S.C. 7401 et seq.); (g) protection of underground sources of drinking water under the Safe Drinking Water Act of 1974, as amended (P.L. 93-523); and (h) protection of endangered species under the Endangered Species Act of 1973, as amended (P.L. 93-205).
- Will comply with the Wild and Scenic Rivers Act of 1968 (16 U.S.C 1271 et seq.) related to protecting components or potential components of the national wild and scenic rivers system.
- Will assist the awarding agency in assuring compliance with Section 106 of the National Historic Preservation Act of 1966, as amended (16 U.S.C. 470), EO 11593 (identification and protection of historic properties), and the Archaeological and Historic Preservation Act of 1974 (16U.S.C. 469a-l et seq.).
- Will comply with P.L. 93-348 regarding the protection of human subjects involved in research, development, and related activities supported by this award of assistance.
- Will comply with the Laboratory Animal Welfare Act of 1966 (P.L. 89-544, as amended, 7 U.S.C. 2131 et seq.) pertaining to the care, handling, and treatment of warm blooded animals held for research, teaching, or other activities supported by this award of assistance.

- Will comply with the Lead-Based Paint Poisoning Prevention Act (42 U.S.C. §§ 4801 et seq.) which prohibits the use of lead based paint in construction or rehabilitation of residence structures.
- Will cause to be performed the required financial and compliance audits in accordance with the Single Audit Act of 1984, as amended, and OMB Circular A-133, Audits of States, Local Governments, and Non-Profit Organizations.
- Will comply with all applicable requirements of all other Federal laws, executive orders, regulations, application guidelines, and policies governing this program.

For AmeriCorps*State and National Applicants ONLY

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

- Will comply with all rules regarding prohibited activities, including those stated in applicable Notice, grant provisions, and program regulations, and will ensure that no assistance made available by the Corporation will be used to support any such prohibited activities.
- Will comply with the nondiscrimination provisions in the national service laws, which provide that an individual with responsibility for the operation of a project or program that receives assistance under the national service laws shall not discriminate against a participant in, or member of the staff of, such project or program on the basis of race, color, national origin, sex, age, political affiliation, disability, or on the basis of religion. (NOTE: the prohibition on religious discrimination does not apply to the employment of any staff member paid with non-Corporation funds or paid with Corporation funds but employed with the organization operating the project prior to or on the date the grant was awarded. If your organization is a faith-based organization that makes hiring decisions on the basis of religious belief, your organization may be entitled, under the Religious Freedom Restoration Act, 42 U.S.C. § 2000bb, to receive federal funds and yet maintain that hiring practice, even though the national service legislation includes a restriction on religious discrimination in employment of staff hired to work on a Corporation-funded project and paid with Corporation grant funds. (42 U.S.C. §§ 5057(c) and 12635(c)). For the circumstances under which this may occur, please see the document “Effect of the Religious Freedom Restoration Act on Faith-Based Applicants for Grants” on the Corporation’s website at: <http://www.usdoj.gov/fbci/effect-rfra.pdf>.
- Will comply with all other federal statutes relating to nondiscrimination, including any self-evaluation requirements. These include but are not limited to: (a) Title VI of the Civil Rights Act of 1964 (P.L. 88-352) which prohibits discrimination on the basis of race, color, or national origin; (b) Title IX of the Education Amendments of 1972, as amended (20 U.S.C. 1681-1683, and 1685-1686), which prohibits discrimination on the basis of sex; (c) Section 504 of the Rehabilitation Act of 1973, as amended (29 U.S.C. 794), which prohibits discrimination on the basis of handicaps (d) The Age Discrimination Act of 1975, as amended (42 U.S.C. 6101-6107), which prohibits discrimination on the basis of age; (e) The Drug Abuse Office and Treatment Act of 1972 (P.L. 92-255), as amended, relating to nondiscrimination on the basis of drug abuse; (f) The Comprehensive Alcohol Abuse and Alcoholism Prevention, Treatment and Rehabilitation Act of 1970 (P.L. 91-616), as amended, relating to nondiscrimination on the basis of alcohol abuse or alcoholism; (g) sections 523 and 527 of the Public Health Service Act of 1912 (42 U.S.C. 290 dd-3 and 290 ee-3), as amended, relating to confidentiality of alcohol and drug abuse patient records; (h) Title VIII of the Civil Rights Act of 1968 (42 U.S.C. 3601 et seq.), as amended, relating to nondiscrimination in the sale, rental or financing of housing; and (i) the requirements of any other nondiscrimination statute(s) which may apply to the application.
- Will provide, in the design, recruitment, and operation of any AmeriCorps program, for broad-based input from – (1) the community served and potential participants in the program; and (2) community-based agencies with a demonstrated record of experience in providing services and local labor organizations representing employees of service sponsors, if these entities exist in the area to be served by the program;
- Will, prior to the placement of participants, consult with the appropriate local labor organization, if any, representing employees in the area who are engaged in the same or similar work as that proposed to be carried out by an AmeriCorps program, to ensure compliance with the nondisplacement requirements specified in section 177 of the NCSA;
- Will, in the case of an AmeriCorps program that is not funded through a State, consult with and coordinate activities with the state commission for the state in which the program operates.
- Will ensure that any national service program carried out by the applicant using assistance provided under section 121 of the National and Community Service Act of 1990 and any national service program supported by a grant made by the applicant using such assistance will address unmet human, educational, environmental, or public safety needs through services that provide a direct benefit to the community in which the service is performed;
- Will comply with the nonduplication and nondisplacement requirements set out in section 177 of the National and Community Service Act of 1990, and in the Corporation’s regulations at § 2540.100;

