Title: RSVP Operational Handbook
Date issued: August 2020
Date posted: August 1, 2020
Unique identifier: SC 003
Topic: Effective practices for RSVP grants management.
Summary: This document provides ideas and suggestions for effective practices in operating and managing many aspects of RSVP grants.

RSVP Operations Handbook

Version: 2020.3 (August 2020)

Corporation for NATIONAL & COMMUNITY SERVICE

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CHANGE LOG

This table lists all changes made in the most recent revision of this document. See **Appendix B.9** for a full list of changes since January 2017.

Edits made in Version 2020.3 (August 2020)		
Change Number	**Chapter and Page Number**	**Change**
1	This change is not related to a specific chapter.	In May 2020, grantees located in states within CNCS's new Mid Atlantic and South Central regions, will have their grants transitioned from existing Program and Grants Officers to their newly assigned Portfolio Managers. A map of the regions is located **here**. References to CNCS Program and Grants Officers were updated to also include these new CNCS Portfolio Managers throughout the handbook.
2	This change is not related to a specific chapter.	Broken hyperlinks were fixed throughout.
3	Chapter 7: RSVP Volunteers (pg. 46)	Information and links on COVID-19 Programming was added to the "Selection of Assignments" section.
4	Appendix A.17: COVID-19 Resource Toolkit	This appendix was added to provide general information regarding safe volunteering, preparing your volunteers to serve during COVID-19 and other resources which may help guide grantees during the unprecedented times.

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PREFACE

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

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

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Corporation for National and Community Service
250 E Street, NW
Washington, D.C. 20525
202-606-5000
TTY: (202) 606-3472
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Upon request, this material will be made available in alternative formats for people with disabilities.

1 INTRODUCTION AND OVERVIEW

1.1 PURPOSE OF HANDBOOK

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

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

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

1.2 HANDBOOK DESIGN

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

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

This handbook will be updated periodically. Suggestions for revisions should be directed to SeniorCorpsHandbooks@cns.gov.

1.3 CNCS OVERVIEW

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

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

- Senior Corps, which incorporated the Foster Grandparent, Senior Companion and RSVP programs
- AmeriCorps, which incorporated the longstanding VISTA program, the new National Civilian Community Corps program, and the full-time demonstration program that had been established under the National and Community Service Act of 1990
- Learn and Serve America, formerly known as Serve America.

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

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

1.3.1 CNCS STRATEGIC PLAN

The CNCS Strategic Plan provides a roadmap for using national service to address critical challenges facing our communities and our nation. It builds on the strong foundation of national service that has developed over the past decades and the vision set forth in the bipartisan Edward M. Kennedy Serve America Act of 2009. CNCS's five-year Strategic Plan leverages the strength of grantees, participants, programs, state service commissions and the American public to build a network of programs that offer effective solutions in the six priority areas: Disaster Services, Economic Opportunity, Education, Environmental Stewardship, Healthy Futures, and Veterans and Military Families. Detailed information on the current Strategic Plan can be found on the CNCS website.

1.3.2 SENIOR CORPS

Each year Senior Corps taps the skills, talents, and experience of persons age 55 and older to meet a wide range of community challenges through three programs: RSVP, the Foster Grandparent Program, and the Senior Companion Program. RSVP volunteers recruit and manage other volunteers, participate in environmental projects, mentor and tutor children, deliver meals to the homebound and respond to natural disasters, among many other activities. Foster Grandparents serve one-on-one as tutors and mentors to young people with special or exceptional needs. Senior Companions help adults maintain independence in their homes.

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

- *RSVP*

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

- *Foster Grandparent Program*

  Since 1965, the Foster Grandparent Program has provided one-on-one mentoring, nurturing, and support to children with special or exceptional needs, or who are in circumstances that limit their academic, social, or emotional development. Foster Grandparents serve from 5 to 40 hours a week and receive hourly stipends. Foster Grandparents must be age 55 or older and meet established income eligibility guidelines. In addition to the stipend, they receive accident,

personal liability, and excess automobile liability insurance; assistance with the cost of transportation; recognition; and, as feasible, meals during their assignments.

- *Senior Companion Program*

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

1.3.3 RSVP: Purpose and Goals

- *Purpose*

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

- *Goals*

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

1) Develop a variety of opportunities for community service for older people willing to share their experience, abilities, and skills for the betterment of their community and themselves.
2) Ensure that volunteer assignments are consistent with the interests and abilities of the volunteers and the needs of the community served.
3) Ensure that volunteers are provided needed orientation, in-service instruction, individual support and supervision, and recognition for their volunteer service.
4) Provide reasonable opportunity for community and volunteer involvement and support in development, operation, and appraisal of the RSVP project.
5) Develop local support to supplement available federal sources and ensure that program expenditures are incurred at the lowest possible cost consistent with the effective operation of the project, as required by CNCS's legislation.
6) Cooperate with agencies and organizations involved in the fields of aging and volunteerism.
7) Develop a sound, locally controlled senior volunteer program with continuing community support.

1.3.4 HISTORY OF RSVP

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

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

The initial success of RSVP caused Congress to increase the appropriation to $15,000,000 in 1972. To expand RSVP nationally, a national conference of State Executives on Aging was sponsored by ACTION to solicit their ideas and assistance in developing RSVP projects within their states. Subsequently, the State Agencies on Aging received development grants from ACTION for a two-year period to assist communities to develop grant proposals for local RSVP projects. Under these grants, the state agencies employed RSVP Resource Specialists to provide expertise in community and program development.

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

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

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

In 1993, the National and Community Service Trust Act of 1993 created the Corporation for National and Community Service. This new Act also lowered the age for participation in RSVP from 60 to 55 and eliminated a requirement that volunteers no longer be in the work force, resulting in the name

change from Retired Senior Volunteer Program to Retired "and" Senior Volunteer Program to reflect that not all volunteers were retired.

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

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

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

On January 31, 2019, updated program regulations became effective for all three Senior Corps programs. The regulations updated and eliminated many regulations that had become outdated and burdensome within the context of current programming. For RSVP, most notably, the grants competition language was removed as competition cycles have been established and the performance measurement language was broadened to remove unnecessary and duplicate specific performance measurement.

1.3.5 AMERICORPS

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

1.4 RESOURCES OF CNCS

1.4.1 Office of the Inspector General (OIG)

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

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

Contacting the OIG

The OIG will accept confidential referrals of fraud, waste, and abuse in Senior Corps or other Corporation programs.

Written notifications should be submitted to:

Inspector General
Corporation for National and Community Service
250 E Street, SW, Washington, D.C. 20525

By Phone: (202) 606-9390 or the OIG toll-free Hotline: (800) 452-8210

Via email: hotline@cncsoig.gov

1.4.2 Office of External Affairs

1.4.2.1 Major Functions

The Office of External Affairs (OEA) coordinates communications, branding, and outreach and engagement efforts for CNCS and its programs. The staff works closely with other offices and departments to enhance and support efforts to reach out to external audiences. It serves as a resource for CNCS grantees to help them to amplify their own stories.

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

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

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

1.4.2.2 CNCS Websites

OEA, with support from other departments, maintains the CNCS website. NationalService.gov has pages dedicated to each of our programs and initiatives. For ease of discovery, you can reach these

pages using the domain names SeniorCorps.gov and AmeriCorps.gov. The pages are designed to help customers, including program grantees and other stakeholders, get the information they need as easily and quickly as possible so they can focus their energies on serving community needs.

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

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

Ordering Corporation Publications

Senior Corps projects can obtain OEA materials and publications through online ordering.

Communication resources and media kit materials are available on the national service website.

Program logos can be found on the CNCS logo webpage

Finding what you need on the CNCS websites:

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

- Where can I find out about CNCS funding opportunities?
  Funding Opportunities Webpage

- I'm having trouble using the electronic grants system. Where do I go for help?
  The eGrants Helpdesk / National Service Hotline

- Where can I find training and technical assistance information?
  The Knowledge Network
  Online Courses

- I am a current grantee. Where can I find Senior Corps grant application instructions and supporting materials?
  Managing Senior Corps Grants Webpage

- Where can I find the Terms and Conditions for my grant award?
  Terms and Conditions Webpage

- Where can I find information about required National Service Criminal History Checks?
  National Service Criminal History Checks

- Where can I find information about days of service?
  Special Initiatives

- Where can I find information about the changes in the OMB Circulars?
  Uniform Guidance

- I work for a faith-based organization. Are we eligible to apply for CNCS grants?
  Faith-Based and Neighborhood Partnerships

- I'm interested in promoting your programs to my organization's constituents. Where can I order brochures or other promotional materials?
  Grantee Resources
  Communication Resources
  Senior Corps Branding Guidelines

- How do I find Senior Corps programs in my own community?
  National Service in Your State

- I'm a grantee and am looking for Senior Corps photos to use in our brochures. Where can I find them?
  Grantee Resources
  Communication Resources
  Logos

- Where can I find resources for working with Veterans and Military Families?
  Veterans and Military Families

1.4.2.3 Partnerships and Program Support

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

In 2015, the Office of External Affairs developed an annual engagement calendar that promotes monthly activities, events and media related to our programmatic focus areas and partnerships that make service and social innovation possible.

National and Community Service Initiatives

CNCS encourages participation in community-wide service activities. OEA works with CNCS programs to support both our signature projects such as MLK Day of Service, as well as other national service initiatives like the September 11th National Day of Service and Remembrance, National Service Recognition Day, Opening Day for National Service, Veterans Corps, and Senior Corps, AmeriCorps, and SIF Weeks. These annual national service activities provide opportunities to reach out to both

traditional service partners and grantees and organizations with which projects might like to form new partnerships.

- Martin Luther King, Jr. Day is a day of service that reflects Dr. King's life and teaching-- bringing people together around a common bond of service to others. Responding to a 1994 Congressional charge, the Corporation engages Americans across the country to celebrate the King Holiday in a way that reflects his proposition that "everybody can be great because everybody can serve." National service grantees lead communities in making it a day on, not a day off and answering Dr. King's important question, "What are you doing for others?" In keeping with Dr. King's teachings, CNCS promotes service that leads to better economic justice for all. CNCS provides grants to support service projects that reflect Dr. King's life and teaching.
- Senior Corps Week is an annual recognition week designed to salute volunteers from Foster Grandparent, Senior Companion and RSVP programs, recognize community partners, and communicate the impact of and on the lives of those who serve and who are served. Senior Corps Week is the ideal time to promote the continuing contributions of older adults to communities.
- September 11th National Day of Service and Remembrance is the culmination of efforts originally launched in 2002 by the 9/11 nonprofit MyGoodDeed with wide support by the 9/11 community and leading national service organizations. This effort first established the inspiring tradition of engaging in charitable service on 9/11 as an annual and forward-looking tribute to the 9/11 victims, survivors, and those who rose up in service in response to the attacks.
- National Service Recognition Day is an annual recognition where mayors, county, and tribal officials hold public events to highlight the value of national service to their cities and counties. This initiative is held in collaboration with the National League of Cities, National Association of Counties and Cities of Service.
- AmeriCorps Week is an annual recognition week designed to bring more Americans into service, thank AmeriCorps members and alumni for their powerful impact, and thank the community partners that help to make service possible. AmeriCorps Week is an ideal time to promote the depth and breadth of the national service family. In 2016, AmeriCorps will enroll its one millionth member.

Training and Technical Assistance

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

Following is a summary of available features on the Knowledge Network:

- Senior Corps Resources

  This landing page provides access to the most up-to-date training and technical assistance materials developed for FGP, SCP and RSVP programs.

- National Service Criminal History Checks

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

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

- Financial Management Resources

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

- Performance Measurement

  CNCS' Performance Measurement framework provides a common focal point for CNCS's work across all programs and initiatives. CNCS has a focused set of agency-wide measures derived from the 2011-2015 Strategic Plan and each Senior Corps program contributes to them. This page provides access to common core curricula as well as to each program's specific measures, requirements, and associated resources.

- Litmos

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

  1. Visit this page in any web browser: https://cncsonlinecourses.litmos.com/self-signup/.
  2. Enter the required information.
  3. In the Code field, enter: SC-FGP if you represent a Foster Grandparent Program, SC-RSVP if you represent an RSVP Program or SC-SCP if you represent a Senior Companion Program
  4. Click "Register."
  5. **If you are affiliated with two different Senior Corps programs** (for example, if your sponsor has both an RSVP Program and a Foster Grandparent Program), enter only one code at first. After you hit "Register" the first time, visit https://cncsonlinecourses.litmos.com/self-signup/ again, fill out the form in full, and enter the code for the second program only. Use the same email address both times to avoid duplicating your account.

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

- **New Project Curricula**

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

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

  - The RSVP New Project Curriculum introduces you to the basic requirements of running a Senior Corps grant, helps you understand how those requirements and strategies apply to your specific grant, and points you to resources and tools you can use to make your job easier.
  - The RSVP Financial Management Curriculum introduces you to the basic *financial and accounting requirements and strategies* for running a Senior Corps grant, helps you understand how those requirements and strategies apply to your specific grant, and points you to resources and tools you can use to make financial management easier.

Email serviceresources@cns.gov for Litmos technical support.

CNCS Research and Evaluation

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

Research efforts supported by R&E include:

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

- Evidence Exchange: a digital repository of research, evaluation reports, and data focusing on national service, social innovation, civic engagement, and volunteering. The purpose of this repository is to provide our grantees, our partners and, most importantly, communities across America easy access to this information. Senior Corps specific reports and reports on issues relevant to Senior Corps are available.
- Evaluation Resources: Evaluation is the use of social science research methods to assess a program's design, implementation, and effectiveness. It is a tool that helps programs continuously improve their work and demonstrate what they are accomplishing in communities. This page contains a number of resources to assist your program as it moves through each stage of the evaluation process.

The Electronic Grants System

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

Sponsors use the electronic grants system to:

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

CNCS Program officers and Portfolio managers use the electronic grants system to:

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

The electronic grants system Help Desk can be reached at:

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

1.4.3 The Federal Register

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

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

Code of Federal Regulations

The Code of Federal Regulations (CFR) is the codification of the general and permanent rules published in the Federal Register by the executive departments and agencies of the Federal Government. It is

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

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

Electronic Code of Federal Regulations – the eCFR

The eCFR is a current, daily updated version of the Code of Federal Regulations (CFR).The eCFR is a convenient way to access the latest version of the regulations incorporating all amendments. Regulations cited in this Handbook are linked to the eCFR.

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

2 PROJECT OPERATIONS

2.1 ELIGIBILITY, AWARDS, AND SPONSORSHIP

2.1.1 Sponsor Eligibility

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

2.1.2 Solicitation of Proposals

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

2.1.3 Submission of a Grant Application

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

2.1.4 "Self-Sponsored" Projects

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

2.2 SPONSOR RESPONSIBILITIES

2.2.1 Regulations Requirements

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

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

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

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

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

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

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

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

4) Provide RSVP volunteers with the required cost reimbursements specified in 45 CFR 2553.43 including insurance and recognition of their service.

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

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

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

project staff for Senior Corps program(s) within its control (45 CFR 2553.25(c)). Additional information is available on this topic in Chapter 5, *Project Staff*.

b) Establish recordkeeping and reporting systems in compliance with CNCS requirements that ensure quality of program and fiscal operations, facilitate timely and accurate submission of required reports, and cooperate with CNCS evaluation and data collection efforts (45 CFR 2553.25(g).

c) Conduct criminal history checks on all grant-funded staff, in accordance with the requirements in 45 CFR 2540.200–207.

d) Ensure that appropriate liability insurance is maintained for owned, non-owned, or hired vehicles used in the project (45 CFR 2553.25(f))

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

2.2.2 Fund Raising Limitations – Uniform Guidance

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

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

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

2.2.3 Relinquishment

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

To begin the relinquishment process the sponsor will be asked to send a letter to their CNCS program officer/portfolio manager formally giving notice of their decision to relinquish the grant and the effective date of the relinquishment. The CNCS program officer/portfolio manager will forward the letter to the Director of Senior Corps and the project's grant officer. The program officer/portfolio manager will provide the sponsor with template letters to send to volunteers, volunteer stations, and advisory council members. The Portfolio Manager or the Program and Grants Officers will set-up a meeting with the sponsor to review the status of the grant funds for close-out. The project will be responsible to complete final project and financial reports.

2.2.4 Subsequent Requirements

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

2.3 SPECIAL LIMITATIONS INCLUDING PROHIBITED ACTIVITIES

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

2.3.1 Political Activities [**45 CFR 2553.91(a)** and **45 CFR 1226**]

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

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

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

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

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

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

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

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

2.3.2 Restrictions on State or Local Government Employees [**5 U.S.C. 1501, 1502 & 1503**]

If the sponsor is a state or local government agency with a grant from CNCS, certain restrictions contained in Chapter 15 of Title 5 of the United States Code are applicable to persons who are principally employed in activities associated with the project. The restrictions are not applicable to employees of educational or research institutions. Employees subject to these restrictions may not:

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

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

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

2.3.3 Religious Activities [**45 CFR 2553.91(g)**]

1) RSVP volunteers and project staff funded by CNCS may not give religious instruction, conduct worship services, or engage in any form of proselytization as part of their duties.

