2009 – 2010

MICHIGAN'S AMERICORPS APPLICATION GUIDELINES FOR NEW & RECOMPETING APPLICANTS FIRST SUBMISSIONS FOR PEER REVIEW

APPLICATIONS MUST BE RECEIVED BY:

5:00 p.m. – Wednesday, October 15, 2008

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 18 programs with nearly 900 members serving on a full- or part-time basis. Members range in age from 17 to 76—and older. The 18 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 2009-2010 Funds

For 2009-2010, the Corporation for National and Community Service will have nearly $69 million to support new and recompeting AmeriCorps State Programs. On average, Michigan leverages nearly $5 million annually to support AmeriCorps programs.

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 produce substantial impact in communities and offer meaningful service opportunities.

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

1. Grant Terms

a. Operating Grants

The MCSC funds operating grants that support fully-developed plans to establish a Michigan's AmeriCorps program or to support, expand, or replicate an existing program. Grant awards will cover a period that includes one year of operation (with an initial start-up phase for new programs). Grants may be renewed for two years (3 years total) subject to annual review and availability of federal appropriations. Programs seeking funding beyond three years must reapply as a recompeting applicant.

b. Education Awards Program Grants

Under the Education Award program, the MCSC and CNCS provide an allotment of national service education awards to organizations that 1) can support most program and participant costs through other sources meeting AmeriCorps program requirements; and 2) are judged to be high quality according to the selection criteria. Under this program, some of the AmeriCorps program requirements are waived. For example, education award programs do not have to provide childcare, a living allowance, or healthcare to members. If you are considering proposing an Education Award program, please contact the MCSC to discuss this option and to receive a separate set of guidelines. Please contact Michelle Mackie at (517) 241-3606, or metzmakerm1@michigan.gov, and ask to speak with a Michigan's AmeriCorps Program Officer.

2. Program Types

Applicants have a great deal of flexibility to design programs that will best achieve the goals of AmeriCorps (see page 2). This flexibility includes the ability to target individuals of a certain age or skill level to become members, and to place them either individually in projects or to organize them in teams. Programs may operate summer programs, but only as a component of their year-round program or to expand their operations during the summer months. Care must be taken to ensure that a summer component is consistent with the overall mission of the program, is not designed as separate from the year-round operation, and instills the ethic of service in the Michigan's AmeriCorps members. Any members added for a summer component must complete a minimum of 300 service hours. *Please note: The CNCS and the MCSC will not fund any programs whose primary purpose is job training or education for the members rather than service to the community.*

a. MCSC & CNCS Priorities

During the MCSC's selection process, a program that incorporates one or more of the following priorities will be given a preference.

1) **Mobilizing more volunteers –** Programs are encouraged to focus efforts on the effectively recruiting, training, managing, and utilizing volunteers who will ultimately have an impact on the success of their program. Plans that increase the capacity of faith-based and other community organizations to mobilize volunteers in communities to meet critical needs are highly favorable. Organizations that develop strong partnerships and collaborations with volunteer centers or other volunteer connector organizations in their service areas are also viewed favorably.

2) **Ensuring a brighter future for all of America's youth –**Programs that provide caring adults as mentors for youth from disadvantaged circumstances, and opportunities for young people from disadvantaged circumstances to serve their communities are encouraged. Programs with a focus in this area may choose to recruit and manage at-risk youth serving in National Service Programs, and mentoring efforts, particularly those targeting children of prisoners. In addition a high priority has been placed on efforts that work toward reducing Michigan's high school dropout rate.
3) **Engaging students in communities - Programs under this priority should** connect schools, faculty, staff, and administration with their communities through service and volunteering. Grants may support K-12 and higher education institutions that effectively incorporate service-learning into their curricula, and increase the number of college students engaged in community service and service-learning. Grants may also help colleges and universities expand support for student service.
4) **Harnessing Baby Boomers' experience -** Baby Boomers are highly talented, highly motivated groups that can help solve some of our most challenging social problems, including helping seniors live independently. Programs may be planned to capture the talents, skills, energy, and experience of Baby Boomers and older Americans to meet local and national needs.
5) **Helping communities recover from and prepare for disasters**. Since June, 2007, a priority has been placed on disaster preparedness and response. Programs focusing on this priority should result in more effective disaster preparedness, mitigation, response, and recovery work.
6) **Engaging veterans as service recipients or providers. Programs are** encouraged to develop appropriate service opportunities for individuals who have served in the United States armed forces, or that provide direct benefits for this population.

(For more information on these strategic initiatives, please see the Corporation's Strategic Plan (www.nationalservice.gov/about/ focus_areas/index.asp).

3. 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.

4. Program Size

Applicants are required to enroll at least ten (10) full-time equivalent members. Applicants should evaluate their present infrastructure and capacity when considering program size. Applicants are encouraged, when considering program size, to examine cost-effectiveness by calculating the recommended cost per member (see **Cost Effectiveness and Budget Adequacy**).

5. Grant Size

Grant requests may vary in size depending on the type and scope of a proposed program. Applicants are allowed flexibility in developing their budgets within certain limitations. Congress has set a target of $12,600 for the average federal cost per full-time equivalent member for all Michigan's AmeriCorps programs. Individual program cost effectiveness will be assessed against the federally established target figure. Regardless, at this time, no

individual program funded by MCSC should propose a CNCS share that exceeds $13,500 per full-time equivalent member. In addition, no program funded through the MCSC formula allotment shall receive more than 20% of Michigan's total formula funding from the CNCS.

6. **Match Requirements**
   Substantial cash and in-kind matches are required from the applicant. All program costs require at least a 24% cash or in-kind match during each of the first 3 years of funding, with match requirements increasing incrementally after year three. Programs reach a maximum 50% minimum match level during the 10th year of funding. Programs may use other federal funds (as long as they are not other CNCS funds) as part of their match, with prior approval. Applicants must specifically identify the source and levels of the cash and in-kind matches. Applicants are not required to attain the cash or in-kind matches prior to submission of the application, but should, however, have the commitment(s) for the financial match prior to the start of the grant.

   Listed below are match requirements for the Michigan's AmeriCorps program:

AmeriCorps Funding Year	1, 2, 3	4	5	6	7	8	9	10+
Grantee Share Requirements	24%	26%	30%	34%	38%	42%	46%	50%

   All grantees will be expected to meet the match requirement for their given year of funding. If a grantee has been a recipient of previous Michigan's AmeriCorps funding, that funding would count when determining the match requirement. For example, if "Agency A", which is not a current grantee applied for AmeriCorps funding for the 2009-10 year and had previously received 3 years of Michigan's AmeriCorps funding, they would need to provide the match level of a Year 4 program.

   If a program is not able to meet the match requirement for a given program year, that program may request a waiver. A program may apply for a waiver as part of their application to the MCSC. Applicants will need to provide justification for the waiver. The MCSC will have the right to approve or deny the waiver based on the program's justification. The waiver allows MCSC to support a program that may have extenuating circumstances that prevent it from meeting the match requirement. The board will review and decide each waiver on a case-by-case basis.

C. Michigan's AmeriCorps Goals

The Michigan Community Service Commission funds and supports quality programs that get things done, encourage responsibility, expand opportunities and strengthen communities. AmeriCorps members undertake service that has a maximum impact on Michigan's communities and would not be provided without the service of AmeriCorps members and volunteers.

1. **Needs and Services Activities**
   a. **Direct Benefit**
      Members serving in Michigan's AmeriCorps programs must meet education, public safety, human, environmental, or disaster preparedness needs in the community served, and provide a direct benefit that is valued by the community. Project activities must provide specific measurable service outcomes that would not otherwise be provided with existing funds or volunteers, and that do not duplicate the routine functions of existing workers and/or displace paid employees.

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

b. Federal Issue Areas and Program Examples

All AmeriCorps programs must address one of the following issues areas: education, public safety, human needs, the environment, or disaster preparedness. **It is important to note however, that Michigan has also designated specific *priority* issue areas. Programs focusing on the areas discussed on page 5 will be given priority consideration for funding in Michigan.** Listed below are examples of activities that fall within each federal issue area.

Education, Such as:

- Efforts specifically targeted at reducing the high school dropout rate in Michigan.
- Improving the quality and availability of child development programs by working in day care, Head Start centers and preschool programs.
- Teaching basic skills to parents of young children so that they can help their children learn.
- Providing mentoring and tutoring services, especially in schools with high concentrations of low-income students.
- Providing after-school, summer and work-place learning opportunities for children and youth, especially in schools with high concentrations of low-income students.
- Coordinating service-learning activities for K-12 students.