- Will comply with the grievance procedure requirements as set out in section 176(f) of the National and Community Service Act of 1990 and in the Corporation's regulations at 45 CFR § 2540.230;
- Will provide participants in the national service program with the training, skills, and knowledge necessary for the projects that participants are called upon to perform;
- Will provide support services to participants, such as information regarding G.E.D. attainment and post-service employment, and, if appropriate, opportunities for participants to reflect on their service experiences;
- Will arrange for an independent evaluation of any national service program carried out using assistance provided to the applicant under section 121 of the National and Community Service Act of 1990 or, with the approval of the Corporation, conduct an internal evaluation of the program;
- Will apply measurable performance goals and evaluation methods, which are to be used as part of such evaluation to determine the program's impact on communities and persons served by the program, on participants who take part in the projects, and in other such areas as required by the Corporation;
- Will ensure the provision of a living allowance and other benefits to participants as required by the Corporation;
- If a state applicant, will ensure that the State sub-grants will be used to support national service programs that were selected by the State on a competitive basis;
- If a state applicant, will seek to ensure an equitable allocation within the State of assistance and approved national service positions, taking into consideration such factors as the locations of the programs, population density, and economic distress;
- If a state applicant, will ensure that not less than 60% of the assistance will be used to make grants to support national service programs other than those carried out by a State agency, unless the Corporation approves otherwise.

CERTIFICATIONS

Certification – Debarment, Suspension, and Other Responsibility Matters

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

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

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

Certification – Drug Free Workplace

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

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

- A. Publishing a drug-free workplace statement that:
 - a. Notifies employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the grantee's workplace;

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

Certification - Lobbying Activities

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

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

Certification - Grant Review Process (State Commissions Only)

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

For AmeriCorps*State and National Direct Applicants ONLY

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

Erroneous certification or assurance

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

Notice of error in certification or assurance

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

Definitions

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

Assurance requirement for subgrant agreements

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

Assurance inclusion in subgrant agreements

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

Assurance of subgrant principals

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

Non-assurance in subgrant agreements

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

Prudent person standard

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

ASSURANCES AND CERTIFICATIONS

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

SIGNATURE:

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

Organization Name: _____

Program Name: _____

Name and Title of Authorized Representative: _____

Signature: _____

Date: _____

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

SIGNATURE:

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

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

Selection Process

A. Review and Selection

The review and selection of the Michigan's AmeriCorps applications is a multiple-step process as described below.

1. Intent to Apply form due to MCSC by October 15, 2009.
2. Interested applicants must submit a Michigan's AmeriCorps application by 5:00 p.m. on **Wednesday, October 28, 2009.**
3. A peer review will be held on **November 10, 2009.**
4. The Michigan Community Service Commission (MCSC) staff members will review the applications for requirements, priorities, and preferences (as detailed in the application guidelines). The staff will also consider:
 - **Geographic diversity** - MCSC will ensure that the programs recommended for funding are geographically diverse and include projects in urban and rural areas.
 - **Geographic concentration** - MCSC may recommend for funding programs that will enable it to test the effect of concentrating a critical mass of participants in a specific geographic area.
 - **Diversity** - MCSC seeks to fund a broad range of programs with various approaches to addressing community need.
5. Applicants will be notified if their application has been selected to proceed to the next step in the application process on **November 20, 2009.** If the application is selected, representatives from the applicant organization are required to attend a one-day technical assistance workshop on **December 2, 2009.** *Please note that this date has changed from the original date (December 1) published in the NOFA.* In the workshop, applicants will receive a copy of their application feedback that was generated from the peer and staff reviews, as well as training in the eGrants system. Applicants will be asked to revise their first draft into a comprehensive application.
6. Revised applications are due to the MCSC at 5:00 p.m. on Monday, **December 21, 2009.**
7. The MCSC will submit the Michigan's AmeriCorps proposals to the Michigan Community Service Commission Board for approval.
8. The approved proposals will be submitted to the Corporation for National and Community Service (National Office) for competitive funding on **or before January 26, 2010.**
9. The CNCS will inform the MCSC of programs selected for competitive funding in **early June, 2010.**
10. Those applicants being funded with AmeriCorps Formula funds will be notified in late June, 2010.