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

2.3.3.1 Service assignments in connection with religious activities

While RSVP may not provide religious instruction, conduct worship, or proselytize as part of service, volunteers may drive a client or beneficiary to a religious service, provided this activity is part of the volunteer's service activity description. A volunteer may remain with a client who is attending a religious service if the activity is part of the agreed upon volunteer assignment. In other words, if an RSVP volunteer and their client want the volunteer to accompany the client to a religious service as part of the volunteer's service activity, and if the RSVP volunteer is not responsible for conducting a religious service, the volunteer is not engaged in prohibited activity. The volunteer, though, cannot lead any part of the religious service.

2.3.4 Non-Discrimination [**45 CFR 2553.91(f)]**

For purposes of this regulation, any program, project, or activity to which CNCS supported volunteers are assigned is deemed to be receiving federal financial assistance. (See **Appendix A.2: Primer on Civil Rights Compliance**, for more information.)

1) A sponsor or sponsor employee may not discriminate against an RSVP volunteer, or with respect to any activity or program, on the basis on the basis of race, color, national origin, gender, age, religion, sexual orientation, disability, gender identity or expression, political affiliation, marital or parental status, or military service.
2) Sponsors are encouraged to take affirmative action to overcome the effects of prior discrimination. Even in the absence of prior discrimination, a sponsor may take affirmative action to overcome conditions which resulted in limited participation.

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

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

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

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

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

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

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

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

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

2.3.8 Nepotism [**45 CFR 2553.91(h)**]

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

2.3.9 Volunteer Status [**45 CFR 2553.42**]

RSVP volunteers are not employees of the sponsor, the volunteer station, CNCS, or the Federal Government.

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

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

2.4 Effective Practices in Project Operations

Ensuring that the Sponsoring Organization Takes a Leadership Role

Effective practices include:

A. The sponsor values the project as an integral part of its organizational vision and operations by:
   1. Communicating the importance of the project to its Board, staff, and volunteers;
   2. Ensuring that the project has adequate administrative and fiscal support;
   3. Playing an active role in promoting the project and its contributions to the community;
   4. Meeting regularly with media, political leaders, funders, civic groups, and others to promote awareness of and support for the project; and
   5. Maintaining communication with CNCS program officer/portfolio manager and attending state and regional training events where feasible.

B. The sponsor provides strong project leadership by:
   1. Employing a project director who demonstrates strong leadership skills in working with project and sponsor staff, volunteers, volunteer stations, and the project's Advisory Council;
   2. Establishing and, with the project director, maintaining strong working relationships with related community agencies, organizations, and leaders;
   3. Ensuring that sponsor's leadership and the project director establish and maintain a good working relationship based on clear communication and mutual support;
   4. Designating a member of the staff who has clearly defined responsibilities for project oversight and support; and
   5. Developing and maintaining clear lines of reporting between project staff and the sponsor representative.

C. The sponsor has written policies and procedures in place to ensure oversight of the project and compliance with federal rules and regulations that address topics like:
   1. National Service Criminal History Checks and special limitations including prohibited activities;
   2. Establishing and updating Memoranda of Understanding with sponsor stations;
   3. Fiscal management and internal controls related to management of RSVP project;
   4. Documentation of data management systems related to tracking project outcomes, demographics, and other performance indicators in order to verify and validate data used to meet reporting requirements.

3 PERFORMANCE MEASUREMENT AND EVIDENCE-BASED PROGRAMMING

3.1 CNCS PERFORMANCE MEASUREMENT INITIATIVE

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

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

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

3.1.1 PERFORMANCE MEASUREMENT BASICS

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

Why measure performance?

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

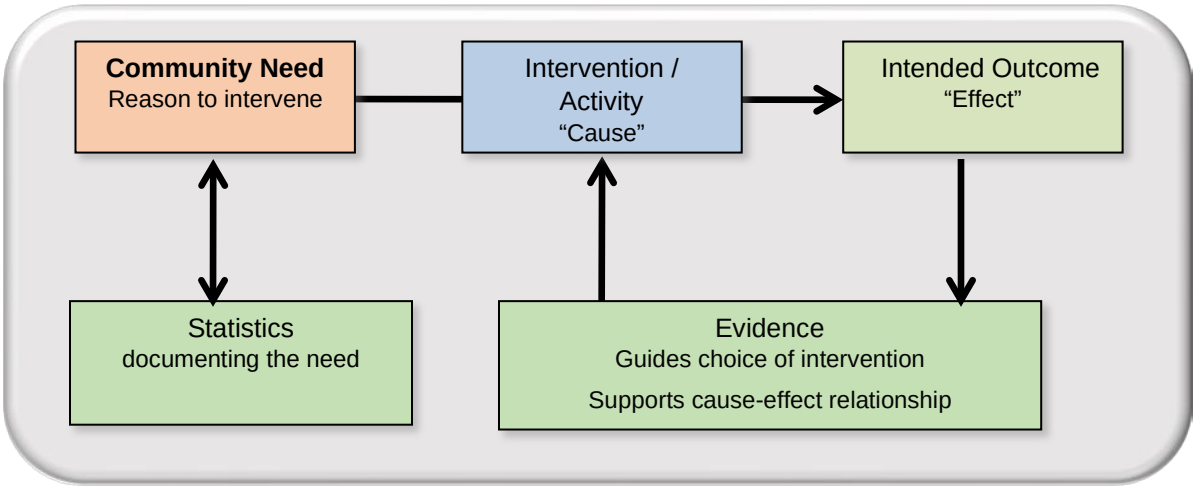
Another reason to measure performance is to determine if the change you thought would happen with your intervention is actually occurring. Performance measurement is a systematic way to collect reliable information about the intervention's implementation and progress toward outcomes.

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

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

3.1.2 THEORY OF CHANGE

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



A theory of change has three main elements:

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

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

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

3.1.3 PERFORMANCE MEASURE WORK PLANS

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

All existing Senior Corps grantees as well as applicants for new funding identify performance measures in work plans in their grant applications. For the specific requirements, see the instructions for the grant application on the *Managing Senior Corps Grants* web page.

The elements of the work plan are:

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

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

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

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

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

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

Targets

Output and Outcome targets:

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

Unduplicated volunteer targets:

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

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

Total volunteer targets:

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

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

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

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

3.1.4 IMPLEMENTING PERFORMANCE MEASUREMENT WORK PLANS

To implement performance measures work plans, see the instructions for completing work plans and identifying performance measures found in the Senior Corps Grant Application. Additional guidance, measurement instruments, and other resources are available on the CNCS Knowledge Network. For questions, contact your CNCS program officer/portfolio manager.

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

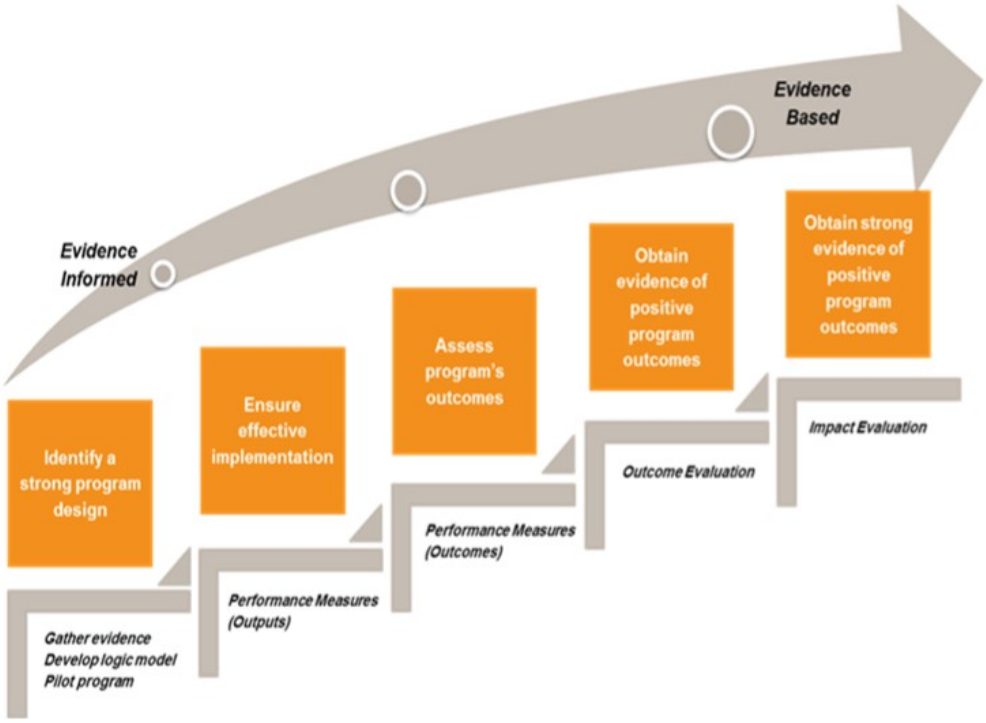
1) Report on progress achieved;
2) Make the underlying documentation of performance available for review; and
3) Report on any operational changes and project improvements that resulted from information learned from the performance data.

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

3.2 EVIDENCE BASED PROGRAMMING

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

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



Evidence Continuum

3.2.1 Key Terms

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

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

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

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

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

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

3.2.2 Evidence-Based Programs and Registries

Senior Corps maintains a list of evidence-based programs and registries of both programs and research that may be relevant to its grantees in Appendix A.11 to this handbook. This list is not necessarily comprehensive and Senior Corps will add additional programs and registries to this list as it becomes aware of them. If you would like to inform Senior Corps of a potential addition to this list, email SeniorCorpsHandbooks@cns.gov.

4 COMMUNITY PARTICIPATION

4.1 LOCAL OWNERSHIP

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

- Build public awareness of and support for the program within the community;
- Recruit and place volunteers to enhance the capacity of organizations and institutions within the community;
- Work to integrate senior service into the activities of other service programs within the community;
- Work toward common goals in local communities, complementing and reinforcing each other's contributions through activities related to Days of Service, Strategic Initiatives, and other local service initiatives.

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

4.2 RSVP ADVISORY COUNCIL

4.2.1 Program Requirement

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

4.2.2 Role

Subject to the requirements in the applicable RSVP program regulations regarding the purpose and composition of this group, sponsors have flexibility concerning the specific structure and operation of this body. Depending on local community circumstances, the advisory council may be used by the sponsor to:

- Assist in assessing community needs;
- Assist in fund raising and resource development;
- Support the development of a service ethic in the community;
- Advise on volunteer recruitment, retention, and recognition strategies;
- Suggest candidates for project staff positions;
- Link the project with other community service resources, including faith-based organizations;
- Advise on data collection and performance measurement;
- Assess project accomplishments and impact, including progress toward meeting performance measures;
- Assess satisfaction of volunteers and volunteer stations;
- Suggest ways the project can gain increased visibility and recognition in the community; and/or
- Advise on how trends in the community are affecting seniors.

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

4.2.3 Membership

Remember, an effective advisory council can expand the capacity of the sponsor and project staff. The advisory council must have a membership that includes people [45 CFR 2553.24]:

- Knowledgeable of human and social needs of the community;
- Competent in the field of community service and volunteerism;
- Capable of helping the sponsor meet its administrative and program responsibilities including project assessment, fund-raising, publicity, and data reporting requirements;
- With interest an in and knowledge of the capability of older adults;
- Who are of a diverse composition that reflects the demographics of the service area.

Additional resources on Building an Effective Advisory Council can be found on the Knowledge Network.

4.2.4 Allowability of Costs

As advisory councils are required by Senior Corps regulations (45 CFR 2553.24(a)), grantees may expend reasonable amounts to support their activities. Such costs should still meet all other aspects of OMB cost principles, including being allowable, allocable, reasonable and necessary, as well as being documented sufficiently.

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

4.3 EFFECTIVE PRACTICES FOR SECURING AND MAINTAINING AN ADVISORY COUNCIL

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

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

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

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

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

B. The members of the Advisory Council:

1. Regularly attend and actively participate in meetings

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

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

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

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

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

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

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

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

5 PROJECT STAFF

5.1 GENERAL PROVISIONS

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

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

5.2 STRUCTURE

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

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

a) Size of the service area

b) Number, kind, and location of volunteer stations

c) Number of volunteers

d) Geographic distribution of RSVP volunteer assignments

e) Availability of funds

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

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

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

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

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

iii. Senior Corps volunteers, who meet age and income qualifications and seeking paid employment, may be interested in participating in SCSEP.

iv. More information about SCSEP grantees see the Senior Community Service Employment Program website.

- Volunteer staff, consistent with the nature and purpose of CNCS volunteer programs, are persons with management experience and others with experience in office operations, who may be deployed to strengthen and expand the operations of RSVP projects.
- Non-RSVP volunteers can also be budgeted as in-kind contributions for necessary project operational functions.

5.3 PERSONNEL POLICIES FOR PROJECT STAFF

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

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

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

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

5.3.1 NSCHC Overview

Under the National and Community Service Act of 1990, as amended by the Serve America Act, all CNCS grantees must conduct NSCHC on **grant-funded staff** and national service participants that receive a salary, national service education award, living allowance, or stipend under CNCS grants. Individuals in these positions must undergo the process in a timely manner, or the noncompliant grantee may be subject to cost disallowance. Certain parts of the process need to occur prior to charging any staff time to a CNCS grant. Therefore, it is critical to comply with the NSCHC requirements **on time, every time**.

The Code of Federal Regulations outlines the Nationals Service Criminal History Check rules and regulations in full at 45 CFR 2540.200–207. Additional information on NSCHC, including the

required annual NSCHC e-course, an FAQ document, and links to technical assistance resources can be found on the NSCHC webpage.

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

5.3.2 NSCHC Enforcement

Grantees that do not comply with the NSCHC requirements may be subject to cost disallowance. More information on cost disallowance can be found in the NSCHC Enforcement Guide. Grantees that self-report non-compliance to a monitoring official prior to any written notice of future oversight or monitoring activity (such as IPERA sampling, IG audit or investigation, site visit, desk review, etc.) may receive a reduction in their cost disallowance. As a result, it is in an organization's interest to develop a system for monitoring its own compliance.

5.3.3 NSCHC Resources

See CNCS Knowledge Network/Criminal History Checks for links to the regulations, requirements, and training materials. Video Training, NSCHC eCourse, FAQs , NSCHC Documentation Checklist is especially helpful to Senior Corps grantees.

5.4 PROJECT STAFF ROLES

5.4.1 Project Director

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

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

3) In the case it becomes necessary to dismiss a project director for cause, sponsors should follow their established personnel policies and procedures. **When such action is apparent, (as well as in any other situation where the project director resigns) the sponsor should immediately notify the CNCS program officer/portfolio manager, stating the reason(s) for the action,** When necessary, provisions

for temporarily continuing operations without a project director should also be submitted to the CNCS program officer/portfolio manager in writing.

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

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

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

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

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

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

    f) Developing and maintaining close coordination with volunteer stations.

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

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

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

    j) Providing information and support to RSVP volunteers.

    k) Assessing appropriateness and performance of volunteer stations.

    l) Attending training conferences conducted or authorized by CNCS.

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

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

5.4.2 Project Coordinators

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

Coordinator responsibilities may include, for example:

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

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

3) Enhancing the total project effort through active involvement with community organizations, other national service programs, and other senior and volunteer programs.
4) Providing information and support to RSVP volunteers.
5) Assessing appropriateness and performance of volunteer stations.
6) Attending training conferences conducted or authorized by CNCS as funding allows.

EFFECTIVE PRACTICES FOR BUILDING PROJECT STAFF

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

6 VOLUNTEER STATIONS

6.1 INTRODUCTION

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

6.1.1 Characteristics of Volunteer Stations

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

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

A. Proprietary health care organizations are private for-profit health care organizations that serve one or more vulnerable populations (45 CFR 2553.12). As noted above, licensed proprietary health-care organizations may be volunteer stations. The entity responsible for licensing varies from state to state and may even vary based on the type of health care organization e.g. hospital, nursing home, assisted living facility. If project sponsors are unsure of the licensing body in their state, the U.S. Department of Health and Human Services (HHS) offers the site healthfinder.gov that has a listing of state agencies on health, which for many states, but not all, will be the entity responsible for health-care organization licensing. Additionally, if sponsors are uncertain of their state's licensing requirements, HHS is a good place to start, as well as the state entity responsible for licensing and regulating health care organizations if known. All such placements must limit volunteer assignments to those which provide direct and traditional assistance to patients, such as visiting, teaching, counseling, entertaining, etc. Placements must not displace paid employees, must not supplant the hiring of paid employees, and must avoid other staff or clerical assignments which would accrue to the profitability of the proprietary health-care organization.
B. The Memorandum of Understanding with such volunteer stations must include detailed provisions to ensure compliance with program regulations regarding *Non-displacement of Employed Workers and Non-impairment of Contracts for Service* [45 CFR 1216.1.1 - 1216.1.4]
C. Individual private homes may not be volunteer stations. In-home assignments are made only through a volunteer station (see *In-Home Assignments* in Chapter 7).
D. Volunteer stations are located within the project's service area as defined in the approved grant application.

6.1.2 Types of Volunteer Stations

RSVP volunteers may serve in many different types of volunteer stations, including, but not limited to:

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

6.1.3 RSVP Project or Sponsor as Volunteer Station

The RSVP project itself may function as a volunteer station or initiate special volunteer activities provided that CNCS agrees that these activities are in accordance with program objectives outlined in the grant and will not hinder overall project operations [45 CFR 2553.61].