Environment, Such as:

- Revitalizing neighborhoods by creating and maintaining recreation areas, green spaces and community gardens, and by making public areas clean and safe.
- Eliminating environmental risks, especially those that affect children and youth, such as lead poisoning and radon exposure, through education, testing, and clean-up.
- Reducing waste through energy efficiency efforts, and promoting recycling and other conservation measures.
- Conserving, restoring, and sustaining lands, forests, rivers, streams, and wetlands.
- Making parks more accessible through trail maintenance and infrastructure improvements.
- Sampling, mapping, monitoring, and recording air and water quality and the status of groundwater, land, plant and animal resources.

Human Needs, Such as:

- Offering prenatal care, parenting education, and health care to families of young children.
- Improving the health of low-income communities by offering preventative health service through community health clinics and immunization programs targeting

families with children as a priority.

- Providing independent living assistance and health care to homebound elderly, people with disabilities, and people living with HIV/AIDS.
- Helping people who are homeless by providing shelter support, assistance in moving into permanent housing, and related services.
- Renovating and rehabilitating low-income housing, particularly family units.
- Helping individuals move from public assistance into self-sufficiency by providing job training, literacy tutoring, and other services.

Public Safety, Such as:

- Enhancing community policing efforts by working with local law enforcement to address crimes committed by youth.
- Reducing specific crime problems such as drug dealing, domestic violence, crimes motivated by bias, crimes against senior citizens, and child abuse.
- Improving services available for victims of crime, and strengthening innovative criminal justice programs, such as neighborhood courts and community restitution.
- Reducing crime against children and youth by making schools safe, creating safe havens, and involving youth in conflict resolution and prevention efforts.
- Providing substance abuse counseling and education.
- Developing specific crime prevention strategies targeted at key locations such as playgrounds, public transportation points, and other public gathering places.

Disaster preparedness, Such as:

- Mobilizing volunteers to assist first responders such as police departments, fire departments, and other agencies involved in public security.
- Providing support for professional or volunteer fire departments, including a range of fire prevention and outreach duties, public education, and emergency response.
- Developing materials, identifying resources, and educating the public to build awareness of and readiness for both natural disasters and intentional criminal/terrorist attacks.
- Providing immediate support to relief agencies responding to a disaster. Services may include relief of rescue workers, search and rescue, first aid, coordination of emergency supplies, and establishment of communication links for relief workers.
- Supporting long-term recovery efforts associated with the impact of disasters while providing periodic training for preparedness and response to homeland security emergencies.

The above serve as a small number of examples. Local communities are in the best position to determine appropriate strategies for integrating service and volunteering into disaster preparedness and recovery.

c. Literacy and Tutoring Programs

President Bush has made child literacy a national priority. He proposed, and signed into law the No Child Left Behind Act, a comprehensive, bipartisan plan meant to improve overall student performance in the Nation's schools. One key element of this plan is to support reading instruction built upon research-based methods that work to ensure that every child in public schools reads at or above grade level by third grade.

Consistent with this national priority, a significant percentage of national and community service programs designed by local communities assist children in learning to read. Successful applicants conducting tutoring programs will be those that demonstrate that their activities occur in sites that incorporate high-quality and research-based approaches to reading that are consistent with the instructional program of the local educational agency or with state academic content standards.

Requirements apply to *any* program whose primary goal is to increase academic achievement in reading or other core subjects through planned, consistent, one-to-one or small-group sessions and activities that build on the academic strengths of students in kindergarten through 12th grade, and target their academic needs.

1) **Curricula**
   Tutoring curriculum must be high-quality and research-based, consistent with the instructional program of the local educational agency or with state academic content standards.

2) **Tutor Training and Supervision**
   Pre- and in-service tutor training is required, and must be high quality and research-based.

3) **Outcomes**
   Programs should identify student achievement goals and show links between program objectives, tutoring activities, tutor training, and proposed strategies for achieving these goals. Programs must identify strategies/tools it will use to assess student progress and measure student outcomes.

4) **Qualifications for Tutors**
   Any programs with the primary goal of increasing academic achievement in reading or other core subjects through planned, consistent, one-to-one or small-group sessions should identify any standards that they propose to use to qualify individuals as tutors. At a minimum, tutors must possess a high school diploma or its equivalent (cross-age tutors exempt). Beyond this minimum requirement, some programs may screen individuals through a qualifications test; others may require enrollment in, or completion of, a reading course. Still others may require demonstration of certain academic skills, such as completing at least two years of college.

   For more information about best practices of effective literacy and tutoring programs visit http://www.ed.gov and http://www.nwrel.org/learns.

2. Developing Michigan's AmeriCorps Members

Through AmeriCorps, members have access to job skills training, invaluable hands-on experiences, and can earn an education award that can be used to repay qualified school loans or for future education.

To help ensure that members are prepared for and benefit from their service, applicants are required to include plans for member recruitment and training in their applications. Training should address elements such as citizenship, skills related to performing specific service activities, leadership opportunities, and other topics necessary for a program to have a positive

impact on members. Training should reflect the unique nature of the program and be appropriate for the age, skill level, and other differences in the backgrounds of the members.

By the end of their term of service, AmeriCorps members should:

- Understand and be able to participate effectively in American democracy:
- Discuss and explore their community and the people, processes, and institutions most effective in improving community conditions;
- Help plan effective service projects that respond to real community needs and emergencies;
- Foster positive attitudes regarding the value of lifelong citizenship and service for the common good within themselves, and others;
- Have new or increased life and/or employment skills; and
- Gain a greater appreciation and understanding of what it means to be an American, including the value of diversity.

Citizenship curricula are available from the MCSC. Examples include:

- Active Citizens 101: Curriculum and Evaluation
- A Facilitator's Guide for "By the People": This trainer's guide consists of ten, 2-hour sessions, including icebreakers and energizers. The lessons lead participants through personal development related to civic engagement.
- A Guide to Effective Citizenship through AmeriCorps: An easy-to-follow training curriculum developed specifically for AmeriCorps programs. These ten, 2-hour modules connect civics with service to provide exciting service-learning experiences for participants.
- The 2006-2007 Michigan's AmeriCorps Member Council compiled an interactive cd of citizenship assessments, activities, and other tools. Updated copies of this tool will be provided to Program Directors each year.

a. Training, Education, and Supervision

Programs must provide members with the supervision, training, skills, and knowledge necessary to perform the tasks required in their respective projects. In fulfilling this requirement, programs should provide members with background information on the community to help them understand why the service projects are needed. Programs should also ensure training is provided for the activities that members will conduct. Whether the activities involve tutoring children in reading, housing provision and improvement, or neighborhood/ community enhancement, members need to learn the basic skills and technical information associated with good practice before they perform service. Programs may also provide, if appropriate, specific training in a particular field, including training and education designed to help members explore career possibilities in areas such as child development, teaching, public health, or public safety. Programs are also strongly encouraged to provide all members training in conflict resolution, leadership, and communication skills, as well as training and certification in CPR/First Aid.

AmeriCorps members as a group are one of the country's largest service providers. In times of national disaster or local emergencies, this resource can be collectively mobilized to provide critical support to local communities. As a result, programs are encouraged to train members, where appropriate, in disaster/emergency preparedness.

Programs must also designate individuals to supervise the members on a regular basis.

Supervisors should be located at the site(s) where members serve and be available on a daily basis.

b. Support Services

Programs must provide support services that help members who have not completed their secondary education to earn the equivalent of a high school diploma. Programs are also encouraged to assist members who are completing a term of service to make the transition to other education and career opportunities.

c. Required Training and Service Hours

In general, members must devote at least 80 percent of the required hours to direct service and no more than 20 percent to education, training, or other approved non-direct service activities during a full-time or part-time term of service. This ratio applies to the overall program and not to each individual member. This will allow variance among the individual members and takes into consideration variations in the education and developmental needs of members.

d. Leadership Opportunities

The MCSC encourages programs to build member leadership capacity by providing opportunities for members to coordinate activities, recruit volunteers, and serve in team leader capacities in their programs. **Please note, however, that members must not be assigned as the primary legal supervisors of other members, and they must not be placed in roles where they can provide no direct service.**

3. Strengthening Communities

Michigan's AmeriCorps strengthens communities by involving citizens directly in addressing community needs. AmeriCorps members help bring individuals and groups from different backgrounds together to achieve constructive change and solve critical community problems.

a. Generating Volunteers

A fundamental purpose of AmeriCorps is to help recruit, support, and manage volunteers that meet community needs. By creating volunteer opportunities and helping organizations to effectively engage volunteers, AmeriCorps programs multiply their impact, build organizational capacity, and support the development of sustainable programs. Volunteering also provides an ideal opportunity to bring together people of many racial, ethnic, and religious backgrounds around a common goal, and to foster the active citizenship upon which the health of our democratic system depends. With the President's call for all Americans to serve the equivalent of two years—4,000 hours—in their lifetimes, AmeriCorps has been called upon to make volunteer recruitment and management a major focus of its efforts.