APPENDIX

Forms and Instructions

M I C H I G A N



**COMMUNITY
SERVICE**

COMMISSION



2010 - 2011 Michigan's AmeriCorps Intent To Apply Form

Name of Organization:

Contact Person:

Address:

City:

State:

Zip:

Phone:

Fax:

Email address:

Does the proposed program specifically focus on any of the following? Check all that apply.

Education

Prisoner Re-Entry

Healthcare

Mentoring

Energy & the Environment

Nonprofit Capacity Building

Economic Renewal

Other

Also, indicate the anticipated size of your **Michigan's AmeriCorps** program. Please note that programs must enroll a minimum of ten (10) full-time equivalent members. You may change the size of the program without notifying us.

Number of Members:

Full-time (1700 Hours)

Reduced Half-time (675 hours)

Half-time (900 hours)

Minimum-time (300 hours)

Quarter-time (450 hrs)

**You may fax or mail this form to:
Michigan Community Service Commission
1048 Pierpont, Suite 4
Lansing, Michigan 48913
Fax: (517) 373-4977
Phone: (517) 335-4295**

The form must be received by October 15, 2009, no later than 5:00 p.m.



**2010 - 2011
MICHIGAN'S AMERICORPS
TITLE PAGE**



Name of Proposed Program:

Name of Applicant Organization:

Contact Person:

Title:

Address:

City:

State:

Zip:

Phone:

Fax:

Email:

Name of Organization Operating Program (if different from Applicant Organization):

Contact Person:

Title:

Address:

City:

State:

Zip:

Phone

Fax:

Email:

County, region, or city in which program will operate:

Does the proposed program specifically focus on any of the following? Check all that apply.

Education

Healthcare

Energy & the Environment

Economic Renewal

Prisoner Re-Entry

Mentoring

Nonprofit Capacity Building

Other

Members (please enter the appropriate number in the blanks below):

Full-time (1700 Hours)

Reduced Half-time (675 hours)

Half-time (900 hours)

Minimum-time (300 hours)

Quarter-time (450 hrs)

Budget:

CNCS Share Requested:

Grantee Share:

Authorized Signature:

Title:

Date:

Program Narrative Template

Downloadable at www.michigan.gov/mcsc -- AmeriCorps Funding Opportunity

Program Design – 60%

1. Rationale and Approach (40%)

a) Compelling Community Need

INSERT

b) Approach—Program Model

INSERT

c) Description of Activities and Member Roles

INSERT

d) Measurable Outputs and Outcomes:

INSERT

2. Member Support (10%)

a) Member Development, Training and Supervision:

INSERT

b) Member Enrollment and Retention (Current grantees only):

INSERT

3. Sustainability (10%)

a) Volunteer Recruitment and Support

INSERT

b) Capacity Building

INSERT

Organizational Capability – 20%

1. Sound Organizational Structure

a) Ability to Provide Sound Programmatic and Fiscal Oversight:

INSERT

b) Special Circumstances

Budget Adequacy – (20%)

1. Budget Adequacy (10%)

a) Discuss the adequacy of your budget to support your program design including how it is sufficient to support your program activities.

INSERT

MICHIGAN’S AMERICORPS NEW/RECOMPETING APPLICATION SUBMISSION REQUIREMENTS CHECKLIST

Please review the following checklist to ensure that your application meets the submission requirements. Each application will be reviewed for compliance. **Any application received by MCSC not in compliance with any item on the following checklist will be considered ineligible for review.** The application will be returned to the applicant.

Please complete and submit the checklist along with your Michigan’s AmeriCorps application. This checklist should be placed on top of your application. Do not staple the check-list to the application. Only one copy of the checklist needs to be submitted.

Applicant Organization:

Applicants must submit one unbound original and five (5) copies of a completed application package that includes:

TITLE PAGE

Original copy of the application must have an original signature.

Applicants must use the form provided in the Appendix. A single page .pdf of this form is also available at www.michigan.gov/mcsc -- follow the “AmeriCorps Funding Opportunity” link. The form must be typed.

PROGRAM NARRATIVE

Typed

Double-spaced and in not less than 12-point font size

One-inch margins

Must not exceed 15 pages (one side counts as one page)

The narrative must follow the narrative format and include headings / sub-headings for each section.

The pages must be numbered.

FINANCIAL MANAGEMENT SURVEY

Include one copy of the applicant organization’s most recent independent audit.