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

6.1.4 Volunteer Station Cash or In-Kind Support of Volunteers

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

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

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

   - There should be no consideration given to cost per volunteer, number of hours served, or number of beneficiaries being served when determining a donation amount. Rather, the commitment to donate funding to the project should be stated in a way that demonstrates community support for the program.

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

6.1.5 Volunteer Station Roster

A current roster of volunteer stations must be included in the electronic grants management system with each grant renewal or continuation application. Projects will enter the names and addresses of their stations, the names and contact information for the volunteer station supervisors, a various other information for each station. Step-by step instructions for developing and submitting Station Rosters are found on the Managing Senior Corps Grants webpage.

6.2 VOLUNTEER STATION ROLES AND RESPONSIBILITIES

6.2.1 Responsibilities of RSVP Volunteer Stations

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

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

6.2.2 Additional Responsibilities

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

- Recognition
- Meals
- Transportation. (Note: Project funds may be used to reimburse volunteers for expenses, including transportation costs, incurred while performing their volunteer assignments, provided that these expenses are described in the Memorandum of Understanding with the volunteer station and there are sufficient funds available to cover these expenses and meet all other requirements identified in the Notice of Grant Award [45 CFR 2553.43(e)]. Otherwise, such expenses are the responsibility of the volunteer station. For more information see Chapter 9.

6.2.3 Letters of Agreement for In-Home Assignments

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

6.3 PREPARATION OF THE MEMORANDUM OF UNDERSTANDING

6.3.1 Purpose

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

6.3.2 Renegotiating and Updating

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

6.3.3 Content

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

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

1) Be negotiated prior to placement;
2) Specify the mutual responsibilities of the station and sponsor;
3) Be renegotiated at least every three years; and
4) State that the volunteer station assures it will not discriminate against RSVP volunteers or in the operation of its program on the basis of race, color, national origin, gender, age, religion, sexual orientation, disability, gender identity or expression, political affiliation, marital or parental status, or military service.

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

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

1) The name, street and e-mail addresses, and telephone and fax numbers of the volunteer station.
2) The name of the primary volunteer station staff member responsible for day-to-day supervision of RSVP volunteers and a description of supervisory arrangements.

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

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

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

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

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

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

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

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

You may also want to include:

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

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

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

6.4 Effective Practices For Managing Volunteer Stations

I. Effective Practices for Developing Volunteer Stations

The sponsor develops a system of volunteer stations that:

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

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

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

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

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

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

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

7 RSVP VOLUNTEER ASSIGNMENTS

7.1 CRITERIA FOR VOLUNTEER ASSIGNMENTS

7.1.1 General Criteria

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

7.1.2 Match Volunteer Interests and Abilities

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

7.1.3 Assignment Descriptions

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

7.1.4 Referrals

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

7.1.5 Capacity Building by RSVP Volunteers

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

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

7.1.6 Service on Boards and Advisory Councils

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

7.2 SELECTION OF ASSIGNMENTS

7.2.1 Range of Options

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

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

Please see **Senior Corps Pandemic Recovery a Pathway to Service** a suggested framework for reopening Senior Corps volunteer service opportunities that can help ensure a safe return to volunteering. **Appendix A.17** COVID 19 Resource Toolkit contains general information regarding, safe volunteering, preparing your volunteers to serve during COVID19 and other resources which may help guide you through these unprecedented times.

7.2.2 IN-HOME ASSIGNMENTS

7.2.2.1 Careful Planning with Volunteer Stations

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

7.2.2.2 Volunteer Station Responsibilities

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

1) Provide regular and ongoing training for RSVP volunteers regarding their specific assignments.

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

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

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

7.2.2.3 Letters of Agreement for In-Home Assignments

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

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

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

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

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

6) Letters of Agreement for In-Home Assignments may be included in a volunteer's assignment plan if the assignment plan includes all the information above and all required signature. A template assignment plan is included in Appendix B.4 and a template letter of agreement for in-home assignment is included in Appendix B.5. A sponsor may combine these templates to address this situation, if appropriate.

7.2.3 Teleservice

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

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

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

7.3 ASSIGNMENTS TO PROMOTE VOLUNTEER LEADERSHIP

7.3.1 Skill Development and Capacity Building

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

7.3.2 Examples of Leadership Roles

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

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

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

7.4 TERMINATION OF ASSIGNMENTS

a) The project staff and volunteer stations should be alert to changes or problems that may lead to assignment terminations, such as when the relationship is no longer satisfying to the RSVP volunteer or when a station is going to be graduated.
b) A former volunteer station is a station that is no longer active. A station may be a former one if the activities of the station no longer align with the project's program design. Volunteers associated with this station can be provided other service opportunities through other service stations, may continue to volunteer outside of the RSVP program, or may choose to terminate their service.
c) Regardless of the cause of termination of an assignment, the decision must be made jointly by project and volunteer station staff, with full consideration given to the volunteer, including placement with another volunteer station, as appropriate.
d) Sponsors are asked to keep the CNCS program officer/portfolio manager fully informed in cases of terminations, voluntary or otherwise, that have potential legal implications for RSVP staff or the project.

7.5 Effective Practices in RSVP Volunteer Assignments

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

The project:

A. Ensures variety among volunteer stations such that volunteer assignments appeal to a diverse group of volunteers and accommodate varying volunteer skills and interests;

B. Works with volunteer stations to involve volunteers in developing volunteer assignments;

C. Routinely notifies volunteers of new volunteer assignments that are developed or become available; and

D. Ensures that volunteer stations provide volunteer assignments that challenge volunteers to be advocates on behalf of the community.

E. For outcome based assignments, ensures that the assignment supports the projects performance measure outcomes.

II. Effective Practices for Ensuring the Safety of RSVP Volunteers

The project:

A. Addresses all relevant safety issues, including service conditions at volunteer stations, prior to permitting RSVP volunteers to begin their assignments;

B. Addresses reasonable accommodation to volunteers who are qualified individuals with disabilities according to Section 504 of the Rehabilitation Act;

C. Works closely with volunteer stations to ensure that RSVP volunteers are provided with pre-service and ongoing training on safety issues;

D. Works jointly with volunteer stations to assess, on a regular basis, safety issues related to RSVP service; and

E. Promptly and effectively responds to RSVP volunteers' emergencies and complaints and designates a staff person to respond to such concerns.

III. Effective Practices for Communicating with RSVP Volunteers

The project clearly communicates with RSVP volunteers about their roles and responsibilities by:

A. Developing a written volunteer assignment description that specifies the needs of the community and the role and activities of the RSVP volunteers in delivering the needed services (See **Appendix B.4** for an example of an RSVP assignment description form.)

B. Providing volunteers with a handbook that includes project policies and procedures, the conditions and terms of volunteer service, holidays, service schedules, and cost reimbursements; and

C. Ensuring that RSVP volunteers know their key contacts and sources of assistance or help during their service, and how to contact them.
D. The project encourages volunteer stations to set up a process for appraising and documenting volunteer performance that provides feedback and guidance to each volunteer in key areas such as: reliability, actual progress and outcomes, initiative, and leadership.

8 RSVP VOLUNTEERS

8.1 ELIGIBILITY TO BE ENROLLED

8.1.1 Requirements

RSVP volunteers must be 55 years of age or older, agree to serve on a regular basis without compensation, and reside in or nearby the community served by RSVP. They must also agree to abide by all legal requirements of the RSVP program and to accept instruction and supervision as required. [45 CFR 2553.41(a)]

8.1.2 Non-Discrimination

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

8.2 RECRUITMENT OF RSVP VOLUNTEERS

8.2.1 Preparation

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

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

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

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

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

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

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

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

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

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

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

8.2.2 Choosing Recruitment Methods

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

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

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

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

8.2.3 Examples of Methods

Recruitment can be done through:

1) Contacting potential recruits individually.

2) Presently enrolled RSVP volunteers.

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

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

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

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

7) Contacting other CNCS volunteer programs.

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

9) Contacting inactive volunteers.

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

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

8.2.4 Targeting Volunteers

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

8.2.5 Web-Based Recruitment

8.2.5.1 Project Websites

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

8.2.5.2 AllforGood.org

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

8.2.5.3 Social Networks

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

a) Key Terms

- Blog
  - A website, usually maintained by an individual, with regular entries of commentary, descriptions of events, or other material such as graphics or video, used to communicate information and receive feedback.
- Online Collaborative and Discussion Groups
  - A discussion group format to connect with people, access information, and communicate effectively over email and on the web.
  - You control the members of the discussion group.
  - No hardware or software to buy, install or maintain.
  - Access from anywhere, even from mobile devices.
- Online Volunteer Recruitment Sites
  - Online network that connects volunteers with nonprofit organizations.
  - Resource for volunteers to search for volunteer opportunities in their neighborhood, community, city and nationally.

- When volunteers see your listing, they simply click on it to directly connect with your organization and get involved.

b) CNCS Social Media Hub includes:

- YouTube
  - YouTube is a video sharing website
  - A channel on YouTube is the home page for an account. It shows the account, the account type, the public videos they've uploaded, and any user information they have entered.
  - YouTube channels often display favorite videos from other users, activity streams comments, subscribers, and other social network features.
  - You can control the information that appears on your channel.
- Twitter
  - Twitter is an online social networking service that enables users to send and read short 140-character messages called "tweets."
  - A service for friends, family, and coworkers to communicate and stay connected through the exchange of quick, frequent messages.
  - Tweets may contain photos, videos, and links to other social network sites.
  - Senior Corps Twitter handle: @seniorcorps
  - CNCS Twitter handle: @cncs

8.2.5.4 Senior Corps Pathfinder

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

Information in the program listings are drawn from what Senior Corps grantees enter into eGrants. The counties listed are associated with active sites in the station roster, as entered by grantees. You can find instructions to update your contact information here.

8.3 SELECTION OF RSVP VOLUNTEERS

8.3.1 Interviewing Potential RSVP Volunteers

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

a) The initial interview is the time to become acquainted with and establish a friendly, mutually supportive relationship with the prospective RSVP volunteer.

b) Interview techniques should relate to project goals and to the background, hobbies, and special interests of applicants.

Suggested interview topics include:

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

8.3.2 National Service Criminal History Checks

It is strongly recommended, though not required by CNCS, that sponsors establish policies to ensure that national service criminal history checks are performed for RSVP volunteer candidates who will have contact on a recurring basis with children, frail adults, persons with disabilities, or other potentially vulnerable individuals. Name checks of volunteers can be performed at the, *National Sex Offender Public Website*, maintained by the U.S. Department of Justice. A useful resource on conducting background checks for both volunteers and staff is the *Staff Screening Tool Kit (Third Edition)* developed by the Nonprofit Risk Management Center, available for download. For more information see *National Service Criminal Checks Resources*.

8.4 ENROLLMENT OF RSVP VOLUNTEERS

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

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

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

Pre-Service Orientation Goals

Suggested goals of pre-service orientation include:

- Introduce the RSVP volunteers to RSVP, the sponsor, and CNCS.
- Prohibited activities, including the Hatch Act.
- Provide information on project policies, time sheets, appeal procedures, insurance, and other administrative details.
- Acquaint volunteers with project, volunteer station, and sponsor staff, and other RSVP volunteers.
- Give RSVP volunteers the opportunity to visit and become acquainted with their volunteer stations.
- Provide new RSVP volunteers with information about available community services related to their assignments.
- Where appropriate, provide training on working with vulnerable populations.

8.5 ORIENTATION AND TRAINING OF RSVP VOLUNTEERS

8.5.1 Options for Orientation and Training

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

8.5.2 Transportation Expenses for Training

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

8.5.3 Introduction to Adult Learning Principles

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

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

- You understand why what you're being taught is important
- You have time to apply what you're learning, ask questions and get involved
- You can share your own experience and learn from the experience of others who've dealt with similar challenges

- The style of training provided matches your needs – if you're a visual learner, there are some visuals. If you're an auditory learner, you have a chance to listen.

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

- **Choice:** Adults don't like being told what to do! Most adults are used to choosing their own activities and managing their own experiences. It's uncomfortable to surrender that sense of agency when an adult enters a training space. That discomfort can mean that your learners are thinking about how they don't want to do a certain activity, rather than the information you want to share. Practically, this mean offering learners choices in their activities and getting buy-in from learners. Think about tactics like asking learners what they want to get out of a session before it begins and tailoring the session to those ideas. You can also involve learners in the design of your sessions. For example, invite current RSVP volunteers to shape your pre-service orientations.
- **Relevance:** This is closely related to choice. Adults learn best when they clearly understand why it is in their interest to learn certain information. Practically, you can make the objectives of all your sessions and activities clear so that learners understand the "why" behind the "what." Using current RSVP volunteers can be helpful here as well, to point out when specifically a learner might need specific knowledge or skills.
- **Experience:** Adults – particularly older adults – have a lot to share! They learn best when they have opportunities to share their wisdom. This has other benefits too, of course, in that it allows other learners to gain that knowledge. Though your learners may be new to being RSVP volunteers or a particular topic, chances are that they have some experience with something similar through a prior career or their life experiences. Practically, this means asking almost as many questions of your learners as they ask of you! Encourage them to share with each other in small groups and in a large group setting, and explicitly acknowledge the expertise they bring to a conversation.
- **Application:** Adults learn best by practicing what they have learned. Incorporating activities allows learners to apply knowledge themselves and make connections to real-world situations. Practically, this means offering frequent opportunities for learners to interact with material. Consider including role-playing activities or asking participants how they would react to specific scenarios. Many trainers use a "Learn, Do, Teach" framework, where they explain a concept, have learners apply the concept, and then ask the learners to try to explain the concept to someone else, such as a peer. This principle also means that learning often continues after a formal "training," when your learners go out into the real world. Consider including time for reflection regularly to reinforce new ideas and concepts.
- **Repetition:** Adults don't remember everything they're told the first time. This is just human nature – in any training, expect your learners to only remember a small portion of the information you share exactly. Practically, this means not only that you should repeat key concepts within a training, but also that you should give learners tools to remind themselves. Referencing handbooks and other tools that learners have after the fact is a great practice for adult learning. Also consider explicitly pointing out the 2-3 most important pieces of information in a session by

saying something like, "If you remember nothing else from the past hour, remember…" Reviewing information both at the end of a session and in later follow up activities also helps learners retain more.

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

8.6 PLACEMENT OF RSVP VOLUNTEERS

8.6.1 Local Placements

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

8.6.2 Volunteer Station Requirement

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

8.6.3 Placement of Volunteers with Memberships in Voluntary Service Organizations

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

8.6.4 Service to Relatives

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

8.7 VOLUNTEER INACTIVITY AND SEPARATION

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

Sponsors are encouraged to work with their RSVP advisory council in establishing written policies and procedures covering volunteer separation and appeals. An RSVP sponsor may separate an RSVP volunteer for cause, including, but not limited to, extensive or unauthorized absences, misconduct, or inability to perform assignments or accept supervision, in accordance with the sponsor's policies. Appeals for adverse actions are also subject to the sponsor's policies. [45 CFR 2553.52]

8.8 Effective Practices in Managing RSVP Volunteers

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

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

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

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

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

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

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

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

The project:

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

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

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

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

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

III. Effective Practices for Acknowledging the Contributions of RSVP Volunteers

The sponsor and project director:

A. Plan and implement individual and group recognition activities;

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

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

D. Recognize, document, and publicize outstanding RSVP volunteer achievement;

E. Consider collaborating with other area Senior Corps programs on recognition efforts; and

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

9 RSVP VOLUNTEER COST REIMBURSEMENTS

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

9.1 ADMINISTRATION OF COST REIMBURSEMENTS

Sponsors should establish written cost reimbursement policies and procedures and provide these to each volunteer.

9.1.1 Assignment-Related Expenses

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

9.1.2 Reimbursement Policies

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

9.1.3 Non-Reimbursed Volunteer Purchases

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

9.2 VOLUNTEER COST REIMBURSEMENTS DETAILED

9.2.1 Transportation

1) General Principles and Practices

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

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

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

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

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

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

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

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

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

2) Reimbursement for Volunteers' Transportation

a) Volunteer Drivers

Reimbursement of RSVP volunteers who drive their own cars is based on a cost-per-mile rate set by the sponsor via written policy. Volunteers are reimbursed for actual mileage within the limits of available funds and local project reimbursement policy. Volunteers cannot be reimbursed in excess of actual costs, or on a per capita basis, for transporting other volunteers. (See **Appendix B.3** for a sample Volunteer Timesheet and Mileage Request form.)

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

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

b) Car Pool Drivers

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

c) Public Transportation Users

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

d) Other Transportation Reimbursement Considerations

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

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

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

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

9.2.2 Meals

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

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

In-Home Meal Options

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

Title III of the Older Americans Act

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

Reimbursement to Volunteers

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

9.2.3 Insurance

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

> **RSVP Volunteers and Workers Compensation**
>
> RSVP volunteers *are not* employees and *are not* covered by Federal or state workers compensation insurance.
>
> 45 CFR 2551.45

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

1) Accident Insurance

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

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

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

2) Personal Liability Insurance for Volunteers

Protection is provided against claims in excess of protection provided by other insurance. It does not include professional liability coverage. The sponsor must provide third-party protection for volunteers against injury or property damage claims arising out of their volunteer service activities. Some insurance providers refer to this as "volunteer liability insurance". For each sponsoring organization, the amount of

protection must meet or exceed the minimum levels of this insurance as specified by CNCS. See **Appendix A.10: Senior Corps Minimum Insurance Requirements** for minimum coverage levels.