Programs can deploy AmeriCorps members in a wide variety of ways to support volunteer recruitment and management. AmeriCorps members may be responsible for enlisting, training, or coordinating volunteers. They may help an organization to develop effective volunteer management systems that include clear position descriptions, screening techniques, or volunteer policy and procedure manuals. AmeriCorps members may promote retention of volunteers by planning recognition events or providing ongoing support and follow-up to ensure that volunteers have a high quality experience. Members may assist an organization in reaching out to individuals and communities of different

backgrounds when encouraging volunteerism, to ensure a breadth of experiences and expertise is represented in service activities.

AmeriCorps programs are given great flexibility to determine the best approach for the effective involvement of volunteers in their program. CNCS' expectation is that volunteers will be engaged in ways that support the mission of the organization being served. The involvement of volunteers should enhance or build upon any direct service goals of the program or organization of which the AmeriCorps members are a part. For example, a program may decide that a few members in a program should be devoted entirely to some aspect of volunteer recruitment and management. Or, a program may determine that all members will spend a portion of their time supporting volunteers. Members may also create opportunities to volunteer for their service beneficiaries.

The increased emphasis on volunteer recruitment and management is not intended to replace direct service activities, which continue to be an integral part of AmeriCorps programs. However, AmeriCorps programs have much to offer their communities by building the capacity of organizations to meet community needs.

Not every program may be able to meet this requirement, particularly in the first year. If a program is unable to include volunteer recruitment and management as part of their program, either because of the program model or for any other reason, they must request a waiver in their application. The waiver must state specific reasons why this requirement would require a fundamental alteration of the program structure. The explanation will be considered during the grant application review process.

b. Support for Community Organizations (Secular and Faith-Based)

In 1993, the national service legislation included community organizations as a category for support and defined them as private nonprofit organizations that represent a community or a significant segment of a community and that are engaged in meeting human, educational, environmental, and public safety community needs. The legislation specifically included churches and other faith-based organizations in this definition, recognizing the importance of such groups in dealing directly with the most difficult problems facing individuals in our communities.

The CNCS plans to increase the number of community, faith-based, and grassroots organizations that have access to AmeriCorps resources, and to encourage larger nonprofit organizations to seek partnerships with community organizations (both secular and faith-based). Programs should support the efforts of civic, community, education, and faith-based organizations to solve local problems. Programs should demonstrate partnerships (e.g., host sites, or volunteer recruitment partnerships) with community organizations (secular and faith-based). This includes nonprofit organizations, schools, and neighborhood groups, as well as the faith-based organizations identified above.

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

- a religious congregation (church, mosque, synagogue, temple, etc.);
- an organization, program, or project sponsored/hosted by a religious congregation (may be incorporated or not incorporated);
- a nonprofit organization founded by a religious congregation or religiously-motivated

incorporators and board members that clearly states in its name, incorporation, or mission statement that it is a religiously-motivated institution; or

- a collaboration of organizations that clearly and explicitly includes organizations from the previously described categories.

c. Community Involvement and Consultation

Local participation in service efforts is vital to developing high-quality service programs that sustain and build Michigan's communities. Programs should be designed, implemented, and evaluated, with extensive and broad-based community input, through consultation with representatives from the community served, potential members, appropriate community agencies (including secular and faith-based), foundations, businesses, local labor organizations representing employees of service sponsors, and local government.

Partnerships with community groups may help to enhance organizational capacity and strengthen communities. They afford opportunities for programs to collaborate and share technical expertise and resources.

d. Capacity Building and Sustainability

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

Capacity building is a process that helps an organization gain greater independence and sustainability. From the beginning, the MCSC intended for AmeriCorps in Michigan to be community-based, community-driven, and community-supported. The MCSC believes that programs need to increasingly support their activities over time while annually decreasing their dependence on federal support. Given the unpredictable nature of federal funding for AmeriCorps, our mutual goals of long-sustained impact through local support and control, and the desire to broaden the opportunities for other communities to experience the power of AmeriCorps, programs should work toward 1) sustaining the efforts of the program; and 2) beginning to assume more of the program operational costs over time. *See the Match requirements section on page 5 for additional information.*

Some examples of sustainability include:

- *Program Quality and Efficiencies:* Organizations that demonstrate an increased level of productivity with flat or declining levels of federal support demonstrate effective models of sustainability. While these programs may not be totally independent of federal sources of revenue, the reduction of overhead costs and increased efficiencies in the means by which services are delivered can help make the program's efforts sustainable in a community in the long term;
- *Volunteer Recruitment and Management:* Organizations that recruit large numbers of volunteers as part of their AmeriCorps program can use the volunteers to conduct a wider range of community service activities;
- *Sustained Activities:* In communities where AmeriCorps programs have collaborated

with a number of partners, the partners can agree to divide the national and community service activities among themselves such that the actual service continues without a grant from the CNCS; and

- *Corporate Organizations' Role:* AmeriCorps members work to establish community service programs for which corporations can commit their employees as volunteers on an ongoing basis for an extended period of time.
- *Diversification of Revenue Sources:* Multiple sources of funds to support and operate national and community service programs is a good measure of whether or not a program is sustainable. In contrast, organizations that depend on a single source of funds (including Corporation funds) to support and operate national and community service programs are inherently less sustainable;
- *Earned Income:* Organizations that diversify revenue structures for national and community service programs by generating revenue through fees or other kinds of earnings, consistent with OMB rules on project income, can lead to more sustainable programs;
- *Other Public (state and local) and Private Funding:* Organizations that diversify revenue structures for national and community service programs by building relationships with other public and private funding organizations, as well as businesses, can lead to more sustainable programs. This includes receipt of support (in-cash and in-kind) from local and state government, community foundations, national foundations, and businesses;

The MCSC sees sustainability as vital to meeting the needs of communities. In order to ensure that national service programs are sustainable, applications should include specific information that demonstrates how an organization intends to improve capacity and move towards sustainability, ensuring that the efforts of the national and community service programs can continue as federal support decreases over time.

As a means of achieving sustainability and assisting organizations in meeting community needs, AmeriCorps members may assist grantee organizations in capacity building activities. For example, AmeriCorps members may recruit and manage other volunteers. They can write training materials that will be used to support the delivery of service. AmeriCorps members may assist in raising funds and securing resources to support member service activities. They may conduct outreach to expand the number of individuals served by the nonprofit organization. Or AmeriCorps members may develop community partnerships that are intended to strengthen communities.

e. Diversity

Programs should build strong communities by engaging diverse members and staff in service activities and encouraging mutual understanding and cooperation. Programs must actively seek to include members and staff from the communities in which projects are conducted, as well as individuals of different races and ethnicities, education levels, socioeconomic backgrounds, gender, and individuals with physical and cognitive disabilities. Programs that lack one or more aspects of a diverse program should strive for diversity in other ways. All programs should undertake activities that will provide opportunities for citizens who might not otherwise serve, work, or learn together to do so. In addition, programs are encouraged to bring together younger and older adults as members.

D. Prohibited Service

While charging time to a Michigan's AmeriCorps program, accumulating service or training hours, or otherwise performing activities supported by the AmeriCorps program or the MCSC, staff and members may not engage in the following activities:

1. Any effort to influence legislation, as prohibited under §501 (c) of the Internal Revenue Code of 1986 (26 U.S.C. 501);

2. Organizing or participating in protests, petitions, boycotts, or strikes;

3. Assisting, promoting, or deterring union organizing;

4. Impairing existing contracts for services or collective bargaining agreements;

5. Engaging in partisan political activities, or other activities designed to influence the outcome of an election to any public office;

6. Participating in, or endorsing, events or activities that are likely to include advocacy for or against political parties, political platforms, political candidates, proposed legislation, or elected officials;

7. Engaging in religious instruction, conducting worship services, providing instruction as part of a program that includes mandatory religious education or worship, constructing or operating facilities devoted to religious instruction or worship, maintaining facilities primarily or inherently devoted to religious instruction or worship, or engaging in any form of religious proselytization;

8. Providing a direct benefit to (1) a business organized for profit, (2) a labor union, (3) a partisan political organization, (4) an organization engaged in the religious activities described in the preceding sub-clause, unless CNCS funds are not used to support the religious activities; and (5) a nonprofit organization that fails to comply with the restrictions contained in §501(c) of the Internal; Revenue Code of 1986 except that nothing in this section shall be construed to prevent participants from engaging in advocacy activities undertaken at their own initiative.

9. Member involvement in fundraising is limited to supporting the program's services and activities. Members may not devote more than 10% of their service hours to fundraising efforts. A member's service activities may *not* include the following:
   - **i.** Raising funds for his or her living allowance.
   - **ii.** Raising funds for an organization's operating expenses or endowment.
   - **iii.** Writing grant applications for AmeriCorps funding or for any other funding provided by the Corporation for National and Community Service.
   - **iv.** Writing grant applications for funding provided by any other federal agencies.