3) Excess Automobile Insurance

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

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

4) Liability Insurance on Personal Vehicles of Volunteers

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

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

9.2.4 Uniforms or Smocks

When volunteer stations require RSVP volunteers to wear special uniforms or smocks, the cost of uniforms and laundering are an allowable project cost when these expenses are described in the Memorandum of Understanding with the volunteer station, sufficient funds are available to cover these expenses, and all other requirements identified in the Notice of Grant Award are met. Otherwise, volunteer stations are responsible for such costs.

9.2.5 Clothing and Branded Gear

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

9.2.6 Recognition

Appropriate recognition for service is to be provided for RSVP volunteers (45 CFR 2553.43(c)).

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

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

2. CNCS does not supply volunteer recognition materials nor does it require specific recognition materials.
3. Informal recognition ought to be ongoing, such as listening to and acting upon recommendations by RSVP volunteers, offering honest praise, and providing assignments that are increasingly satisfying.
4. Recognition events may consist of special ceremonies, teas, breakfasts, luncheons, and recreational outings at which pins and certificates for stipulated terms of service are awarded.
5. The RSVP advisory council and volunteer stations are expected to participate in recognition activities. Community contributions in support of recognition activities can enhance the quality of the events. Contributions need not be monetary. Donated space, food, decorations, and transportation should be encouraged. Proper documentation is required to use donations as local support.
6. To emphasize the importance of the occasion, CNCS field, regional, and headquarters staff, as well as city and county officials and officers of local organizations may be invited to recognition events.
7. Entertainment expenses (e.g. bands, alcohol) are unallowable expenses and cannot be charged to the federal or non-federal share of the budget.

9.3 LEGAL REPRESENTATION

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

10 GRANTS MANAGEMENT

10.1 INTRODUCTION TO GRANTS MANAGEMENT

10.1.1 Basic Requirements

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

Financial Management Training

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

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

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

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

Terminology Note

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

- Accurate, current, and complete disclosure of the financial results of each federal award or program in accordance with the reporting requirements set forth in 2 CFR 200.327 - Financial reporting and 2 CFR 200.328 - Monitoring and reporting program performance.
- Records that identify adequately the source and application of funds for federally-funded activities
- Effective control over, and accountability for, all funds, property, and other assets.
- Comparison of expenditures with budget amounts for each federal award.
- Written procedures to implement the requirements of 2 CFR 200.305 - Payment.
- Written procedures for determining the allowability of costs in accordance with 2 CFR Part 200 Subpart E—Cost Principles and the terms and conditions of the federal award.

10.1.2 Cost Control and Budget Monitoring

Project support provided under an RSVP grant must be furnished at the lowest possible cost consistent with the project's effective operation of the project as described in the RSVP Program Regulations. (45 CFR 2553.73(b)). Project directors should work with the sponsor's fiscal staff and regularly compare the budget to actual costs.

10.1.3 Budgeting Costs

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

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

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

Terminology Note

In the electronic grants system, "grantee share" and "applicant share," are used to refer to the required non-federal share of the grant.

"Local share," as used in the program regulations, also refers to the required non-federal share.

3) Additional requirements in the RSVP Program Regulations also determine cost allowability. Below are listed several cost items about which questions commonly are raised. Questions regarding costs not included in the listing below should be referred to the appropriate CNCS program officer/portfolio manager or grant official at the Field Financial Management Center (FFMC).

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

   b) The following insurance costs are not allowable:

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

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

      3. Health insurance for volunteers.

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

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

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

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

   g) Costs of membership in the Senior Corps or other professional associations are allowable. However, the membership must be attached to the organization (not an individual). An individual can be named on the membership but if the individual leaves, the membership stays with the organization. Additionally, federal/match funds may not be used for a membership to a lobbying organization. If the association/ organization has a lobbying arm, grantees will need to ensure that their membership dues are not used for lobbying purposes. (2 CFR 200.454)

10.1.4 Direct and Indirect Costs

1) Definitions

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

2) Cognizant Federal Agency

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

3) Process for Establishing an Indirect Cost Rate

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

4) De Minimis rate of Modified Total Direct Costs

   Any non-Federal entity that has **never** received a negotiated indirect cost rate, except for those non-Federal entities described in 2 CFR Appendix VII to Part 200—States and Local Government and Indian Tribe Indirect Cost Proposals, paragraph D.1.b, may elect to charge a de minimis rate of 10% of modified total direct costs (MTDC) which may be used indefinitely. Please contact your grants official for more information.

5) Limitation on Indirect Costs

   The base for indirect costs in Senior Corps programs is limited to Volunteer **Support** Expenses (these are the administrative expenses). Volunteer Expenses (these are the cost reimbursements to the volunteer) are not included in the base for indirect cost rates. Reasonable payroll expenses may be budgeted as direct costs for the payment of volunteer cost reimbursements.

10.2 ROLE OF THE CNCS GRANT OFFICIAL

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

The Grant Official for a given grant is a member of the CNCS's Grants Management staff based at the Field Financial Management Center (FFMC). The Grant Official is the representative of CNCS in financial, budgetary, and administrative matters of Senior Corps. The Grant Official has overall responsibility for the

receipt, approval and monitoring of all required financial documents from CNCS grant programs. Only the Grant Official, acting as the agent of the federal government, has the authority to:

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

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

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

10.3 BUDGET MANAGEMENT

10.3.1 Budget Categories

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

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

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

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

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

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

Terminology Note

In the context of Senior Corps project budgeting, the term "Volunteer Expenses is sometimes referred to as "cost reimbursements" or" "Volunteer Benefits."

10.3.2 Budget Criteria

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

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

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

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

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

Calculating the Required Non-Federal Share

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

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

Required Non-Federal Share =

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

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

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

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

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

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

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

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

a) Initial difficulties in the development of non-federal funding sources during the first three years of operations.
b) An economic downturn, the occurrence of a natural disaster, or similar events in the service area that severely restrict or reduce sources of non-Federal support.
c) The unexpected discontinuation of non-federal support from one or more sources that a project has relied on for a period of years.

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

   a) be requested prior to the grant award;

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

   c) Detail how much of the match needs to be waived (e.g. 5% or all of the match).

Prohibition on Compensation for Services

The authorizing statute for RSVP– the Domestic Volunteer Service Act of 1973 (DVSA) – prohibits charging RSVP beneficiaries for volunteer services. This prohibition is restated in the "Compensation for Services" provision in the RSVP Program Regulations and applies not only to the client but also to the client's legal guardian, family members, or friends.

This provision prohibits soliciting donations from beneficiaries of the services of RSVP volunteers or any other actions by the project that could create the impression that services of volunteers are linked in any way to financial support from a beneficiary. More information on prohibition on compensation for services can be found in Chapter 2 of this handbook.

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

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

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

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

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

      i) There are hundreds of Federal grant programs, each governed by laws and specific regulations and administered by many different departments and agencies. CNCS is not able

to provide a list of federal grant programs where funds are authorized by law to be applied to the non-federal share of Senior Corps grants.

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

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

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

10.3.3 Budget Non-Compliance

1) Required Non-Federal Share

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

a) Reimburse CNCS the full amount of the deficiency***, but only if so directed by the Grant Official.***

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

2) Excess Resources

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

10.4 GRANT AMENDMENTS AND REBUDGETING

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

- A change in the scope of service or a substantial change in goals or objectives.
- A change in key personnel specified in the application or federal award.
- A request for a project director at less than full time.
- The creation of a new budget line item where there will be a need for additional funds.
- The transfer of funds budgeted for direct costs to indirect costs.
- The request of a match waiver.

- Extension or reduction of the budget or performance budget period.

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

10.5 ACCESSING GRANT FUNDS AND MANAGING ADVANCES

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

10.5.1 Steps in Setting up a PMS account

1) Grantees without a PMS account should contact the appropriate Program Officer, or Portfolio Manager. The Program Officer/Portfolio Manager will send the grantee instructions informing the grantee that it needs to fill out an 1199A Direct Deposit Form, which records the agreement of the grantee and its financial institution. The grantee designates the bank that will receive funds for the grantee. Also enclosed in the instruction letter are the other forms and documents the grantee needs to complete and establish their account.

2) The grantee forwards the completed forms to the appropriate offices as outlined in the instructions.

3) HHS notifies the CNCS of the grantee's assigned suffix and PIN through e-mail, and simultaneously, sends a certified letter to the grantee with the same information.

10.5.2 How grantees request funds through PMS SMARTLINK

Grantees use SMARTLINK to access funds. SMARTLINK is an automated "next day" direct deposit system for the Federal government. Recipients assigned to SMARTLINK use a PC to access the PMS SMARTLINK Request For Funds application, enter their account and drawdown information (e.g. account number and amount requested), and receive a status message detailing their transaction. The transaction is completed online, and funds are direct-deposited into the recipient's account on the next business day.

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

At any time, CNCS Grant Officials can log on to the PMS directly or view authorized, disbursed, and advanced amounts in the electronic grants system.

Grantees may:

- Draw down funds on a reimbursement basis;

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

Please review the help and training for grantees using the PMS.

10.5.3 Federal Cash Transactions Report – PSC 272 A

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

10.5.4 Interest Earned on Advances

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

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

- State government grantees do not have to follow this requirement unless required to do so by the Department of Treasury Financial Management Service.
- Indian Tribal Governments are also exempt from this requirement.
- The recipient receives less than $120,000.00 per year from all federal sources.
- The best reasonable available interest bearing account would not have been expected to earn in excess of $250.00 per year on the federal balance.

10.6 SUSPENSION, TERMINATION, AND DENIAL OF REFUNDING

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

10.7 AUDIT REQUIREMENTS

10.7.1 Single Audit

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

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

Federal Audit Clearinghouse:

Audits performed under the Single Audit Act are to be sent electronically to the Federal Audit Clearinghouse.

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

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

10.7.2 Other Audits

In the case of sponsors whose total federal funding falls below the $750,000 threshold established by the requirements of OMB Post Federal Award Requirements (2 CFR Chapter II, Part 200, Subpart D), the sponsor's policies apply. Sponsors are expected to follow generally accepted accounting practices. Sponsors must provide copies of any audit report partially or wholly charged to the grant to the CNCS portfolio manager or program and grants officers. Grantees need to follow applicable federal, state and local requirements for financial reporting and audits for their type of organization.

10.8 CONCLUSION

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

10.9 Effective Practices for Securing Non-CNCS Financial and In-Kind Support

The sponsor:

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

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

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

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

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

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

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

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

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

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

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

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

10 Tips to Help Avoid Common Audit Findings

Audit findings frequently result from **missing, incomplete, or insufficient documentation** that grant requirements have been met. Following are 10 steps to help avoid the more common audit findings:

1. Make sure current Memorandums of Understanding are on file for all volunteer stations where volunteers are serving (45 CFR 2553.23(2)).
2. Maintain documentation on file that shows that all enrolled volunteers meet the eligibility requirements (Age, Vehicle Insurance when appropriate, etc.) (45 CFR 2553.41).
3. Ensure there are written assignment descriptions on file for all volunteers (45 CFR 2553.62(a)).
4. Document that in collaboration with other community organizations or by using existing assessments, the sponsor assessed the needs of the community or service area and developed strategies to respond to identified needs using RSVP volunteers (45 CFR 2553.23(b)). Retain supporting source documentation for all volunteer local travel reimbursements.
5. Ensure all grant funded staff have complete national service criminal history check documentation (45 CFR 2553.25(i) and appropriate time tracking documentation kept on file. Time tracking documents should clearly show that any time spent on non-grant or unallowable activities, such as fund raising or working on other sponsor projects, has been appropriately allocated to other sponsor accounts.
6. Ensure that there is clear documentation of how volunteer service hours were tracked and these records are on file.
7. Document receipt and valuation of all in-kind contributions counted toward the required non-Federal share of the grant.
8. Submit all required reports, such as the Federal Financial Reports, Project Progress Reports and make sure they are on time (45 CFR 2553.25(g)).
9. Document your organization's policies and procedures, including internal financial controls, in a manual or handbook.

11 REPORTS AND RECORDKEEPING

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

11.1 REPORTS

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

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

11.1.1 Financial Reports

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

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

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

Typically, the Terms and Conditions issued with the NGA by CNCS for Senior Corps contain the following conditions regarding Federal Financial Reports:

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

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

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

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

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

References and Reminders

- Keep the CNCS program officer/portfolio manager apprised of any questions, concerns, issues, or developments related to the grant.
- Use these source documents to review specific requirements and procedures for financial reporting:
  - Notice of Grant Award (NGA) including Terms and Conditions, and any special conditions
  - RSVP Federal Regulations [45 CFR 2553.73]
  - Refer to FFR Instructions and Sample Form for help with the FFR.
- Funds returned to CNCS at the close out of the grant relationship with CNCS or for disallowance of grant costs are to be the forwarded to CNCS's collection officer in the FFMC***, but only as directed by the grant official or portfolio manager.*** (See **Appendix A.3: Guidance for Closing Out Your CNCS Grant***)*
- Delays in submitting FFRs may cause advance or reimbursement requests to be delayed until the overdue FFR is received.

11.1.2 Progress Reports

1) Project Progress Report Annual and Semiannual

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

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

Progress reports are prepared and submitted in the CNCS electronic grants management system after the first six months and at the end of the budget year, unless noted otherwise on the NGA or in the Terms and Conditions for your grant. The due date is no later than 30 days after the end of the

reporting period. (See the Managing Senior Corps Grants for the *Progress Report Instruction* and **Appendix A.4** for Progress Report Tips.)

2) Progress Report Supplement

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

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

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

11.2 RECORDKEEPING

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

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

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

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

11.2.1 Sponsor Records on Volunteer Stations

The project maintains a file on each volunteer station containing:

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

11.2.2 Sponsor Records on Individual RSVP Volunteers

The project should maintain records for each volunteer containing:

1. An enrollment form signed and dated by the volunteer, including name, address, telephone number and date of birth.

2. A signed Designation of Beneficiary (for insurance purposes).
3. The name of the volunteer station(s) where the RSVP volunteer is placed.
4. A copy of the written assignment description for each volunteer or a notation that the volunteer's assignment description is maintained at the volunteer station.

11.2.3 Personally Identifiable Information

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

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

11.2.4 What Is a Breach?

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

11.2.5 Responding to a Breach

You should establish a policy and procedures that:

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

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

11.2.6 Data Collection and Retention (including Financial Data)

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

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

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

from the date the grantee submits the final FFR for the year in which the volunteer exited service or three years past the last audit, whichever is most recent.

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

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

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

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

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

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

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

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

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

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

    c. The in-kind voucher justifies the valuation of personal services, material equipment, building, and other non-cash donations. The voucher should include: the name and

signature of the donor, the date, the location of the donation, a description of the item/service donated, and the estimated value of the donation. Grantees should acknowledge the contribution with a receipt that includes the name of donor, date and location of donation, a description of item/service, and the estimated value. A copy of the receipt should be kept in sponsor's files. For more information see: Appendix A.14: Sample In-Kind Contribution Form and Tutorial: Valuing, Documenting, and Recording In-Kind Match

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

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

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

   c. Specify the amount to be reimbursed.

   d. State the reason for reimbursement.

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

   f. Specify the date the expense was incurred.

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

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

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

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

11.2.7 Counting and Reporting RSVP Volunteers, Performance Measures, and Other Metrics

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

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

Criteria for an Effective RSVP Volunteer Service Tracking System

1. The system is documented in written sponsor policies as the standard used by the RSVP project and:
   (a) Defines and describes the system
   (b) Identifies tools to be used
   (c) Identifies allowable persons and authentication method such as hard copy signature or e-mail
   (d) Specified location of official records
   (e) Requires storage and retrieval of records – hard copy or electronically
2. The system's reporting tools, such as the following, are consistent with sponsor policy:
   (a) Hard copy time sheet
   (b) Hard copy group sign in sheet
   (c) E-mails relating to a volunteer's hours are sent by an appropriate, authorized person – e.g., the volunteer's supervisor or the volunteer.
   (d) Electronic group sign-in sheet
   (e) Telephone report by volunteer supervisor or volunteer with written confirmation consistent with the sponsor policy
   (f) Fax or Scan
   (g) Web-based system
3. The system provides assurances that the person reporting the hours is authorized to do so – such as the volunteer or the volunteer station supervisor.
4. If hours are submitted via e-mail by the RSVP volunteer or the volunteer station supervisor:
   (a) Sender uses an e-mail system that requires a recognizable sign-in name that is registered with the sponsor/project as the volunteer.
   (b) The e-mail is addressed to the person identified by the RSVP/sponsor policies as having the authority to accept and view e-mails reporting hours.
   (c) The system used by the e-mail recipient (i.e. RSVP Project Director) is capable of storing and retrieving the e-mails reporting RSVP volunteer hours.

11.3 PROJECT COMPLIANCE MONITORING SITE VISIT

CNCS is required to conduct a Compliance Monitoring visit to each project site **at least** once every six years. CNCS may conduct additional compliance monitoring or site visits based on risk assessments, project operational issues, or training and technical assistance needs in the interim years. Site visits are conducted for the following purposes:

- Test compliance with Senior Corps legal, regulatory, and policy requirements
- Identify and minimize potential risks to the Corporation
- Identify specific technical assistance needs
- Document effective practices
- Recognize accomplishments
- Improve quality of programming
- Determine effectiveness of performance measurement
- Provide guidance
- Analyze recurring problems.

CNCS will send a letter prior to the site visit confirming the visit and provide a copy of the "***Senior Corps Guide for Quality Assurance and Compliance Monitoring Site Visits***" (also called simply the "***Compliance Monitoring Guide***") to the sponsor's Chief Executive Officer (CEO) or Executive Director (ED) and the project director. The CEO/ED and project director are encouraged to read this document in advance of the planned visit, as it provides details on the questions to be answered by the visit, the form in which information is reported and retained in the CNCS project files, and suggests the types of documentation the project should have readily at hand during the visit.

Following the visit, within 30 calendar days, the CNCS staff responsible for the compliance monitoring will send a follow-up letter to the ED/CEO of the sponsoring organization with a copy to the project director. The letter will include but is not limited to:

- Outcomes of the visit
- Areas of non-compliance or potential risk
- Corrective actions to be taken
- Effective practices found

Any fiscal findings or audit recommendations are provided to the grant official in the FFMC. A signed copy of the project Compliance Monitoring Guide is retained in the project file.

11.4 Effective Practices In Reports And Recordkeeping

A. The project is familiar with the reports required to fulfill the grant terms and conditions, and regularly submits accurate reports by the required deadlines, including:

   1. Semi Annual and Annual Progress Report
   2. Progress Report Supplemental (Annually);
   3. Federal Financial Report (Every 6 months).

B. The project discusses reports and requirements with its CNCS Portfolio manager or Program and Grants Officers if any information requested is unclear.

C. The project designates accounting professionals within the sponsoring organization to take the lead in financial reporting.

D. The project develops an overall information collection and reporting system plan.

   1. The project uses the Project Work Plans and Performance Measures as blueprints to guide systems that will capture information and data for reporting.
   2. If possible, the project invests in a volunteer management software tool to streamline and automate its ongoing data collection and volunteer tracking. See **Appendix A.6** for a list of software packages available and vendor contact information.

E. For performance measurement data collection and reporting, the project:

   1. Works in conjunction with the volunteer stations hosting the volunteers. The project coordinates with volunteer station supervisors to link into the station's data and reporting systems, rather than independently establishing its own unique systems. Volunteer stations exist to deliver specific services to the community and those served, and will likely have methods and resource persons available that can be utilized to track volunteer accomplishments without having to start from scratch.
   2. Ensures that the volunteer station supervisors and personnel who will assist with data and information collection understand the needs related to the Senior Corps volunteers if the project's request includes or anticipates new data elements or types of information.
   3. Incorporates data and information collection into the Memorandum of Understanding with the volunteer station.

F. The project directors are encouraged to communicate with other Senior Corps project directors to share ideas, receive recommendations, trade tips, and provide suggestions and support.

12 COMMUNITY PARTNERSHIPS AND COLLABORATION

12.1 COORDINATION WITH OTHER CNCS PROGRAMS AND COMMUNITY ORGANIZATIONS

Days of service and special initiatives are an integral part of the way that CNCS meets our mission. They allow us to showcase at a national and local level how our service supports specific issues. Each grantee can participate in these events in a variety of ways that range from hosting an event that aligns particularly well with the sponsoring organization's mission to collaborating with other CNCS streams of service to remain engaged and connected to our shared vision.

The sponsor is highly encouraged to coordinate activities with other CNCS programs, including AmeriCorps State and National, AmeriCorps NCCC, AmeriCorps VISTA, and the Volunteer Generation Fund. Moreover, the sponsor can coordinate activities with other project-related groups and individuals that have strategic objectives similar to those of CNCS, such as those representing state and local governments, State Service Commissions; industry, labor, and volunteer organizations; programs for children; programs for the aging; and health-care organizations. The goal of such coordination is to facilitate cooperation with existing or planned community services and to develop community support. These coordination activities are specifically encouraged around the following programmatic activities:

a) *National Days of Service*: Each year CNCS spearheads the effort to encourage Americans to volunteer in their communities during the Martin Luther King Jr. Day of Service and the September 11th National Day of Service and Remembrance. On these days of service, CNCS provides tools and resources for organizations and individuals to become engaged in service activities. Joining together with regional or local national service programs increases the visibility of the service projects, and reduces duplication of administrative efforts to coordinate events.

b) *Special Initiatives*: CNCS supports a variety of special initiatives such as National Service Recognition Day and National Mentoring Month. These events and priorities, like National Days of Service, are best implemented in your community in partnership with other national service projects serving in your region.

c) Coordinated Recruitment: In some communities, national service programs are looking to recruit distinctly separate candidates in the same communities. Coordinating around recruitment efforts and encouraging referrals when a candidate is not a good fit for your program but maybe a good fit for another program strengthens the national service network and helps everyone meet their recruitment goals.

Sponsors should use sound planning and preparation to generate local support. Development of cost sharing support can be facilitated by integrating the project into the community. Suggested steps toward achieving coordination are:

a) Prepare a summary of the project, its plans and accomplishments, its value to the community, and a statement of the types and amounts of support it needs.

b) Conduct a thoughtful assessment of the stakeholders of your program. Stakeholders include all organizations, businesses, and municipalities, which are benefiting from the impact of your program. Stakeholders could also include any organizations that are working toward the same goals in your service area.

   1. Schedule meetings with stakeholders and individuals or groups who can contribute to the project or who can influence others to contribute.
   2. Follow up the meeting with each person or group contacted with a thank you, additional information, or an opportunity to continue to work together.
   3. Strengthen the above activities by involving selected members of the RSVP advisory council.
   4. Collaborate with other Senior Corps projects to generate statewide, citywide, countywide, and multi-county support.

12.2 PUBLIC AWARENESS

1) A strong community relations program ensures public awareness of start-up activities and continuing project development.

2) The project sponsor should keep social service agencies; city, county, and state elected officials; governmental department heads; community organizations, including those serving senior citizens; and the media updated about the project's development, services, growth, and accomplishments.

3) Public awareness can be advanced through public speaking appearances by staff and advisory council members before service clubs, fraternal organizations, religious groups, and meetings with local, county, and state governmental units. Public relations materials about CNCS's programs and media kit materials are available at the CNCS website.

4) Active support of the RSVP advisory council enhances community interest in project activities. Some RSVP advisory councils have formed community relations or publicity and marketing committees which assist the project in building awareness, coordinating with other community groups, and speaking about RSVP volunteers before organizations in which they are active.

5) RSVP is included in the CNCS national advertising program. Through CNCS's Office of External Affairs, continuing efforts are made to place program information and human-interest stories in national and local publications.

6) Public awareness of the nationwide program and of the local project should be promoted regularly through local media, a project website and social media accounts. Systematic contacts with newspapers, radio, and TV should be established and maintained. Announcements of local news value should be prepared and forwarded to the media. (See **Chapter 1,** *Office of External Affairs,* for more information and tools.)Some examples of newsworthy announcements are:

   a) The establishment of a new volunteer station at a site that is of significant importance or well recognized in the community.

b) The appointment of new members to the RSVP advisory council or the establishment of a special committee of the advisory council that addresses issues that are significant to your community.

c) Statements made by elected officials, and other governmental and civic leaders in support of the project.

d) Achievement of a measurable impact on a critical community need.

e) Any special RSVP project event, such as key community service projects and the presentation of awards to the volunteers or to the project staff for significant achievements.

f) Engagement of the community and the volunteers around the National Days of Service or other CNCS Special Initiatives.

7) Engaging in social media is a vital part of a modern public engagement plan. With the popularity of social media many community members are learning about the news in their community through social media platforms. For many projects, social media engagement is the driving vehicle for recruitment, recognition and communicating the impact of their program.

8) Particularly in smaller communities, the news media are usually interested in providing time or space for interviews with RSVP volunteers or project staff. They are especially receptive to human interest stories.

12.3 Effective Practices in Community Relations

I. Effective Practices for Increasing the Visibility of Service to the Community by Older Volunteers

The project:

A. Develops, implements, and periodically updates a plan to promote ongoing community awareness of and support for the project.

B. Makes presentations about the project to community organizations and interested parties;

C. Has a media awareness campaign to promote community awareness and support;

D. Has a presence on social media platforms;

E. Develops active roles for all stakeholders, including sponsor staff, project director, sponsor Board, volunteers, RSVP advisory council , and volunteer station staff, in promoting the project in the community;

F. Can demonstrate that the community recognizes the project's contributions to meeting community needs by acknowledging the project or individual volunteers;

G. Broadly disseminates information on project accomplishment and impact to the community, volunteer stations, volunteers, funding supporters, other community agencies, the general public, the Senior Corps, and other key stakeholders so that:

H. The community perceives the project as a leader in effectively meeting critical community needs; and

I. The community perceives RSVP volunteers as active seniors who meet critical community needs.

II. Effective Practices for Coordinating RSVP Services

The project and volunteer stations:

A. Collaborate with other CNCS funded national service programs, including AmeriCorps VISTA, AmeriCorps State and National, AmeriCorps NCCC, the Volunteer Generation Fund, and other Senior Corps programs, to meet critical community needs;

B. Participate in the National Days of Service and CNCS Special Initiatives in partnership with other national service projects in their service area; and

C. Build broad-based relationships in the community, including the business sector, to gain their support for older volunteers.

13 RSVP HANDBOOK CROSS REFERENCE INDEX

URL Links and Appendices Documents by Chapter

This index lists the links and appendices documents that are included in the RSVP Handbook for easy reference. The chart lists the chapter, the name of the link, the complete URL that you can click or cut-and-paste into your browser, and the number and title of the appendix document.

Links to RSVP Program Regulations: All of the Handbook chapters have links to the Electronic Code of Federal Regulations. The regulations governing RSVP are in Chapter XXV, Part 2553, of the Code of Federal Regulations which is typically cited as "45 CFR 2553." Use the reference numbers in the link to find the specific regulation you need. (For example: 45 CFR 2553.22 refers to the *Responsibilities of RSVP Sponsor*.)

URL for 45 CFR 2553:

http://www.ecfr.gov/cgi-bin/text-idx?c=ecfr&rgn=div5&view=text&node=45:4.1.9.11.35&idno=45

Chapter 1	
AmeriCorps NCCC webpage	http://www.nationalservice.gov/programs/americorps/americorps-nccc
AmeriCorps Programs webpage	http://www.nationalservice.gov/programs/americorps
AmeriCorps State & National webpage	http://www.nationalservice.gov/programs/americorps/americorps-state-and-national
AmeriCorps VISTA webpage	http://www.nationalservice.gov/programs/americorps/americorps-vista
CNCS Electronic Grants System	http://www.nationalservice.gov/build-your-capacity/grants/egrants
CNCS Communications Resources	https://www.nationalservice.gov/newsroom/communication-resources
CNCS National Performance Measures	http://www.nationalservice.gov/resources/performance-measurement
CNCS Strategic Plan	http://www.nationalservice.gov/about/strategic-plan
Edward M. Kennedy Serve America Act	http://www.nationalservice.gov/sites/default/files/documents/1990_serviceact_as%20amended%20through%20pl%20111-13.pdf
eGrants Helpdesk/ National Service Hotline	http://www.nationalservice.gov/build-your-capacity/grants/egrants
Evaluation Resources	http://www.nationalservice.gov/resources/evaluation
Evidence Exchange	http://www.nationalservice.gov/impact-our-nation/evidence-exchange
Faith-Based and Neighborhood Partnerships	http://www.nationalservice.gov/special-initiatives/communities/faith-based-and-other-community-initiatives-and-neighborhood
Federal Register	https://www.federalregister.gov/
Financial Management Resources	http://www.nationalservice.gov/resources/financial-management
Foster Grandparent Program webpage	http://www.nationalservice.gov/programs/senior-corps/foster-grandparents
Funding Opportunities Webpage	http://www.nationalservice.gov/build-your-capacity/grants/funding-opportunities

Litmos (CNCS' Learning Management System)	https://cncsonlinecourses.litmos.com/
Litmos Self-Sign Up	https://cncsonlinecourses.litmos.com/self-signup/
Marketing and Media	https://www.nationalservice.gov/resources/senior-corps/resources-senior-corps-programs
Media materials	https://www.nationalservice.gov/newsroom/communication-resources
National and Community Service Act of 1990	http://www.nationalservice.gov/sites/default/files/documents/1990_serviceact_as%20amended%20through%20pl%20111-13.pdf
National & Community Service Trust Act of 1993	http://www.nationalservice.gov/sites/default/files/documents/cncs_statute_1993.pdf
National Service Criminal History Checks	http://www.nationalservice.gov/resources/criminal-history-check
National Service in Your State	http://www.nationalservice.gov/impact-our-nation/state-profiles
National Service website	www.nationalservice.gov
Ordering CNCS Publications	https://pubs.nationalservice.gov/
Senior Corps Branding Guidelines	http://www.nationalservice.gov/sites/default/files/page/Senior_Corps_Branding_Guidelines.pdf
RSVP Program Regulations	http://www.ecfr.gov/cgi-bin/text-idx?c=ecfr&rgn=div5&view=text&node=45:4.1.9.11.35&idno=45
RSVP webpage	http://www.nationalservice.gov/programs/senior-corps/rsvp
Senior Companion Program webpage	http://www.nationalservice.gov/programs/senior-corps/senior-companions
Senior Corps Programs	http://www.nationalservice.gov/programs/senior-corps
Senior Corps Resources landing page	http://www.nationalservice.gov/resources/senior-corps
Social Innovation Fund	http://www.nationalservice.gov/programs/social-innovation-fund
Special Initiatives including: ML King Day of Service, SC Week, and more.	http://www.nationalservice.gov/special-initiatives
Terms and Conditions	http://www.nationalservice.gov/resources/terms-and-conditions-cncs-grants
The Knowledge Network	http://www.nationalservice.gov/resources
The Knowledge Network Online Courses	http://www.nationalservice.gov/resources/online-courses
Uniform Guidance	http://www.nationalservice.gov/resources/uniform-guidance
Veterans and Military Families	http://www.nationalservice.gov/resources/veterans-and-military-families
Volunteering and Civic Life in America report	https://data.nationalservice.gov/Volunteering-and-Civic-Engagement/Volunteering-and-Civic-Life-in-America/spx3-tt2b
U.S. Government Manual	http://www.usgovernmentmanual.gov/?AspxAutoDetectCookieSupport=1
Chapter 2	
Funding Opportunities	http://www.nationalservice.gov/build-your-capacity/grants/funding-opportunities
Grants.gov	http://www.grants.gov/
Appendix A.12	Guidance on Fee-for-Service Prohibition
National Service	http://www.nationalservice.gov/

Non Displacement of Employed Workers 45 CFR 1216.1.1 – 1216.1.4	http://www.ecfr.gov/cgi-bin/text-idx?SID=c2e77c380debb82b4915f2177fe25633&mc=true&node=pt45.4.1216&rgn=div5
Frequently Asked Questions on Lobbying	https://www.nationalservice.gov/documents/2017/frequently-asked-questions-regarding-restrictions-lobbying
Frequently Asked Questions on Partisan Political Activity	https://www.nationalservice.gov/documents/2017/frequently-asked-questions-regarding-restrictions-partisan-political-activity
Terms and Conditions	http://www.nationalservice.gov/resources/terms-and-conditions-cncs-grants
Grant Terms & Conditions and Certifications &Assurances	https://www.nationalservice.gov/resources/financial-management/terms-conditions-and-certifications-assurances-cncs-grants
Appendix A.2	Primer on Civil Rights Compliance
Chapter 3	
CNCS Knowledge Network	https://www.nationalservice.gov/resources
CNCS's national performance measures	http://www.nationalservice.gov/resources/performance-measurement
Appendix A.13	Sample Data Sharing Agreement
Evidence Exchange	http://www.nationalservice.gov/impact-our-nation/evidence-exchange
Managing Senior Corps Grants: NOF0, Application, and Application App B	http://www.nationalservice.gov/programs/senior-corps/managing-senior-corps-grants
Appendix A.11	Evidence-Based Programs and Registries
Chapter 4	
Building an Effective Advisory Council	http://educationnorthwest.org/sites/default/files/factsheet21.pdf
Roles and Responsibilities of Advisory Councils	http://www.nationalservice.gov/resources/senior-corps/understanding-roles-and-responsibilities-advisory-councils
Chapter 5	
National Criminal Checks Resources	http://www.nationalservice.gov/resources/criminal-history-check
Senior Community Service Employment Program	https://doleta.gov/Seniors/html_docs/PYdirectory.cfm
Chapter 6	
CNCS Superintendent's/Principal's Toolkit	https://www.nationalservice.gov/focus-areas/education/superintendentsprincipals-toolkit
Appendix A.12	Guidance on Fee-for-Service Prohibition
Managing Senior Corps Grants webpage for Station Roster Instructions	http://www.nationalservice.gov/programs/senior-corps/managing-senior-corps-grants
Non Displacement of Employed Workers 45 CFR 1216.1.1 – 1216.1.4	http://www.ecfr.gov/cgi-bin/text-idx?SID=c2e77c380debb82b4915f2177fe25633&mc=true&node=pt45.4.1216&rgn=div5
Appendix B.5	Sample Letter of Agreement for In-Home Assignments
Appendix B.1	Sample Memorandum of Understanding