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

E. Member Eligibility, Recruitment, and Selection

1. Term of Service

Programs may engage members on a full- or less than full-time basis. Regardless of the type of service term, the maximum time limit is one calendar year. The following slots can be utilized:

- Full-time: a minimum of 1,700 hours during a period of not less than nine months and not more than one year;
- Half-time: a minimum of 900 hours;
- Reduced half-time: a minimum of 675 hours
- Quarter-time: a minimum of 450 hours;
- Minimum-time: a minimum of 300 hours.

2. Member Eligibility

At the time of enrollment in a Michigan's AmeriCorps program, members must:

a. Be at least 17 years of age;
b. Possess a high school diploma or its equivalent, or agree to obtain a high school diploma or equivalent prior to using the education award;
c. Not have dropped out of elementary or secondary school in order to enroll as a member;
d. Be a U.S. citizen, a U.S. national or lawful permanent resident alien; and
e. Meet the task-related eligibility requirements established by the program.

3. Selection

Each individual program selects its own Michigan's AmeriCorps members, and the selection criteria will vary among programs. Programs must select members in a non-partisan, non-political, non-discriminatory manner that is in accordance with State and Federal equal employment opportunity laws. Programs must establish minimum qualifications for members related to the service they will provide, including the successful completion of an AmeriCorps orientation period. Programs must ensure that they do not displace any existing paid employees.

Programs with members who will have substantial direct contact with children (as defined by State law) or who perform service in the homes of children or individuals considered vulnerable by the program, shall conduct criminal record checks on these members as part of the screening process.

The MCSC encourages programs to select members who possess leadership potential and a commitment to the goals of the AmeriCorps program, regardless of education level, work experience, or economic background. The MCSC also encourages programs to select some members from state and national recruitment systems in order to supplement local recruitment with people who (1) are from different backgrounds and regions of the nation, (2) have special skills or training, and (3) desire to serve but live in areas where there are few or no national service programs. Plans for effective member selection should be reflected in the AmeriCorps application.

4. Recruitment Tools and Resources

The CNCS has a variety of tools available for programs to enhance their own recruitment efforts, including a national, web-based recruitment system. While programs need to focus the majority of their efforts locally to recruit members, the CNCS offers local and national recruitment tools to assist programs in this process.

F. Member Benefits

1. Living allowance

a. Full-time Members

Full-time members must receive a living allowance between $11,400 and $22,800. The living allowance is considered taxable for FICA and income tax.

b. Less Than Full-time Members

Programs are not required to provide a living allowance to half-time, reduced half-time, quarter-time, and minimum-time members. If programs choose to provide members serving less than full-time with a living allowance, the amounts are listed below.

Slot Type	# of Hours	Full-Time Equivalent (FTE)	Minimum Total Living Allowance	Maximum Total Living Allowance
Full Time	1700	1.000	$11,400	$22,800
One Year Half Time	900	0.500	$6,035	$12,070
Reduced Half Time	675	0.375	$4,275	$9,050
Quarter Time	450	0.250	$2,850	$6,035
Minimum Time	300	0.200	$2,280	$4,025

2. Exceptions to the Living Allowance

a. Waiver or Reduction of Living Allowance

The CNCS may, at its discretion, waive or reduce the living allowance requirements of a program. The program must demonstrate to the satisfaction of the CNCS that such requirements are inconsistent with the objectives of the program. Additionally, the program must show that without living allowances, members will be able to meet the necessary and reasonable costs of living in the area in which the program is located. These costs include food, housing, and transportation.

b. Residential Program

If a member is serving in a program that provides room and board, programs may request a waiver to pay the members a reduced living allowance. If the CNCS has granted a waiver or reduction of the living allowance and a program provides room and board, the CNCS will consider, on a case-by-case basis, allowing the portion of that living allowance that may be paid using CNCS and other federal funds to be between 85% and 100%.

c. Professional Corps

A professional corps program may recruit and place qualified AmeriCorps members in positions as teachers, nurses, doctors, police officers, lawyers, architects, engineers, or other professionals helping to meet critical needs in communities with inadequate numbers of such professionals. Public or private nonprofit employers must sponsor AmeriCorps members and agree to pay 100 percent of AmeriCorps members' salaries and benefits (excluding the national service education award that CNCS provides). Such salaries may exceed the maximum living allowance allowed in other national service programs.

3. **Education Awards**
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	$4,725.00
Half-Time	at least 900	$2,362.50
Reduced Half-Time	at least 675	$1,800.00
Quarter-Time	at least 450	$1,250.00
Minimum-Time	at least 300	$1,000.00

4. **Loan Forbearance**
Members who have qualifying student loans outstanding may be eligible to receive forbearance on their payments while they serve. In addition, the CNCS will make payments for interest that accrues during the period of forbearance upon successful completion of a member's term of service.

5. **Child Care**
A child care benefit is available to any full-time income-eligible member who needs such assistance in order to participate in the Michigan's AmeriCorps program. The CNCS will fund childcare directly and will pay 100% of the allowance as defined by payment rates of the Child Care and Development Block Grant (CCDBG). The CNCS, through the National Association for Child Care Resource and Referral Agencies (NACCRRA), will provide technical assistance to programs for determining member eligibility, provider eligibility and child care allowance. NACCRRA, on behalf of the CNCS, will also make payments to the childcare provider directly. Therefore, programs should not include childcare assistance in their budget. A member's eligibility for childcare is based on financial need. Members' need must be consistent with the Child Care and Development Block Grant Act of 1990, as follows:

   a. Total family income of the member must be less than 75% of the State median income, or as defined by the State under CCDBG guidelines;

   b. The member must reside with and be a parent or guardian of a child under the age of 13;

   c. At the time of acceptance into the program, the member must not be receiving child care assistance from another source, including a parent or guardian, which would continue to be provided while the member serves in the program, unless the member would become ineligible for child care by virtue of enrolling in the program; and

   d. The member certifies that he or she needs childcare in order to participate in the program.

6. **Health Care for Full-Time Members**
Programs must provide full-time members with health insurance at the time of AmeriCorps enrollment if the member is not otherwise covered by a health insurance policy that provides the minimum benefits described below. If a member who previously had coverage loses it

through no deliberate act of his or her own, such as parental or spousal job loss, the program must provide the member with basic health insurance that meets the minimum requirements.

Programs may obtain health insurance for their members through any provider they choose, as long as the policy provides the minimum benefits and is not excessive in cost. The CNCS will not pay any share of the cost of the policy that does not include the minimum benefits, nor do they cover any person other than the members. In general, the CNCS does not pay the costs of health benefits for half-time members unless they serve full-time for a sustained period of time. For example, members may receive benefits when they serve in a summer program for a minimum thirty-five hours per week with other members who receive health benefits.

a. Minimum Benefits

The following minimum benefits must be provided or exceeded for programs with existing health benefit coverage:

Covered Services
Physician services for illness or injury
Hospital room and board
Emergency room
X-ray and laboratory
Prescription drugs

Limited Coverage
Mental/nervous disorders
Substance abuse

Annual limits
Deductible: Not more than $250 per individual
Coinsurance: Member pays no more than 20% or alternatively, a comparable fixed fee

Exception - mental and substance abuse may require a 50% co-payment

Out-of-pocket: Not more than $1,000 per individual

Maximum Benefit: At least $50,000 per occurrence or cause

Programs electing to use current health plans that meet the above minimum benefit requirements will be required, at time of selection, to provide specific information on the benefits and policy.

b. AmeriCorps Member Health Care Policy

Organizations electing to use the AmeriCorps Member Health Care Policy should budget at least $1,860 for health care, for each eligible member. This figure is an estimate based on a 10% increase from the 2008-09 premiums. It is important to know that this cost may increase or decrease, depending on the final 2009-10 coverage rates.

Please keep in mind that the AmeriCorps health coverage providers offer a variety of coverage plans. These plans vary in cost, depending on the benefits offered. The number provided above is an estimate of health care costs per member, based on the basic plan

offered, which provides the minimum allowable coverage for members. For a listing of current health coverage plans and premiums, visit www.americorpsbenefits.com. Grantees are encouraged, however, to budget health care costs at up to 20% above the quoted rate, as it is anticipated premiums will likely increase during the grant year.

7. **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.

G. Member Release and Grievance Procedures

Programs must establish written guidelines, to be incorporated into the member contract, that explain the circumstances under which members will be released for cause. Programs are required by law to release for cause any member who is convicted of a felony during a term of service. In addition to the circumstances mandated by law, programs may include in the guidelines their own reasons for releasing members for cause. In addition, programs must establish a grievance procedure for members who believe that they have been unfairly released and for other grievances expressed by members or interested parties.