Chapter 7	
The Knowledge Network	http://www.nationalservice.gov/resources/senior-corps
Appendix B.4	RSVP Sample Volunteer Assignment Description
Appendix B.5	Letters of Agreement for In-Home Assignments
Chapter 8	
All for Good	http://www.allforgood.org/
National Criminal Checks Resources	http://www.nationalservice.gov/resources/criminal-history-check
National Sex Offender Public Website	www.nsopw.gov
Staff Screening Tool Kit	https://www.nationalservice.gov/sites/default/files/resource/r3300-staff-screening-tool-kit.pdf
Adult Learning Toolkit	https://humanservices.ucdavis.edu/sites/default/files/Adult-Education-Toolkit_Updated_022814.pdf
Facilitating Adult Learning	http://www.canr.msu.edu/od/uploads/files/PD/Facilitating_Adult_Learning.pdf
Appendix B.2	Sample Volunteer Enrollment Form
Appendix B.7	Sample Volunteer Information Update Form
Chapter 9	
Appendix A.10	Senior Corps Minimum Insurance Coverage Requirements
Senior Corps Insurance Requirements	http://www.nationalservice.gov/documents/senior-corps/2015/senior-corps-insurance-requirements
Appendix A.1	Guidance for Recognition Costs
Appendix B.3	Sample RSVP Timesheet and Mileage Request
Chapter 10	
Chapter 10 References to 2 CFR:	Link to the 2 CFR which is also called the Uniform Guidance. https://www.ecfr.gov/cgi-bin/text-idx?SID=b9a3c6bc45dc33da0b90c5da0844bfeb&mc=true&node=pt2.1.200
2 CFR Subtitle A Chapter II 200.300 to 200.345	
2 CFR Subtitle A Chapter II 200.500 – 200.520	
2 CFR Subtitle A Chapter II 200.400 to 200.475	
2 CFR § 200.430 Compensation – personal services	
2 CFR Chapter II Subpart D Section 200.306 Cost Sharing or Matching	
2 CFR Chapter II, Subpart D, Section200.305	
OMB Post Federal Award Requirements	
OMB Guidance for Grants and Agreements	
OMB Cost Principles	
OMB Budget Guidance Audit Requirements	

States and Local Government and Indian Tribe Indirect Cost Proposals	
Audits	http://content.govdelivery.com/accounts/USCNCS/bulletins/1373ea5
Cost Principles	http://www.nationalservice.gov/resources/uniform-guidance
Federal Audit Clearinghouse	https://harvester.census.gov/facweb/Default.aspx
Indirect Costs: Rate Agreements and Cost Allocation Principles	http://www.nationalservice.gov/resources/uniform-guidance
Key Concepts of Financial Management	https://cncsonlinecourses.litmos.com/?C=335756
PMS-Help and training for grantees using the Payment Management System	https://pms.psc.gov/
PMS login - SMARTLINK	https://pms.psc.gov/
PMS- PSC 272 Report Instructions	https://pms.psc.gov/pms-user-guide/federal-cash-transaction-report.html
RSVP Grant Application (Managing Senior Corps Grants webpage)	http://www.nationalservice.gov/programs/senior-corps/managing-senior-corps-grants
Single Audit Act Amendments of 1996	http://www.grants.gov/web/grants/learn-grants/grant-policies/single-audit-act-amendments-1996.html
Terms and Conditions	http://www.nationalservice.gov/resources/terms-and-conditions-cncs-grants
Uniform Administrative Requirements (Uniform Guidance)	http://www.nationalservice.gov/resources/uniform-guidance
Chapter 11	
Sample Privacy and Breach Notification Form	https://www.nationalservice.gov/privacy/breach-notification
National Conference of State Legislatures Security Breach Notifications Laws	http://www.ncsl.org/research/telecommunications-and-information-technology/security-breach-notification-laws.aspx
U.S. Department of Education Privacy Technical Assistance Center	https://nces.ed.gov/programs/ptac/Home.aspx
FFR Instructions and Sample Form	http://www.nationalservice.gov/resources/financial-management/federal-financial-report-ffr
Managing Senior Corps Grants webpage - Progress Report Instructions	http://www.nationalservice.gov/programs/senior-corps/managing-senior-corps-grants
National Service Criminal History Check	http://www.nationalservice.gov/resources/criminal-history-check
National Sex Offender Public Website (NSOPW)	www.nsopw.gov
PMS -Payment Management System	https://pms.psc.gov/
PMS - Frequently Asked Questions	https://dpm-portal.psc.gov/Welcome.aspx?pt=DPM

Terms and Conditions	http://www.nationalservice.gov/resources/terms-and-conditions-cncs-grants
Tutorial: Valuing, Documenting, and Recording In-Kind Match	http://www.nationalservice.gov/sites/default/files/olc/moodle/fm_key_concepts_of_cash_and_in_kind_match/view5f46.html?id=3213&chapterid=2270
Appendix B.3	Sample RSVP Timesheet with Mileage Request
Appendix A.3	Guidance for Closing-Out Your CNCS Grant
Appendix A.6	Volunteer Tracking Software Distributors
Appendix A.14	Sample In-Kind Contribution Form
Chapter 12	
National Days of Service and Special Initiatives:	https://www.nationalservice.gov/serve
Media kit materials	https://www.nationalservice.gov/newsroom/communication-resources
Public relations materials	http://www.nationalservice.gov/resources/senior-corps/resources-senior-corps-programs.

14 Description and List of Appendices

In the January 2017 revision of these handbooks, Senior Corps revised the organization of the handbook appendices to clarify when appendices were the same across workbooks and improve our ability to update them quickly and accurately. Specifically, we combined the appendices of all three handbooks (the Foster Grandparent Operations Handbook, Senior Companion Operations Handbook and RSVP Operations Handbook) into one list.

You can view the full list of appendices in both PDF and, when applicable, editable Word or Excel formats at the Managing Senior Corps Grants page.

In addition, we introduced a numbering system to indicate what appendices would be relevant for what programs. The appendices are organized as follows:

- Section A: These appendices apply equally to all Senior Corps programs.
- Section B: These appendices apply only to the RSVP Program.
- Section C: These appendices apply equally to the Foster Grandparent and Senior Companion Programs
- Section D: These appendices apply only to the Foster Grandparent Program
- Section E: These appendices apply only to the Senior Companion Program

In the printable version of this handbook, we have included only the appendices that are relevant to your program. In the case of RSVP Programs, this includes Sections A and B. A full list of the appendices included in this document follows.

Section A: All Programs

A.1. Guidance on Recognition Costs
A.2. Primer on Civil Rights Compliance
A.3. Guidance on Closing Out Your CNCS Grant
A.4. Senior Corps Progress Report Tips
A.5. Quick Reference Guide for Senior Corps Reports and Due Dates
A.6. Volunteer Tracking Software Distributors
A.7. Acronyms Related to CNCS
A.8. Fundraising FAQs: Forthcoming
A.9. Optional Checklist for Station Accessibility
A.10. Senior Corps Minimum Insurance Coverage Requirements
A.11. Evidence-Based Programs and Registries
A.12. Guidance on Fee-for-Service Prohibition
A.13. Sample Data Sharing Agreement
A.14. Sample In-Kind Contribution Form
A.15. Final Rule Overview
A.16. Final Rule FAQs
A.17. COVID-19 Resource Tool Kit

SECTION B: RSVP ONLY

B.1. Sample Memorandum of Understanding
B.2. Sample Enrollment Forms
B.3. Sample Timesheet and Mileage Request Form
B.4. Sample Volunteer Assignment Form
B.5. Letters of Agreement for In-Home Assignments
B.6. Sample Job Description for RSVP Project Director
B.7. Sample Volunteer Information Update Form
B.8. Senior Corps and RSVP in Times of Disaster
B.9. Previous Change Logs

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Appendix A.1 - Guidance on Recognition Costs

From the CNCS Field Financial Management Center (FFMC)

Overview

Recognition, a direct benefit to Senior Corps volunteers, is a cost category allowed by Senior Corps regulations (45 CFR 2551.46(e), 45 CFR 2552.46(e), 45 CFR 2553.43(c)). It covers a wide range of potential costs. Any costs charged to this direct benefit to the volunteer must be in accordance with the applicable OMB cost principles (2 CFR 200, Subpart E) and expended using sound business practices. Any costs charged to recognition should be reasonable and prudent, properly valued and consistent with your organizational accounting practices. Consideration should also be given to the appropriateness of the expenditure.

Criteria

- Recognition should be related to the volunteer's service.
- Recognition costs should have appropriate limits. Things to consider are budgetary limits and organizational policies on reasonableness of costs. If your organization does not have a policy on reasonableness of costs, one should be developed by your management and/or accounting department.
- Recognition should be applied equally among all volunteers. If there are limited resources some method should be devised to insure all volunteers are included in recognition activities and actions. Planning for distribution of limited resources should be accomplished at the time of your budgetary planning and included in your organizational policies and procedures.
- Recognition should be program specific and recognize the Senior Corps volunteer for their service in the CNCS designated project.
- Recognition should not include any costs to the volunteer.
- Recognition should take place at least annually for formal public recognition of volunteers to the community. If formal recognition takes place, a sign-in sheet documenting attendance of the volunteers being recognized should be prepared.

Items Generally Accepted as Recognition Expenses

- Special ceremonies, teas, breakfasts, luncheons, and recreational outings can also include a per person cost which includes items other than room rental and food. If the cost per attendee includes other amenities in an inclusive package this is acceptable so long as:
    - The cost is reasonable
    - There is budgetary availability
    - The expenses are not expressly prohibited by either the OMB cost principles or a determination by a CNCS Official.

- Small (nominal value) gifts are allowable:
  - So long as:
    - The cost is reasonable
    - There is budgetary availability
    - The gift is not something that is expressly prohibited by either OMB cost principles or by a determination by a CNCS Official.
  - A gift is any item that has monetary value.
  - Your organization should establish policies on how you determine reasonableness of cost and determine limits based on sound accounting practices.
    - CNCS would define the value of a gift using "Market Value." Market value means the retail cost the organization would incur to purchase the gift.
    - An organization who cannot ascertain the market value of a gift may estimate its market value by reference to the retail cost of similar items of like quality.
    - For example: The market value of a gift of a ticket entitling the holder to food, refreshments, entertainment, or any other benefit would be the face value of the ticket.
- Recognition items such as trophies, plaques, certificates, and pins are acceptable. Attention should be given to the fact that the cost of some of these items will increase depending on the cost of engraving, sometimes significantly, so these recognition items may be limited to budget availability.
- Birthday cards are acceptable, even though they are not technically a recognition item related to a volunteer's service. They are of a nominal value and therefore can be used as a form of recognition.
- Senior Corps encourages grantees to invite special guest, elected or other officials to show appreciation to the volunteers. Costs for these special guests can be paid for from grant funds.
- Gifts cards are acceptable forms of recognition. It is important that these should be treated as cash in your accounting system, however, they do not take the form of a cash payment and are not as liquid.
  - Because anyone can use a gift card, they should be treated as cash and documented in accordance with sound business practices, including a receipt signed by the volunteer being recognized.
  - Refer to 45 CFR 2543.21 for Standards for Financial Management Systems. Gift Cards are usually designated for a specific purpose and a specific item. Organizations should have a policy and procedure in place to account for the distributions and accounting of gift card.
- Additional leave may be used as a form of recognition. Foster Grandparent and Senior Companion Programs that intend to use leave as a form of recognition must also abide by the **Senior Corps Guidance on Leave as a Form of Volunteer Recognition.**

Items Generally NOT Acceptable Forms of Recognition

- Holiday or Christmas gifts are not acceptable. Recognition should be based on a volunteer's service only.
- Cash is not acceptable as recognition. Cash can be seen as a payment or a bonus and volunteers serving in CNCS programs are not to be paid other than the allowable stipend payments in the CNCS Foster Grandparent / Senior Companion programs.
- Paid speakers at recognition events are usually not allowable, although exceptions may be permitted. Some things to consider are:
    - Would the event still be a success if the speaker does not attend? Is the speaker an integral and vital component to the success of the event?
    - Would your organization pay for the speaker or raise money to include the speaker if federal funds were not available?
    - Can you substitute the speaker for someone without a speaking fee but with similar ability and qualifications?
- Guests of volunteers are not permitted to be paid for from federal or non-federal expenditures. If volunteers bring guests, the sources of funds to be used should come from a source not counted toward your required match. A best practice is to have a sign in sheet for all attendees present at the recognition event.
- Certain forms of entertainment are not acceptable. If you are planning to expend funds for recognition please consult with a CNCS Program Officer, Grants Officer, or Portfolio Manager prior to expenditure for further clarification.

Items That Are Questionable and Would Need Prior Approval from CNCS

- Tickets to events in normal instances would be deemed unallowable based on the OMB Cost Principles which state *"Costs of entertainment, including amusement, diversion, and social activities and any costs directly associated with such costs (such as tickets to shows or sports events, meals, lodging, rentals, transportation, and gratuities) are unallowable."*
- However, since our regulations do view recognition as a legitimate cost, showing recognition in the form of tickets to events may be deemed appropriate based on reasonableness of cost and appropriateness of the venue. These type of costs should be discussed with your CNCS Program Officer, Grants Officer, or Portfolio Manager prior to expenditure.

Special Volunteer Recognition

- Singling out a volunteer for exceptional or special service is allowable. Examples include acknowledging a milestone in service (example: 20 years of service, 30 years of service) or supporting a program in ways that go beyond service activities, such as efforts to recruit other volunteers.
- Special recognition items can be given for this purpose if the following is demonstrated:

  - The cost is reasonable
  - There is budgetary availability
  - The gift is not something that is expressly prohibited by either OMB cost principles or by a determination by a CNCS Official.
- When recognizing individual volunteers, an organization should have a written policy that includes:
  - What constitutes exceptional or special service
  - What milestones or achievements in service will prompt special recognition
  - What will be given for this purpose if different than typical recognition awards.

Appendix A.2: Primer on Civil Rights Compliance

Civil rights laws are complex, and **neither direct evidence of discrimination nor direct proof of intent to discriminate is needed for discrimination to be found.** Therefore, past actions -- e.g., patterns in decisions, statements made in any contexts, or rules followed/not followed -- or actions taken regarding other persons -- e.g., sent to training, given warning in lieu of a reprimand or termination -- may determine the outcome of a claim of discrimination, even if the past action appears to have no relationship to a present discrimination claim.

Definition of Discrimination

Dictionary Definition: Different treatment

Legal Definition: Different treatment **because of** a difference in race; color; national origin; gender; sexual orientation; religion; age; disability; political affiliation; marital or parental status; or military service.

Regulatory Expansion: Different treatment **because of** reprisal for: (a) participation in the discrimination complaint process, or (b) expressing opposition to an action made illegal by the civil rights acts or other applicable laws.

Determination of Discrimination

When direct, straightforward evidence of discrimination exists, it is relatively easy to determine whether legally discrimination occurred. Such evidence could include:

— Racial epithets, sexual slurs, repeated jokes about accent or heritage.

— A recruitment brochure which describes a job as "Fit for a Queen," or a recruitment poster asks, "Are you the right man?"

— Interview notes read "too old for this job" or qualification requirements call for "trainee between the ages of 21 and 24."

Such evidence is not needed, however, for discrimination under the law to have occurred. Discrimination may be inferred when two persons of different race, sex, etc. groups receive different treatment. Different treatment is determined by comparing persons who are **similarly situated**, i.e., they are so situated that it is reasonable to expect they would receive the same treatment in the context of a particular employment or service decision.

The determination as to whether an action was **because of** race, sex, etc., uses the following disparate treatment analytical model:

Step One: Complainant must establish a "prima facie" case of discrimination, i.e., establish enough so that the case is not immediately dismissed, and the employer or grantee must respond to the allegation(s). This establishes a rebuttable presumption of discrimination. Often comparative evidence is presented that a similarly situated person of another race, sex, etc. group was treated more favorably than the

complainant. That is, the complainant was treated less favorably than a person who is so situated that it is reasonable to expect he or she would receive the same treatment in terms of a particular employment or service decision.

If the complainant establishes a prima facie case, the employer's or grantee's response is examined. If the complainant does not do so, a finding of no discrimination must be made.

Step Two: **The employer or grantee must set forth a legitimate, nondiscriminatory reason** for its action. If the employer or grantee does this, pretext is examined. If employer or grantee does not do so, a finding of discrimination must be made.

Step Three: The complainant must establish the employer's or grantee's stated reason is pretext for prohibited discrimination, i.e., stated reason is not credible or it masks/cloaks the real reason which is prohibited discrimination. If the complainant establishes pretext, a finding of discrimination must be made. If the complainant does not do so, a finding of no discrimination must be made.

Burden of Proof

Generally, the **complainant carries the burden of proof** and must establish his or her case by a **preponderance of the evidence**, i.e., if evidence is a football field, complainant must carry the ball over the 50 yard line, into the employer's territory.