H. Evaluation and Continuous Improvement

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 that are tangible and measurable;
- track progress toward accomplishing those annual objectives;
- institute management procedures that provide regular "customer feedback" that will be used to improve program quality; and
- collect additional descriptive and demographic data (e.g. member summary forms, local program information, etc.).

Programs selected to move forward will:

- Develop output, intermediate-outcome, and end-outcome measures;
- Include at least one set of aligned performance measures (one output, one intermediate outcome, and one end outcome) that set goals for and track member activities and program impact on the primary focus population and issue;
- Include one intermediate outcome performance measure focused on developing member citizenship and civic knowledge;
- Include at least one performance measure focused on recruiting and supporting volunteers;
- Include Performance Measures that represent *all the major components / focus areas of member service*.

- Participate in negotiating these measures as part of any grant award;
- Develop a system for collecting and organizing this performance data on an ongoing basis; and
- Include the results in progress and final reports.

The MCSC fully recognizes that 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 applicant should take extra care in developing objectives that lend themselves to performance-measured outcomes. During the grant review process, we will evaluate the three to five proposed performance measures as part of the selection criteria for new programs.

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.

I. Formal Evaluation

Evaluation is an in-depth, rigorous effort to measure the impact of programs. While performance measurement and evaluation both include systematic data collection and measurement of progress, ***evaluations use scientifically based research methods to systematically investigate the effectiveness of programs by comparing the observed program outcomes with what would have happened in the absence of the program.*** Evaluations estimate the impacts of programs by comparing the difference between the outcomes for individuals receiving a service or participating in a program to the outcomes for similar individuals not receiving a service or not participating in a program.

New requirements have been established regarding the types of evaluations performed for programs. These requirements went into effect beginning with the 2007-08 grant application process. All new programs must submit an evaluation plan. Programs proposing a budget with an average of $500,000 or more per year in Corporation funds, must have the evaluation conducted by an <u>independent, external evaluator</u>. Said evaluator can have no formal or personal relationship with, or stake in the administration, management, or finances of the grantee or of the program to be evaluated. Programs with budgets less than $500,000 must submit an <u>internal evaluation</u>, following the same guidelines established by the MCSC. An internal evaluation is designed and

conducted by qualified program staff or other stakeholders, such as board members, partners, or volunteer affiliates. Your evaluation must cover at least one year of Corporation-funded service activity. Further guidance will provided to programs selected to move forward in the application process.

J. National and State Identity

1. Identification

To help promote a national identity for all AmeriCorps programs and members, programs must agree to identify the program, through the use of the AmeriCorps logos, common member application materials, and other means, as part of a larger state and national effort. The programs must also agree to participate in other activities such as a local opening ceremony (including the administration of a national pledge or affirmation), orientations, service days, and conferences. A Michigan's AmeriCorps program may continue to use its own name, logo, or other identifying materials in addition to, but not in lieu of, the AmeriCorps name and logo.

In an effort to increase the visibility of Michigan's AmeriCorps members, programs are required to provide them with a standard AmeriCorps service gear package (at minimum, but not limited to an AmeriCorps t-shirt and/or sweatshirt, lapel pin(s), and buttons). Other identity items may range from a button-down shirt appropriate for members who need to wear professional clothing at the service site, to full gear appropriate for construction or other work. At a minimum all members must receive the standard gear package. Programs may request no more than $70 per member ($35 for the standard gear package and $35 for additional uniform items). Gear can be ordered online at www.nationalservicecatalog.org.

2. 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.

3. 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.

K. 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. As of June 30, 1996, recent revisions to the Single Audit Act and OMB Circular A-133 require all organizations to have financial audits if they annually expend $500,000 or more under federal awards. This requirement applies to the organization's total

expenditures each fiscal year under all of its federal awards, not just an AmeriCorps grant.

L. 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.

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 2007-08 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.

SUBMISSION INSTRUCTIONS

A. New/Recompeting Program Instructions

Your Michigan's AmeriCorps application ***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. **Description of Past Accomplishments (limited to one single-spaced page) – To be Completed by Current or Former CNCS Programs**
   Applicants that currently receive Michigan's AmeriCorps funds or have previously received CNCS program funds of any type for the past three years must provide a one-page description of program accomplishments and outcomes achieved in relation to your AmeriCorps objectives during the past three-year period.

   Include a list of the other type(s) of CNCS program funds your organization received during the past three years, if applicable.

3. **Program Narrative (not to exceed 20 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.

4. **Budget Narrative**
   A template for creating the budget narrative is available for your convenience at www.michigan.gov/mcsc -- *AmeriCorps Funding Opportunity.*

5. **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 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 15, 2008.

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 15, 2008, will not be reviewed.

B. Program Narrative

In evaluating your application for funding, reviewers will assess your program design, organizational capability, and the program's cost-effectiveness and budget adequacy. 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 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.** Avoid simply stating that the criteria will be met.
- **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 - 50%

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 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, it should also outline long term programmatic goals and outcomes for a three-year grant period.

a. Rationale and Approach (10%)

Before you complete this section, carefully read Needs and Service Activities, pages 4-6. It provides specific information that will help you to address the topics below.

1) **Compelling Community Need**
   - Describe a compelling community need that you will address within the target community. Include a well documented, compelling description of the need(s) in the communities you intend to serve and 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.

2) **Description of Activities and Member Roles:**
   - Provide a detailed description of the activities you propose to address the need. If you are proposing a literacy or tutoring program please be sure to address the requirements discussed on page 6 - 7. *Be sure to demonstrate the direct link between the proposed activities and the identified needs?*
   - Describe members' roles in these activities and how they relate to addressing the need.
   - 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.

3) **Measurable Outputs and Outcomes:**
   - Describe the quantifiable measurable impact of the program on the identified need that is 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. **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.

4) **Plan for Self-Assessment and Improvement:**
   - Describe your plans for tracking and evaluating progress toward meeting and achieving your outputs and outcomes.
   - Provide plans for continuous program improvement, such as how you will identify strengths and weaknesses, resolve problems, and gather feedback from and provide feedback to members, service sites, and partners.

5) **Community Involvement:**
   - Briefly describe how you involved the target community (or target communities) in identifying the needs and the planning process. Be specific in explaining which community partners and stakeholders were involved, what roles they played, and what their responsibilities were.
   - Explain how you will continue to engage your community partners and stakeholders throughout the three-year program period. Be specific in describing their roles and responsibilities.
   - This section should demonstrate community support for the AmeriCorps program.

2. **Member Outputs and Outcomes (20%)**
Before completing this section, carefully read the Developing Members section on pages 7-9. It will provide specific information that will help you address the topics below.

a. **Member Recruitment and Recognition:**
- Describe in detail your plans for recruiting members for your program.
- Describe the criteria you will use to select your members, including specific qualifications, characteristics, or backgrounds.
  Tutoring programs only*: Describe how your strategy for recruiting and selecting members complies with AmeriCorps requirements for member tutoring qualifications (p. 8)*
- Describe how you will actively seek a corps that is diverse and that includes members from the communities to be served.

b. **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.
  - ***Tutoring programs only****: Describe how your strategy for training members complies with AmeriCorps requirements for member tutor training.*
- Describe a member supervision plan that ensures members will receive sufficient support and guidance throughout their terms.

c. **Ethic of Service and Civic Responsibility:**
- Describe how you will provide structured opportunities for participants to reflect on and learn from their service in order to promote a lifelong ethic of service and civic responsibility.

d. **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. **Community Outputs and Outcomes (20%)**
   Before completing this section, carefully read the Strengthening Communities section on pages 9-10. It provides specific information that will help you address the topics below.

   a. **Community Impact:**
      - Describe the reach and impact your program will have in meeting targeted, compelling community needs.

        -OR-
      - **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.

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

   c. **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.

   d) **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.
      - Explain members' roles in your capacity-building activities.

2. **Organizational Capability – 25%**
   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.
- 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.
- **If you are proposing a multi-site program or statewide initiative model**:
  - Explain how you are able to support and oversee service sites.
  - Describe your process for selecting service sites and ensuring they have adequate programmatic and financial capabilities.
  - Describe your current or previous programmatic and funding relationships with the sites.
  - Describe your plans for monitoring sites compliance with fiscal and programmatic requirements.
  - Discuss how you will develop connections among the sites through common program elements or activities to ensure that your overall mission and vision for the AmeriCorps program is maintained at each site.

2) Board of Directors, Administrators, and Staff:

- Describe your organization's management and staff structure and how the board of directors (if applicable), administrators, and staff members will be used to support your program.
- Identify the key program and fiscal positions responsible for your proposed program.
- Describe the relevant background and experience of key staff members, or your plans to recruit, select, train, and support additional staff if necessary.

3) Plan for Self-Assessment or Improvement:

- Describe how your organization conducts ongoing internal assessment and improvement of its overall—not program-specific--systems structure, staffing, and other capacities to ensure that it remains sound and well managed.

4) Plan for Effective Technical Assistance:

- Demonstrate how you are able to provide or secure any needed financial and programmatic technical assistance for your program, and if applicable, your service sites.
- Describe plans for providing financial and programmatic orientation, training and technical assistance to your program and service sites.
- Explain how you will identify and respond to your programs' and, if applicable, your service sites' ongoing training and technical assistance needs.

b. Sound Record of Accomplishment as an Organization

1) Volunteer Generation and Support:

- Describe how your organization recruits and supports a diverse group of volunteers to increase your own organizational capacity (as distinguished from how you use volunteers to expand the reach of the program in the community).

2) **Organizational and Community Leadership:**
   - Provide examples of how you have demonstrated leadership as an organization in the community you serve. For example, describe awards received for the organization or individuals within the organization, public positions of leadership such as staff serving on other community boards, or participation in community events, task forces, and other community activities.

3) **Success in Securing Match Resources (Current grantees only):**
   - Describe your successes and challenges in securing match resources during the current grant cycle and, if applicable, previous awards.

c. **Success in Securing Community Support**

a) **Collaboration:**
   - Describe any collaborations you have developed that increase the quality and reach of services you provide.
   - Discuss the roles that community organizations, including faith-based organizations, play in these collaborations.

b) **Local Financial and In-kind Contributions:**
   - Discuss examples of how local financial and in-kind contributions have continued over time, expanded in scope, increased in amount, or become more diverse.
     - If you are new applicant, this should be answered in terms of your organization at large; for recompleting applicants, this should include both your organization and your AmeriCorps program.

c) **Wide Range of Community Stakeholders:**
   - Describe the various types of community stakeholders in your organization.
   - Discuss examples of how non-financial support from your community stakeholders has continued over time, expanded in scope, increased in amount, or become more diverse.

d) **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.

3. **Cost Effectiveness and Budget Adequacy – (25%)**

Corporation Cost per MSY is determined by dividing the Corporation's share of budgeted grant costs by the number of member service years you are requesting in your grant. One MSY is equivalent to at least 1700 service hours. It does not include childcare or the cost of the education award a member may earn through serving with your program.

The Corporation cost per MSY will be automatically calculated once you enter your budget in eGrants. Cost effectiveness will be evaluated by analyzing cost per MSY in relation to your program design. If you request above the maximum, please justify. This is rarely approved.

a. Cost Effectiveness (15%)
   1) Corporation Cost per Member Service Year (MSY):
      - State your calculated Cost per Member Service Year.
      - Describe how this figure is effective, based on size and scope of program.

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

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

b. Budget Adequacy (10%)
   1) Discuss the adequacy of your budget to support your program design including how it is sufficient to support your program activities and is linked to your desired outputs and outcomes.

   2) In applying the cost effectiveness criteria to each proposal, reviewers may take into account the following circumstances of individual programs:
      - Program age, or the extent to which your program brings on new sites;
      - Whether your program or project is located in a resource-poor community, such as a rural or remote community, a community with a high poverty rate, or a community with a scarcity of corporate or philanthropic resources;
      - Whether your program or project is located in a high-cost, economically distressed community, measured by applying appropriate Federal and State data; and
      - Whether the reasonable and necessary costs of your program or project are higher because they are associated with engaging or serving difficult-to-reach populations, or achieving greater program impact as evidenced through performance measures and program evaluation.

C. Budget Narrative

The budget should be sufficient to perform the tasks described in the proposal narrative. Do not include unexplained amounts for miscellaneous or contingency costs or unallowable expenses such as entertainment costs. Round all figures to the nearest dollar.

An electronic budget worksheet is available at www.michigan.gov/mcsc, at the *AmeriCorps Funding Opportunity* link. The narrative must be completed for funds requested from the CNCS and for all other matching funds. For each line item, a full explanation must be provided in the budget narrative that specifies the purpose, cost basis, and calculation. This form can be printed, and included with

each copy of the application. If you should encounter difficulty in downloading the form or for other technical assistance, please contact Michelle Mackie at metzmakerm1@michigan.gov. A copy of the form is also included in the appendix. If you choose to use your own format, it should reflect the same line items, calculations, and order as in the recommended template.

BUDGET INSTRUCTIONS

Before You Begin: Your detailed budget must provide a full explanation of associated costs including their purpose, justification, and the basis of your calculations. Where appropriate, your calculations should be presented in an equation format, identifying the number of persons involved with the event, the per person/unit cost, and/or the annual salary cost.

Summary of statutory budget requirements:

Equipment costs must not exceed 10% of the total federal share.

Administrative costs must not exceed 5% of the total Corporation funds requested.

Consistency of treatment: To be allowable under this award, costs must be consistent with policies and procedures that apply uniformly to both federally financed and other activities of the applicant. Furthermore, the costs must be accorded consistent treatment in both federally financed and other activities as well as between activities supported by different sources of federal funds.

Operating Costs

A. **Personnel Expenses**: Include the portion of principal staff time attributed directly to the operation of the AmeriCorps project. List each staff position. Note that all programs are required to have at least one full-time equivalent staff person dedicated to the operation of the program. Any exception to this rule must be approved by MCSC.

B. **Personal Fringe Benefits:** Include costs of benefit(s) for your project staff. You can identify and calculate each benefit or show cost as a percentage of all salaries.

C. 1. Staff Travel: Describe the purposes for staff travel. Costs allowable are transportation, lodging, subsistence, and other related expenses for local and outside the project area travel. *Be sure to include the costs associated with traveling to 10 Program Director meetings in Lansing*.

C. 2. Member Travel: Describe the purpose for which project members will travel. Costs allowable under this category are transportation, lodging, subsistence, and other related expenses for members to travel outside their service location or between sites. Costs associated with traveling locally, such as bus passes to local sites, mileage reimbursement for use of car, etc., may be included in this category. *Each applicant should budget funds for their member council representative to attend 2 statewide meetings. Applicants need only budget mileage and incidentals.*

D. Equipment: Equipment is defined as tangible, non-expendable personal property having a useful life of more than one year AND an acquisition cost of $5,000 (five thousand) or more per unit (including accessories, attachments, and modifications). Include items that do not meet this

definition in *E. Supplies* below. Purchases of equipment are limited to 10% of the total grant amount, i.e., the federal share of all budget line items. If applicable, show the unit cost and number of units you are requesting.

E. Supplies: Include the funds for the purchase of consumable supplies and materials, including Member Service Gear and equipment that does not fit the definition above. You must individually list any single item costing $1,000 (one thousand) or more. Programs are required to purchase all members a basic AmeriCorps uniform package (such as a t-shirt, sweatshirt, hat, lapel pin, and button). A minimum of $35.00 per member must be budgeted. Any exception to this rule must be approved by the MCSC. Programs should supply items that are best suited to the type of services provided by members.

F. Contractual and Consultant Services: You may include costs for consultants related to the project's operations. Consultants used for evaluation should be included in H. Evaluation below. Payments to individuals for consultant services under this grant may not exceed $540 per day (exclusive of any indirect expenses, travel, supplies, etc.). Where applicable, indicate the daily rate for consultants.

G. 1. Staff Training: Include the costs associated with training of staff working directly on the project, especially training that specifically enhances staff project implementation and professional skills, i.e., project or financial management, team building, etc. Indicate daily rates of consultants, where applicable.

G. 2. Member Training: Include the costs associated with the training of members that will support them in carrying out their service activities, e.g., Orientation, project-specific skills such as age-appropriate tutoring, CPR, ecosystems and the environment, Life After AmeriCorps, etc. Indicate daily rates of consultants, where applicable.

The applicant should also budget to attend statewide MCSC-sponsored trainings. This should be budgeted at $75 per full-time and half-time member, and $40 per reduced half-time, quarter-time, and minimum-time member. This should be its own line item within this section and should be represented as follows: "(# members * $75) + (# members * $40) = $### to attend state-wide member training events". Insert the number of members granted to your program in the calculation and show the total costs associated

Please note that you will be invoiced during the program year for the total amount budgeted, in order to help pay for statewide events and trainings.

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

I. Other Operating Costs: Allowable costs in this category may include travel to Corporation-sponsored meetings and background checks of members if their service activities involve contact with vulnerable populations, i.e., children, the elderly, disabled, etc. In addition, these costs may include office space rental (for sites where projects are operating, while national office

space rental may be unallowable – check relevant OMB Circulars), utilities, and telephone and Internet expenses that are specifically used for AmeriCorps members, directly involve AmeriCorps project staff, and are not part of the organizations indirect cost/admin cost. If shared with other projects or activities, you must prorate the costs equitably. List each item and provide a justification in the budget narrative.