Exception One: Direct, straightforward evidence of discrimination shifts burden of proof to the employer or grantee, who must prove it did not discriminate by clear and convincing evidence (a much higher standard than preponderance of the evidence)

Exception Two: Mixed motive cases (both discriminatory and nondiscriminatory motives established). The employer or grantee must prove, by the higher level clear and convincing evidence, that, absent discrimination, the same action would have occurred (e.g., same person would have been selected); if the employer or grantee meets its burden of proof, it is still liable for discrimination, but relief is limited to declaratory relief, certain injunctive relief, and attorney's fees and costs (relief may not include personal relief such as retroactive hiring, reinstatement, and compensatory damages.

Interview Questions

Interview or application questions (i.e., questions during the selection process) which are not directly job or position-related are oftentimes considered direct evidence of discrimination. (There is no problem requesting necessary information **after** the selection process is complete, however.)

At a minimum, to protect from liability, it is **always** advisable to avoid certain types of questions during the selection process. If a manager does not have information available during the selection process, the manager will **always** be able to legitimately state that the selection was not based on that information.

Non job- or position-related questions, i.e., questions that do not directly address the applicant's

ability to perform the essential duties of the position, include the following:

- **Questions related to marital status** (also preferred forms of address).
- **Questions related to children** (also ages of children and child care arrangements made or needed) or to pregnancy and/or reproduction (including future family planning).
- **Questions related to the ability to work overtime or to travel** (with reference to dependents or family life). When overtime and/or travel are duties of the position, it is acceptable, however, to describe duties and ask if applicant foresees any problem in fulfilling the duties.
- **Questions related to disability or medical conditions** (including questions on nature or origin of a disability, commuting arrangements, sick leave usage, or ability to perform marginal duties of the position).

Special Requirements Related to Disability or Medical Conditions

General Rule: The employer or grantee **may not** conduct a pre-employment or pre-service medical examination or ask applicant prior to employment or service **whether he or she has disabilities or question the nature or severity of a disability.**

Essential Functions

The employer or grantee may, however, make pre-employment or pre-service inquiry into applicant's ability to meet the *essential functions* of the position, with or without reasonable accommodation, or to fulfill bona fide medical qualification requirements, if applicable.

Essential functions are the minimum abilities necessary for safe and efficient performance of the duties of the position in question.

Care must be exercised, however, in inquiring about the ability to perform essential functions, with or without reasonable accommodation, because a selection decision may not generally consider whether an accommodation is required or how much it will cost. That is, unless an accommodation constitutes an undue financial or administrative burden or fundamentally alters the nature of the program or activity, the need for or cost of an accommodation may not influence a selection decision.

It is acceptable to exclude an applicant with a disability, even though the person can perform the essential functions of the position, only if the disability endangers the health and safety of others or if performing the essential functions endangers the health and safety of the applicant.

Persons with contagious diseases (e.g., tuberculosis) in remission may not be passed over for selection based on their disability if they can perform the essential functions of the position. Further, all HIV-positive persons are persons with disabilities, and not selecting an applicant solely on the basis of this illness is discrimination.

Medical Examinations

Nothing prohibits employer or grantee from conditioning offer of employment or service on results of a medical examination conducted prior to person's entrance on duty, **provided all entering persons are subjected to such an examination regardless of disability** and results of such an examination are used only in accordance with these guidelines.

Records Maintenance

Information concerning the medical condition or history of applicants must be collected and maintained on separate forms that are treated as confidential medical records, except that:

— Supervisors and managers may be informed regarding restrictions on duties of disabled persons and necessary accommodations;

— First aid and safety personnel may be informed if the condition might require emergency treatment;

— Government officials investigating compliance with laws, regulations, and instructions relevant to equal opportunity must be provided information upon request; and

— Statistics generated from information obtained may be used to manage, evaluate, and report on equal opportunity.

Accessibility and Reasonable Accommodation

General Rules:

1. No qualified individual with disabilities shall, on the basis of disability, be denied the benefits of, be excluded from participation in, or otherwise be subjected to discrimination under any program or activity receiving federal financial assistance.

2. All programs and activities must be accessible to, and usable by, persons with disabilities.

3. Persons with disabilities shall be provided reasonable accommodation to participate in the program or activity.

Statutes: Section 504 of the Rehabilitation Act prohibits disability discrimination in federally assisted programs. The CNCS is responsible for enforcing this provision in terms of its grantees and subgrantees. ***(For civil rights purposes, all programs, projects, and sites funded or receiving volunteers or service members under CNCS statutes are programs or activities receiving federal financial assistance.)***

The Americans with Disabilities Act (ADA) applies to virtually all CNCS grantees and subgrantees, but the CNCS does not enforce it. The ADA's nondiscrimination, accessibility, and reasonable accommodation standards for state and local governments are identical to Section 504 standards. Public places like museums, day care centers, schools, have lower accessibility and reasonable accommodation standards under the ADA (and religious institutions are exempt), but by virtue of receiving federal financial assistance, the higher Section 504 standards apply to them.

New construction and alterations (built or altered since May 30, 1979): Each building or part of a building that is constructed or altered by or for the use of any grantee or subgrantee shall be

designed, constructed, or altered so as to be readily accessible to and usable by disabled persons.

Existing facilities (built before May 30, 1979): Grantees must operate each program or activity so that, when viewed in its entirety, it is readily accessible to and usable by disabled persons. For this purpose, a project plus all sites is considered. Grantees are not necessarily required to retrofit to make each existing facility accessible or to take action that would result in undue financial or administrative burdens, but the overall program must be accessible. Programmatic modifications are acceptable to achieve and maintain accessibility in buildings built before May 30, 1979.

Communications: Grantees must ensure program and employment communications are available to persons with impaired vision and hearing, and that no disabled person is denied benefits or participation because no auxiliary aids were provided for persons with impaired sensory, manual, or speaking skills.

SEXUAL HARASSMENT

Definition: Unwelcome sexual advances, requests for sexual favors and other verbal or physical conduct of a sexual nature when:

a. Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment or service.

b. Submission to or rejection of such conduct by an individual is used as the basis for employment or volunteer or participation decisions affecting the individual.

c. Submission to or rejection of such conduct has the purpose or effect of unreasonably interfering with an individual's work or service performance or creating an intimidating, hostile or offensive working or service environment.

The key is that the conduct is <u>unwelcome.</u>

Examples: Sexual harassment includes, but is not limited to, the following work or service conduct:

a. Explicit or implicit demands for sexual favors in return for job or service benefits.

b. Unwelcome letters, telephone calls, or distribution or display of materials of a sexual nature.

c. Physical assaults of a sexual nature.

d. Unwelcome and deliberate touching, leaning over, cornering, or pinching.

e. Unwelcome sexually suggestive looks or gestures.

f. Unwelcome pressure for sexual favors or dates.

g. Unwelcome sexual teasing, jokes, remarks, or questions.

h. According favorable treatment to those who grant sexual favors.

Relationships vis-à-vis Sexual Harassment

Sexual harassment is not limited to prohibited conduct by a male toward a female or by a supervisor toward a subordinate. It includes prohibited conduct by a CNCS employee towards a volunteer, service member, project director, or program beneficiary, as well as such conduct by grantee employees.

— A man may be the victim of sexual harassment.

— A woman may be the harasser.

— The victim does not have to be the opposite sex from the harasser.

— The harasser does not have to be the victim's supervisor. The harasser could be:

- a supervisor who does not supervise the victim,
- a non-supervisory employee, volunteer, or service member, or
- a co-worker or another volunteer or service member.

— The victim does not have to be the person toward whom the unwelcome sexual conduct is directed, but may be someone who is affected by such conduct when it is directed toward another person.

For example, the sexual harassment of an employee, volunteer, or service member may create for another employee, volunteer or service member an intimidating, hostile, or offensive working environment.

— Sexual harassment does not depend on the victim's having suffered an economic loss as a result of the harasser's conduct.

For example, improper sexual advances which do not result in the denial of a promotion or the discharge of the victim may, nonetheless, constitute sexual harassment where they interfere with the victim's work or service, or create an intimidating, hostile or offensive work or service environment.

Harassment on sexual, racial, national origin, religious harassment, or on any other grounds is strictly prohibited in CNCS or grantee offices, other work- or service-related settings, including, but not limited to site visits or work- or service-related social events and training.

CNCS or Grantee Responsibilities Regarding Harassment

The CNCS or grantee is ultimately responsible for violations of prohibitions against any form of prohibited harassment and for taking corrective action and/or disciplinary action if violations occur. They are responsible for:

(1) **Acts of "quid pro quo" sexual harassment**, wherein a supervisor demands sexual favors for employment or service benefits, regardless of whether the CNCS or grantee, its agents or supervisory employees knew, or should have known, of the acts.

(2) **Unwelcome sexual advances, requests for sexual favors and other verbal or physical conduct of a sexual nature which have the purpose or effect of creating an intimidating, hostile or offensive working or service environment,** where the CNCS or grantee, its agents or supervisory employees knew, or had reason to know, of acts and failed to take immediate and appropriate corrective action.

(3) **Acts of prohibited harassment toward fellow employees, volunteers, or participants (co-workers)**, where the CNCS or grantee, its agents or its supervisory employees knew, or should have known, of the conduct, unless it took immediate and appropriate corrective action.

(4) **Acts of prohibited harassment by non-employees**, where the CNCS or grantee, its agents or its supervisory employees knew, or should have known, of the conduct and failed to take immediate and appropriate corrective action.

Discrimination Claims

Any volunteer, service member, client, employee, or beneficiary of a program or project who believes he or she has been subjected to discrimination in violation of nondiscrimination provisions of applicable laws, regulations or this policy may raise a claim with the CNCS's Office of Civil Rights and Inclusiveness (OCRI). However, discrimination claims not brought to the attention of the OCRI Office within 45 days of their occurrence of the alleged discriminatory event may not be accepted in a formal complaint of discrimination and may be procedurally dismissed.

We first attempt to resolve discrimination claims through the informal counseling process. In addition, although people are not required to do so, we encourage people to try first to resolve discrimination claims directly with programs and projects, and most service members may use their grievance system to do so. However, raising matters through a program or project grievance system does not stop the running of the 45-day time frame.

The CNCS's Office of Civil Rights and Inclusiveness

The CNCS's Office of Civil Rights and Inclusiveness (OCRI) is available to provide further information to any CNCS or grantee official, volunteer, or service member. The OCRI may be reached at (202) 606-7503, (voice), (202) 606-5256 (TDD), eo@cns.gov, or through http://www.nationalservice.gov.

Civil Rights Compliance Evaluation during Site and Monitoring Visits

The following is designed to allow evaluation of civil rights compliance during any type of on-site visit. Most items can be observed during the regular course of a visit, thereby taking no additional time or effort.

1. Is there a flat, non-gravel route from parking/street through the front entrance? Does the parking lot have spaces reserved for persons with disabilities?

2. Are doors (entrance, rest room, etc.) no heavier to open than refrigerator door? Are door knobs throughout push/pull or lever-type, not twist knobs?

3. Are halls and passageways at least one yard wide? Are they level, with non-slip, stable surfaces and no trip hazards?

4. Are there no steps without alternate routes (elevators, ramps, other entrance) available?

    a. Are stairs of uniform heights?

5. Do publicity information, brochures, handbooks, etc. state they are available in alternate formats upon request and do they identify how to request formats?

6. If eyes are closed or sound turned down during a video or PSA, do you still receive the message?

7. Is there adequate maneuvering clearance at entrances, especially rest rooms?

8. Does an accessible restroom have an accessible stall 5' x 5'? (There are other legal configurations, but check to see if a person in a wheelchair can close the door)

9. Does an accessible restroom have a sink with lever faucets, hot water pipes wrapped to prevent burns, and paper towels lowered?

10. Are emergency alarms both audible and visual? Are evacuation plans and areas of rescue assistance accessible to individuals with mobility impairments?

11. Is there a non-discrimination policy statement that applies to services provided by the site, and addresses nondiscrimination on the basis of race, color, religion, sex, national origin, age, disability, sexual orientation, and political affiliation? Have they received any claims or complaints of prohibited discrimination?

12. Are there any policies, procedures, or technology which excludes, directly or indirectly, a person with (a) mobility impairments, (b) visual impairments, (c) hearing impairments, (d) mental or emotional impairments, or (e) diseases (including HIV but excluding currently contagious diseases) or addictions (other than current illegal drug use, or current alcohol or legal drug abuse which prevents performing duties or is a direct and current threat to self or others)?

Appendix A.3 - Guidance on Closing-Out Your CNCS Grant

From the Field Financial Management Center (FFMC)

In order to close-out a CNCS Grant, CNCS requires the following four items. 1. A final FFR (Federal Financial Report) with CNCS, 2. Cash Transaction Report with PMS (Payment Management System), 3. Inventory Report (if required), 4. Final PPR with CNCS. These documents should be completed and returned to CNCS no later than 90 days after the grant expiration date.

1. A final Federal Financial Report (FFR) in the CNCS electronic grants system. This must show that the required match was met and the Total Federal Share of expenditures must match the total drawdowns from PMS. If the final PMS drawdown has not been completed, please wait to file the CNCS FFR, until the final amount has been confirmed. If there are leftover CNCS funds, these should be indicated on the FFR (unobligated balance of federal funds) and will be de-obligated during the close-out process. Please note there cannot be any "un-liquidated obligations" listed on a final FFR. Please contact your CNCS Grants Officer if you have questions about this report.

2. A Federal Cash Transaction Report must be submitted in the Payment Management System (PMS). This can only be done during the open periods for filing (January, April, July, and October). Please ensure the final drawdown of CNCS funds from PMS is completed as soon as possible.

    a. Example: Your grant ends March 31, the final drawdown in PMS should be done before June 30, so it can be accounted for during the July open reporting period that covers April, May and June. If the final drawdown is not completed until July, those funds cannot be reported until October. This will make the close-out late and could result in a hold being placed on your current grant funds.

    In order to close-out the grant, the amount drawn from PMS must match the amount disbursed (on the cash transaction report) in PMS, to the penny. If $365,002.65 was drawn down, then $365,002.65 must be disbursed and $365,002.65 must be the Total Federal Share of Expenditures reported on the CNCS FFR. For assistance with PMS, please contact the help desk at 1-877-614-5533 or PMSSupport@psc.gov .

3. In the event that you have more than $5,000 in supplies left over from the grant, you must notify your grants officer.

4. A final Program Progress Report (PPR) must also be submitted, please contact your CNCS Program Officer/Portfolio Manager if you have questions about this report.

Appendix A.4 – Senior Corps Progress Report Tips

This document is provided as a guide for Senior Corps grantees. **It is not intended to replace the Progress Report Instructions** that are posted on the **Managing Senior Corps Grants** webpage.

Some information you share in your reports may fit in more than one narrative. Select where you think it fits best. It is not necessary to repeat information in more than one section.

Section	**Tips**
Challenges	**Enter any challenges you or your volunteers experienced in the reporting period and how they were addressed. Let your program officer/portfolio manager know if you need assistance. Describe any new challenges affecting your project during the reporting period.** **You might consider highlighting:** • Work Plans/Performance Measurement Challenges/Issues • Station Development • Volunteer Recruitment/volunteer hours ***Do not wait for the progress report if you need support from your program officer/portfolio***
Partnership/ Collaboration Development	**Partnerships and community collaborations are a big part of your project. Share news about partnerships developed and how the partnership will result in better serving your beneficiaries, or otherwise reaching project goals. Describe efforts to develop partnerships or collaborations with volunteer stations. Include efforts to develop new stations as well as efforts to garner support (data collection, volunteer training, etc.) from existing stations.** **You might consider also highlighting things like:** • Partnerships with other CNCS programs or national service members. • Collaboration connected to National Days of Service or local service activities/events. • Collaboration with local philanthropic organizations, business leaders, other non-profits. Highlight roles, responsibilities and outcomes of partnership.
Non-Federal Share Development	**Describe efforts to meet the non-federal share requirement for your project. Include both cash and in-kind resource development that occurred during this reporting period.** • If you have received notice of funding awards, please describe the dollar value, name of funder, and *purpose of the funding.* • Submit the award letter as an attachment.

Other Accomplishments	**Use this section to report on accomplishments other than those already reported in the Project Plan or previous narratives. Describe any significant project accomplishments other than your work plan progress that you will report in this PPR.** **You might consider also highlighting things like:** • Impact data that is not reported in the performance measurement work plan. • Policies, systems or status updates pertaining to Senior Corps regulations: • RSVP Annual Safety Check Status • (FGP/SCP/RSVP) Accessibility Evaluation/Survey Results • Update to Senior Corps program policies or procedures (ex. mileage rates, leave policy, handbooks) • Annual volunteer recognition activity • Advisory Board/Community Assessments Events or activities in which **public officials** participate. • Social media outreach • Recruitment successes
Impact Stories	**Share stories that are not reported in the project plan and other data. Brief stories that communicate to the public how your program or volunteers "get things done" in your community are best, particularly those that include impact or results.** It is helpful if Impact Stories are built using the following template: • Suggested length for stories: 75-200 words • Volunteer's Name • Name of Sponsor, location (City/State) of project • Brief statement of accomplishment • Include statistics, numbers, etc. that demonstrate impact CNCS Program Officers/Portfolio Manager encourage project directors to submit impact stories directly to them between progress reports. CNCS program officers/portfolio manager share your grantee stories on the monthly cluster report. The same stories can be included in this PPR report.