Travel to Corporation-Sponsored Meetings – If you are an Indian Tribe, U.S. Territory, or a project applying through the state commission, you must include $2,000 in this line item to cover the cost of Corporation-sponsored technical assistance meetings.

Match: Describe the grantee match contribution for Section I by clearly indicating the source(s), the type of contribution (cash or in-kind), the amount (or estimate), and the intended purpose of the match. You may enter this information in any category in the Purpose-Calculation field.

Member Costs

A. Living Allowance: The narrative should clearly identify the number of members you are supporting by category (i.e., full-time, half-time, reduced-half-time, quarter-time, minimum-time) and the amount of living allowance they will receive, allocating appropriate portions between the Corporation and grantee match based on other funding sources.

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

Calculating the Living Allowance - Generally, all full-time members must receive a living allowance between $11,400 (minimum) and $22,800 (maximum). You are not required to provide living allowances for members serving less than full time. Please note that if your half-time program requires more than 900 but less than 1,700 hours, you may prorate the living allowance accordingly.

Slot Type	# of Hours	Full-Time Equivalent (FTE)	Minimum Total Living Allowance	Maximum Total Living Allowance
Full Time	1700	1.000	$11,400	$22,800
One Year Half Time	900	0.500	$6,035*	$12,070
Reduced Half Time	675	0.375	$4,525*	$9,050
Quarter Time	450	0.250	$2,850*	$6,035
Minimum Time	300	0.200	$2,280*	$4,025

*Suggested minimums.

Projects in existence prior to September 21, 1993 when the National and Community Service Trust Act of 1993 was enacted may offer a living allowance lower than the minimum

($11,400) to full-time members.

B. Member Support Costs: Consistent with the laws of your state, you must provide members with the benefits described below.

FICA: Unless exempted by the IRS with accompanying documentation, all projects must pay FICA for any member receiving a living allowance, even when the Corporation does not supply the living allowance. In the first column next to FICA, indicate the number of members who will receive FICA. Calculate the FICA at 7.65% of the total amount of the living allowance.

*Worker's Compensation: W*orker's compensation is required for Michigan's AmeriCorps members. (If you are not required to pay worker's compensation you must obtain Occupational, Accidental, Death and Dismemberment coverage for members to cover in-service injury or incidents.)

Health Insurance: You must offer health care benefits to full-time members in accordance with AmeriCorps requirements. Except as stated below you may not pay health care benefits to half-time members with CNCS funds. You may choose to provide health care benefits to half-time members from other sources. Half-time members who are serving in a full-time capacity for a sustained period of time (such as a full-time summer project) may be eligible for health care benefits supported with our funds. However, the Corporation must either approve this in the grant agreement or by prior written approval. In your budget narrative, indicate the number of members who will receive the project's existing Health Care benefits. CNCS funds cannot be used to pay for dependent coverage.

Other: Include any other required member support costs here. Note: Michigan no longer requires programs to budget for unemployment costs.

Match: Describe the grantee match contribution for Member Costs by clearly indicating the source(s), the type of contribution (cash or in-kind), the amount (or estimate), and the intended purpose of the match. You can enter this information in the Purpose/Category field in Section B, Member Support Costs.

C. Administrative/Indirect Costs (choose either A <u>OR</u> B)

Applicants can choose to use one of two methods to calculate allowable administrative costs – a Corporation Fixed Percentage method (Option A) or a Federally Approved Indirect Cost Rate method (Option B). Select **only one** of these options. The Corporation/federal share of administrative costs is limited by statute to 5% of total federal funds <u>actually expended</u> under this grant. To calculate the maximum federal share of 5%, multiply 5.26% (i.e., .0526) by the sum of the federal share subtotals for Sections I and II. This total is the maximum amount the applicant may request from the Corporation for this budget category.

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

For organizations that do not have an established indirect cost rate for federal awards, administrative costs include:

- costs for financial, accounting, auditing, contracting or general legal services, except in unusual cases whether they are specifically approved in writing by the Corporation as project costs;
- costs for internal evaluation, including overall organization's management improvement costs (except for independent and internal evaluations of the project evaluations that are specifically related to creative methods of quality improvement);
- and costs for general liability insurance that protects the organization(s) responsible for operating a project, other than insurance costs solely attributable to the project.

Administrative costs may also include that portion of salaries and benefits of the project's director and other administrative staff not attributable to the time spent in support of a specific project. The principles that pertain to the allocation and documentation of personnel costs are stated in the OMB circulars that are incorporated in Corporation regulations [45 CFR 2541.220(b)].

Administrative costs ***do not*** include the following allowable expenses directly related to a project (including their operations and objectives), such as:

- allowable direct charges for members, including living allowances, insurance payments made on behalf of members training and travel;
- costs for staff (including salary, benefits, training and travel) who recruit, train, place or supervise members or who develop materials used in such activities, if the purpose is for a specific project objective;
- costs for independent evaluations and any internal evaluations of the project that are related specifically to creative methods of quality improvement;
- costs, excluding those already covered in an organization's indirect cost rate, attributable to staff that work in a direct project support, operational, or oversight capacity, including, but not limited to: support staff whose functions directly support project activities;
- staff who coordinate and facilitate single or multi-site project activities;
- and staff who review, disseminate and implement Corporation guidance and policies directly relating to a project; space, facility and communications costs that primarily support project operations, excluding those costs that are already covered by an organization's indirect costs rate; and other allowable costs, excluding those costs that are already covered by an organization's indirect cost rate, specifically approved by the Corporation as directly attributable to a project.

Indirect Cost Rates

If grantees have an approved indirect cost rate, such rate will constitute documentation of the grantee's administrative costs including the 5% maximum payable by the Corporation and the grantee match of administrative costs.

If a grantee wants to claim more than 10% match in administrative costs it must have or obtain an approved indirect cost rate. Where appropriate, the Corporation will establish an indirect cost rate that may be used for this and other Federal awards.

A grantee (state commission only) may choose to set aside a portion of the federal share to use in administering its subgrantees. This amount must not exceed 1% of the maximum 5% federal share and, therefore, the subgrantee's portion must not exceed 4% of the maximum

federal share.

A. Corporation Fixed Percentage Method

If you choose Option A, you may charge, for administrative costs, a fixed 5% of the total of the federal funds expended. In order to charge this fixed 5%, the grantee match for administrative costs may not exceed 10% of all direct cost expenditures. These rates may be used without supporting documentation and are in lieu of a formally approved indirect cost rate.

Multiply the sum of the Corporation shares of Sections I and II by .0526. This is the maximum amount you can request as federal share. Enter this amount as the Corporation share for Section III A.

Then multiply the total Corporation and Grantee shares of Sections I and II by 10% (.1) and enter this amount as the grantee share for Section III A.

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

B. Federally Approved Indirect Cost Rate Method

Applicants who choose to use their federally approved indirect cost (IDC) rate to calculate administrative costs should select Option B. Specify the Cost Type for which your organization has current documentation on file, i.e., Provisional, Predetermined, Fixed, or Final indirect cost rate. Supply your approved IDC rate (percentage). It is at your discretion whether or not to use your entire IDC rate to calculate administrative costs. If you choose to claim a lower rate, please include this rate under the Rate Claimed field.

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

Multiply the sum of the Corporation share in Sections I and II by .0526. This is the maximum amount you can claim as the Corporation share of indirect costs.

Subtract the amount calculated in step 2 from the amount calculated in step 1. This is the amount the applicant can claim as grantee share for administrative costs.

Note: Once the budget narrative is completed, please verify that your grantee match is within the allowable parameters, as specified on page 5. If using the recommended template, your total match percentage will be calculated at the bottom of the worksheet.

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 1, 2008.
2. Interested applicants must submit a Michigan's AmeriCorps application by 5:00 p.m. on **Wednesday, October 15, 2008.**
3. A peer review will be held on **October 28, 2008.**
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 **October 31, 2008**. If the application is selected, representatives from the applicant organization are required to attend a one-day technical assistance workshop on **November 6, 2008**. 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 and financial management surveys are due to the MCSC at 5:00 p.m. on Monday, **November 24, 2008.**
7. Final drafts of Michigan's AmeriCorps applications will be due no later than 5:00 p.m. on **December 12, 2008.**
8. The MCSC will submit the Michigan's AmeriCorps proposals to the Michigan Community Service Commission Commissioners for approval.
9. The approved proposals will be submitted to the Corporation for National and Community Service (National Office) for competitive funding on or before **January 13, 2009**.
10. The CNCS will inform the MCSC of programs selected for competitive funding in mid-May 2009.
11. Those applicants being funded with AmeriCorps Formula funds will be notified in late June, 2009.

APPENDIX

Forms and Instructions

2009 - 2010
Michigan's AmeriCorps
Intent To Apply Form

Name of Organization:

Contact Person:

Address:

City: **State:** **Zip:**

Phone: **Fax:**

Email address:

Indicate your anticipated **Michigan's AmeriCorps** program focus. Please note that you may change this focus without notifying us.

- ☐ Human Needs
- ☐ Environment
- ☐ Disaster Preparedness
- ☐ Education
- ☐ Public Safety

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

- ☐ Volunteer Mobilization
- ☐ Engaging of Baby Boomers
- ☐ Youth Services
- ☐ Disaster Preparedness/Recovery
- ☐ Engaging Students in Communities
- ☐ Engaging/Serving Veterans

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 1, 2008, no later than 5:00 p.m.

MICHIGAN COMMUNITY SERVICE COMMISSION

2009 - 2010
MICHIGAN'S AMERICORPS
TITLE PAGE

AMERICORPS MICHIGAN

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:

Program Emphasis (please check one):

- ☐ Human Needs
- ☐ Environment
- ☐ Disaster Preparedness
- ☐ Education
- ☐ Public Safety

Does the program focus specifically on any of the following? (Check all that apply)

- ☐ Volunteer Mobilization
- ☐ Engaging of Baby Boomers
- ☐ Youth Services
- ☐ Disaster Preparedness/Recovery
- ☐ Engaging Students in Communities
- ☐ Engaging/Serving Veteran

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 – 50%

1. **Rationale and Approach (10%)**
   a) **Compelling Community Need**
   INSERT

   b) **Description of Activities and Member Roles**
   INSERT

   c) **Measurable Outputs and Outcomes:**
   INSERT

   d) **Plan for Self-Assessment and Improvement:**
   INSERT

   e) **Community Involvement:**
   INSERT

2. **Member Outputs and Outcomes (20%)**
   a) **Member Recruitment and Recognition:**
   INSERT

   b) **Member Development, Training and Supervision:**
   INSERT

   c) **Ethic of Service and Civic Responsibility:**
   INSERT

   d) **Member Enrollment and Retention (Current grantees only):**
   INSERT

3. **Community Outputs and Outcomes (20%)**
   a) **Community Impact:**
   INSERT

   b) **Sustainability:**
   INSERT

   c) **Volunteer Recruitment and Support**
   INSERT

   d) **Capacity Building**
   INSERT

Organizational Capability – 25%

1. **Sound Organizational Structure**
   a) **Ability to Provide Sound Programmatic and Fiscal Oversight:**

INSERT

b) **Board of Directors, Administrators, and Staff:**
INSERT

c) **Plan for Self-Assessment or Improvement:**
INSERT

d) **Plan for Effective Technical Assistance:**

2. **Sound Record of Accomplishment as an Organization**
   a) **Volunteer Generation and Support:**
   INSERT

   b) **Organizational and Community Leadership:**
   INSERT

   c) **Success in Securing Match Resources (Current grantees only):**
   INSERT

3. **Success in Securing Community Support**
   a) **Collaboration:**
   INSERT

   b) **Local Financial and In-kind Contributions:**
   INSERT

   c) **Wide Range of Community Stakeholders:**
   INSERT

   d) **Special Circumstances:**
   INSERT

Cost Effectiveness and Budget Adequacy – (25%)

1. **Cost Effectiveness (15%)**
   a) **Corporation Cost per Member Service Year (MSY):**
   INSERT

   b) **Diverse Non-Federal Support:**
   INSERT

   c) **Decreased Reliance on Federal Support (Current grantees only)**
   INSERT

2. **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 and is linked to your desired outputs and outcomes.**
   INSERT

Sample Budget Worksheet

2009-10 Michigan's AmeriCorps Budget Worksheet

Applicant:	

Please Note: Calculations resulting in red indicate an error

Program Operating Costs

A. Personnel Expenses

Position/Title	*Qty*	*Annual Salary*	*% Time*	*CNCS Share*	*Grantee Share*	*Total Amount*
						$ -
						$ -
						$ -
						$ -
			Totals	$ -	$ -	$ -

B. Personnel Fringe Benefit

Purpose	*Calculation*	*CNCS Share*	*Grantee Share*	*Total Amount*
	Totals	$ -	$ -	$ -

Subtotal--Personnel Expenses	$ -	$ -	$ -

C. Travel

1. Staff Travel

Purpose	*Calculation*	*CNCS Share*	*Grantee Share*	*Total Amount*
	Totals	$ -	$ -	$ -

2. Member Travel

Purpose	*Calculation*	*CNCS Share*	*Grantee Share*	*Total Amount*
	Totals	$ -	$ -	$ -

Subtotal--Travel	$ -	$ -	$ -

D. Equipment

Item/Purpose	*Calculation*	*CNCS Share*	*Grantee Share*	*Total Amount*
	Totals	$ -	$ -	$ -

E. Supplies

Item	*Calculation*	*CNCS Share*	*Grantee Share*	*Total Amount*
	Totals	$ -	$ -	$ -

F. Contractual & Consultant Services

Purpose	*Daily Rate*	*# of Days*	*CNCS Share*	*Grantee Share*	*Total Amount*
					$ -
					$ -
		Totals	$ -	$ -	$ -

G. Training

1. Staff Training

Purpose	*Calculation*	*CNCS Share*	*Grantee Share*	*Total Amount*
	Totals	$ -	$ -	$ -

2. Member Training

Purpose	*Calculation*	*CNCS Share*	*Grantee Share*	*Total Amount*
	Totals	$ -	$ -	$ -
	Subtotal--Training	$ -	$ -	$ -

H. Evaluation

Purpose	*Calculation*	*Daily Rate*	*CNCS Share*	*Grantee Share*	*Total Amount*

Totals	$ -	$ -	$ -

I. Other Program Operating Costs

Purpose	*Calculation*	*CNCS Share*	*Grantee Share*	*Total Amount*
Travel to CNCS Sponsored Meetings				$ 2,000.00
Totals		$ -	$ -	$ 2,000.00

Subtotal--Program Operating Costs	$ -	$ -	$ 2,000.00

J. Source of Match

Source(s), Type, Amount, Intended Purpose

Member Costs

A. Living Allowance

Members	*# Mbrs*	*Living Allowance Rate*	*CNCS Share*	*Grantee Share*	*Total Amount*
Full Time (1700 hrs)					$ -
Half Time (900 hrs)					$ -
Reduced Half Time (675 hrs)					$ -
Quarter Time (450 hrs)					$ -
Minimum Time (300 hrs)					$ -
Totals					$ -

B. Member Support Costs

Purpose	*Calculation*	*CNCS Share*	*Grantee Share*	*Total Amount*
FICA	7.65%			$ -
Worker's Comp				
Health Insurance				
Totals		$ -	$ -	$ -

Subtotal--Member Costs	$ -	$ -	$ -
Total--Program Operating & Member Costs	$ -	$ -	$ 2,000.00

C. Source of Match

Source(s), Type, Amount, Intended Purpose

Administrative/Indirect Costs

A. Corporation Fixed Percentage Method

Purpose	*Calculation*	*CNCS Share*	*Grantee Share*	*Total Amount*
Corporation Fixed Amount				$ -
	Totals	$ -	$ -	$ -

B. Federally Approved Indirect Cost Rate Method

Cost Type / Basis	*Calculation*	*Rate*	*Rate Claimed*	*CNCS Share*	*Grantee Share*	*Total Amount*
						$ -
			Totals	$ -	$ -	$ -

C. Source of Match

Source(s), Type, Amount, Intended Purpose

	CNCS Share	*Grantee Share*	*Total Amount*
Subtotal--Administrative/Indirect Costs	$ -	$ -	$ -
Budget Totals	$ -	$ -	$ 2,000.00
Share	0%	0%	0%

Total Members	0
Total Member Service Years (FTE)	0
Cost/MSY	#DIV/0!

**Please refer to page 5 of the guidelines to ensure that your grantee match percentage is sufficient.

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.

- ☐ **SUMMARY OF ACCOMPLISHMENTS (FOR CURRENT/FORMER GRANTEES)**
  - Not to exceed one page (single-spaced)

- ☐ **PROGRAM NARRATIVE**
  - ☐ Typed
  - ☐ Double-spaced and in not less than 12-point font size
  - ☐ One-inch margins
  - ☐ Must not exceed 20 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.

- ☐ **BUDGET NARRATIVE**
  - ☐ The budget narrative must follow the order and include all items in the sample worksheet provided. The budget narrative may be single-spaced. An Excel spreadsheet of this form is also available at www.michigan.gov/mcsc -- follow the "AmeriCorps Funding Opportunity" link (1st tab)

- ☐ **Include one copy of the applicant organization's most recent independent audit.**