List of Additional Documents submitted to CNCS	**Documents cannot be attached in the electronic grants management system so it is helpful if you include links to items or a list of items emailed to your program officer/portfolio manager in this section.**
	Suggested additional documents could include:
	• Evidence of community input (advisory council agenda's, community meeting agenda, etc.)
	• Updated or adjusted project forms (timesheets, MOU, Volunteer Mileage Forms, etc.)
	• PR
	  ○ Local media
	  ○ News articles
	  ○ Feature in the agency or project newsletter
	• Volunteer Recognition
	  ○ Thank You letters
	  ○ Recognition speeches/comments from Public Officials
	Demonstration of Impact

Checklist for Completing Progress

Reports General tips

- ☐ Keep good records during the year
- ☐ Schedule plenty of time to write reports
- ☐ Organize all documents needed for the report before getting started
- ☐ Do not leave anything blank ("NA" stands for "not acceptable")

Some best practices for reporting in the Performance Measure section:

- ☐ Remember that clear, concise work plans in the grant application is the key to good, simple reporting
- ☐ Keep reporting aligned with original work plans
- ☐ If you have not fully reached a project milestone, report on the progress to date
- ☐ Include statistics in reports, not just descriptions
- ☐ Include real numbers with percentages. For example, say "75% of respondents (45 out of 60)" instead of only "75% of respondents"

Some best practices for reporting in the Narrative section:

- ☐ **Challenges:** What are you doing to address challenges? Do not wait for the progress report if you need support from your program officer/portfolio manager.
- ☐ **Training/technical assistance needs:** What are the training and technical assistance needs of your project?
- ☐ **Partnership/Collaboration development:** In addition to listing new partnerships,

describe how activities with partners relate to achieving project goals

- ☐ **Non-federal share development:** If the resource leveraged is an in-kind donation, has it been documented in compliance with federal regulation?
- ☐ **Other accomplishments:** Provide specific information
  - Example- Training Events: Describe how many participants were involved, what the training covered, and who conducted the training.
- ☐ Do not wait until progress report is due to notify the CNCS Program Officer/Portfolio Manager of major accomplishments

Appendix A.5 – Quick Reference Chart for Senior Corps Reports and Due Dates

The Notice of Grant Award (NGA) is the project sponsors' official notification of reporting requirements, due dates, and any special conditions (requirements) of the grant. **Check your NGA, including the Terms and Conditions to verify your due dates and any special conditions.**

Report	Due Date	Where to Submit
SF424- Grant Application (New, Renewal or Continuation)	Due date is given in Senior Corps Notice of Funding Available for renewals or competitions, and in the Grant Continuation letter from your CNCS Program Officer/Portfolio Manager. Generally due about 9-10 weeks before your grant end date.	• Electronic grants management system • Required Documents- submit as directed to CNCS Program Officer/Portfolio Manager
Progress Report	Grantees must prepare the ***Progress Report-Annual*** at the end of the budget period. Grantees will complete the ***Progress Report Semi-Annual- Lite*** half way through the budget year. Reports must be submitted in the electronic grants management system no later than 30 days after the end of the designated reporting period.	• Electronic grants management system
Progress Report Supplement (PRS):	Due date is announced in October-December, the first quarter of the Federal Fiscal Year. The reporting period is October 1 through September 30, the prior federal fiscal year. This report was formerly referred to as the PPVA.	• Electronic grants management system
FFR: *Federal Financial Report to CNCS*	30 days after the first, and each consecutive 6-month reporting period based on your grant period. See below for Final FFR. Data is cumulative for the 3-year grant period.	• Electronic grants management system
FFR - Final	90 after the end of year 3 of the grant performance period	• Electronic grants management system
(HHS PMS) **FFR** – Cash Transactions Report SF 272	For disbursement activity during the months of: / The FFR is due on: April 01 through June 30 - 3rd Qtr. / July 30 July 01 through September 30 - 4th Qtr. / October 30	• HHS/PMS
Re-Budget: *Revision of budget, changes requiring approval.*	If necessary, no later than 30 days before the end of the budget period. Discuss budget revisions with your Program Officer/Portfolio Manager prior to initiating an amendment in the electronic grants management system	• Electronic grants management system

Federal Fiscal Year - October 1 – September 30

Reporting Periods			
Federal Quarter	***Start***	***End***	***Due Date***
Quarter 3	April 1	June 30	July 30
Quarter 4	July 1	September 30	October 30

Appendix A.6 – Volunteer Tracking Software Distributors

Following is a list of software programs that are designed to track volunteer demographic and service information. This information is provided for the convenience of grantees, and **Senior Corp does not endorse these or any other vendors**. Please bring any other vendors to the attention of Senior Corps so they can be added to future lists. (Email: SeniorCorpsHandbook@cns.gov)

Leaping Ware (formally VolTrax): www.leapingware.com/index.html

OnCorps Reports: www.oncorpsreports.com

Volunteer Hub: www.volunteerhub.com/

Volunteer Reporter: www.volsoft.com/product/volunteer-reporter/

Volgistics: www.volgistics.com/

Volunteer Spot: www.volunteerspot.com/

For a list of Volunteer Software with Reviews:
www.coyotecommunications.com/tech/volmanage.html

Appendix A.7 – Acronyms Related to CNCS

425 ..... SF-425 Federal Financial Report (FFR)
424..... SF-424 Application for Fed Assistance (Grant Application)
AC ..... AmeriCorps
BPMR ..... Budget, Performance, and Management Reporting
CB ..... Community-Based
CCR ..... Central Contractor Registration
CFDA ..... Catalog of Federal Domestic Assistance
CFR..... Code of Federal Regulation
eCFR.....Electronic Code of Federal Regulation
CHC ..... Criminal History Check
CNCS ..... Corporation for National and Community Service
DUNS..... Data Universal Numbering System (Dun & Bradstreet)
EIN ..... Employer Identification Number
FFATA ..... Federal Funding Accountability and Transparency Act
FFMC ..... Field Financial Management Center (CNCS)
FFR ..... Federal Financial Report
FGP ..... Foster Grandparent Program
FICA ..... Federal Insurance Contributions Act
SRS .....FFATA Sub-award Reporting System
FMS ..... Financial Management System
GARP ..... Grant Application Review Process
GME ..... Grant-Making Entity
GO ..... Grants Officer
HHS ..... U.S. Department of Health and Human Services
IDCR ..... Federally Approved Indirect Cost Rate
IPERA..... Improper Payments Elimination and Recovery Act
IPERIA..... Improper Payments Elimination & Recovery Improvement Act
MTDC..... Modified Total Direct Costs
NCBP..... Nonprofit Capacity Building Program
NCCC ..... National Civilian Community Corps
NGA ..... Notice of Grant Award
NOFA ..... Notice of Funds Availability
NOFO ..... Notice of Funds Opportunity
NSCHC..... National Service Criminal History Check
NSSC..... National Senior Service Corps
OIG..... Office of the Inspector General
OMB ..... Office of Management and Budget
OGM ..... Office of Grants Management (CNCS)
PER ..... Periodic Expense Report
PFI ..... Programming for Impact
PMS ..... Payment Management System
PO ..... Program Officer
PM .....Portfolio Manager
PNS ..... Programs of National Significance
PPR ..... Program/Project Progress Report
PRS.....Progress Report Supplement
RSVP ..... Retired and Senior Volunteer Program
SAA ..... Edward M. Kennedy Serve America Act of 2009
SC ..... Senior Corps
SCP ..... Senior Companion Program
T/TA ..... Training and Technical Assistance
VGF ..... Volunteer Generation Fund
VISTA ..... Volunteers in Service to America
VSY ..... Volunteer Service Year

Appendix A.8 – Fundraising FAQs

Appendix A.8 is the Fundraising Frequently Asked Questions document. This document is still in development and will be posted once it is finalized.

Appendix A.9 – Sample Checklist for Station Accessibility

This questionnaire is designed to allow evaluation of the overall accessibility of the *ABC* program by looking at where we send volunteers to serve. It is not meant to eliminate stations for possible placement of volunteers but to provide information needed to match volunteers with volunteer stations.

Organization Name_____

		No	Yes	Comments
1	Is there a flat, non-gravel route from parking/street through the front entrance? Does the parking lot have spaces reserved for persons with disabilities?			
2	Are doors (entrance, rest room, etc.) no heavier to open than refrigerator door? Are door knobs throughout push/pull or lever-type, not twist knobs?			
3	Are halls and passageways at least one yard wide? Are they level, with non-slip stable surfaces and no trip hazards?			
4	Are there no steps without alternate routes (elevators, ramps, other entrance) available? Are stairs of uniform heights?			
5	Is there adequate maneuvering clearance at entrances, especially rest rooms?			
6	Does an accessible restroom have an accessible stall 5' x 5'? (There are other legal configurations, but check to see if a person in a wheelchair can close the door)			
7	Does an accessible restroom have a sink with lever faucets, hot water pipes wrapped to prevent burns, and paper towels lowered?			
8	Are emergency alarms both audible and visual? Are evacuation plans and areas of rescue assistance accessible to individuals with mobility impairments?			
9	Do policies, practices or standards – either formal or informal- have the direct or indirect effect of excluding or limiting the participation of individuals with disabilities in your organization's program or activities?			
10	Do policies exist that ensure that a "reasonable accommodation" is made to individuals, including volunteers, with disabilities?			

_____ _____

Name/Signature of person completing checklist Date

This document is provided as a sample ONLY. Its use is optional and, if used, it should be customized as appropriate. *For all appendices, including editable versions of samples and templates, visit https://www.nationalservice.gov/operations-handbook-appendices.*

Appendix A.10 – Senior Corps Minimum Insurance Coverage Requirements

This document summarizes the minimum insurance requirements for Senior Corps volunteers, specified by CNCS. Minimum required levels may change from time to time.

Accident Insurance

- Accident insurance must cover FGP, SCP, and RSVP volunteers for personal injury during travel between their homes and places of assignment, during their volunteer service, during meal periods while serving as a volunteer, and while attending project-sponsored activities. Protection shall be provided against claims in excess of any benefits or services for medical care or treatment available to the volunteer from other sources, including:

  1. Health insurance coverage.
  2. Other hospital or medical service plans.
  3. Any coverage under labor-management trusted plans, union-welfare plans, employer organization plans, or employee-benefit organization plans.
  4. Coverage under any governmental program or provided by any statute.

- When benefits are approved in the form of services rather than cash payments, the reasonable cash value of each service rendered must be considered in determining the applicability of this provision. The benefits payable must include the benefits that would have been payable had a claim been duly made. The benefits payable must be reduced to the extent necessary so that the sum of such reduced benefits and all the benefits provided for by any other plan must not exceed the volunteer's total expenses.

- The sponsor must provide Senior Corps volunteers with the following accident insurance coverage:
  - $50,000 or more for accidental medical expenses.
  - $50 for repair or replacement of damaged eyeglass frames and $50 for replacement of broken prescription eyeglass lenses or contact lenses.
  - $500 for repair of dentures; $500 per tooth for treatment of injury to natural teeth, limited to a total of $900.
  - $2,500 for accidental death or dismemberment.

Personal Liability Insurance for Volunteers

Protection is provided against claims in excess of protection provided by other insurance. It does not include professional liability coverage. Protection must be provided against claims in excess of protection provided by other insurance. The sponsor must provide third-party protection for volunteers against injury or property damage claims arising out of their volunteer service activities. For each sponsoring organization, the amount of protection must be $1,000,000 for each occurrence of personal injury or property damage and must be in excess of any other valid and collectible insurance, and $3,000,000 annual aggregate.

Excess Automobile Liability Insurance

To avoid a gap in coverage between that provided by a volunteer's personal vehicle insurance and liability claims in excess of that coverage, the sponsor must provide Excess Automobile Liability Insurance coverage of not less than $500,000 each accident for bodily injury and/or property damage.

The sponsor will provide protection against claims in excess of the greater of either:

1. The liability insurance volunteers carry on their own automobiles
2. The limits of the applicable state Motor Vehicle Financial Responsibility Law or
3. In the absence of a state financial responsibility law, $50,000 for each person, each accident, and for property damage

Appendix A.11 – Evidence-Based Programs and Registries

Table 1. Examples of evidence-based programs supported by volunteers

This table contains programs developed or adapted for volunteer engagement in which eligible research studies have already been reviewed by a federal agency. It reflects programs identified by CNCS as of 2017 and should not be construed as a comprehensive list of ***all*** evidence-based programs that may potentially be relevant to Senior Corps grantees.

Program name & Developer Website[i]	Demonstrated Outcomes	Mode and Duration[ii]	Evidence Review
Across Ages http://acrossages.org	Improved attitudes toward school, future, and elders. Fewer absences from school.	Mentoring by older adult volunteer with students 10 to 13 years old for a minimum of two hours per week. Participants receive 26 weekly 45-minute Social Problem-solving lessons and are engaged in weekly community service and family activities.	For a US Department of Justice (USDOJ) National Institute of Justice-sponsored review of research (2013), see http://www.crimesolutions.gov/ProgramDetails.aspx?ID=314. See also https://nrepp.samhsa.gov/ProgramProfile.aspx?id=209. .
A Matter of Balance www.mainehealth.org/mob	Decreased fear of falling and associated restrictions in activity levels.	Eight two-hour, small-group sessions with eight to twelve participants over four or eight weeks	Impacts were demonstrated with professional leaders and shown to produce similar outcomes using the subsequently-developed lay leadership model. See https://www.ncbi.nlm.nih.gov/pubmed/9826971 and https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4410326/
Big Brothers Big Sisters Community-Based Mentoring[iii] https://www.bbbs.org/community-based/	Positive findings for student behavior.	Mentor and young person (age 6-18, predominantly from low-income, single-parent households) meet for two to four times per month for at least a year, and engage in activities of their choosing (e.g., studying, cooking, playing sports). The typical meeting lasts three to four hours.	For a US DOJ National Institute of Justice-sponsored review of research (2011), see http://www.crimesolutions.gov/ProgramDetails.aspx?ID=112. See also https://ies.ed.gov/ncee/wwc/Study/82206

Program name & Developer Website[i]	Demonstrated Outcomes	Mode and Duration[ii]	Evidence Review
Chronic Disease Self-Management Program and variations[iv] https://www.selfmanagementresource.com/	Demonstrated impacts vary by program, but include improvements in healthy behavior, self-reported health, reduced limitation in social roles/activity, and reductions in utilization of medical service.	Weekly, two-and-a-half-hour small group workshop for six weeks, except for: • Arthritis Self-Management - weekly two-hour workshop for six weeks • Online Disease Self-Management - log on two to three times per week	See citations in the Centers for Medicare & Medicaid Services' Evaluation of Community-based Wellness and Prevention Programs (https://innovation.cms.gov/Files/reports/CommunityWellnessRTC.pdf). For a review of research and implementation support for the Spanish-language version of the Diabetes Self-Management Program see: https://acl.gov/sites/default/files/programs/2017-03/Programa_de_Manejo_Personal_de_la_Diabetes.pdf
Enhance Fitness https://projectenhance.org/enhancefitness/	Improvement in physical and psychological functioning, decreased depression, lower healthcare utilization.	Three one-hour classes per week on an ongoing basis	For a review of research and implementation support, see: https://www.acl.gov/sites/default/files/programs/2017-03/EnhanceFitness_InterventionSummary.pdf
Experience Corps www.aarp.org/experience-corps	Improved reading comprehension and teacher assessment of grade level reading skills for students in grades one through three.	Tutoring by older adult volunteers with elementary school students considered at-risk of academic failure. Sessions range in frequency and length—two to four times per week for 25-45 minutes for 35 weeks.	As described in USDOE What Works Clearinghouse single study review: http://ies.ed.gov/ncee/wwc/Study/67280.
Fit and Strong http://fitandstrong.org	Increases in physical activity, improved lower extremity strength and mobility (risk factors for falls), decreased anxiety and depression.	Three 90-minute sessions per week for eight weeks	For a review of research and implementation support, see: https://www.acl.gov/sites/default/files/programs/2017-03/Fit_and_Strong.pdf.

Program name & Developer Website[i]	Demonstrated Outcomes	Mode and Duration[ii]	Evidence Review
Healthy Steps for Older Adults www.aging.pa.gov/aging-services/health-wellness/Pages/Healthy-Steps-for-Older-Adults.aspx	Reduced incidence of falls, frequency of self-reported hospital and emergency department use.	Screening, assessment and two-and-a-half-hour workshop (four hours total)	For a review of research and implementation support, see: https://www.acl.gov/sites/default/files/programs/2017-03/HSOA-Intervention-Summary-Report.pdf.
Jumpstart http://jstart.org	Improvements in oral language and early literacy skills for pre-school age children in under-resourced neighborhoods.	Two-hour, volunteer-led pre-Kindergarten class sessions two days per week for 20 weeks. Each session revolves around a core storybook and skills-based activities. One-on-one child-centered time in classroom.	For a 2015 impact evaluation report of the California Jumpstart College Corps program see http://www.nationalservice.gov/impact-our-nation/evidence-exchange/Jumpstart-CA.
Program of All-Inclusive Care for the Elderly (PACE) www.npaonline.org	Fewer hospitalizations, nursing home stays and depressive symptoms; better self-reported health compared with nursing-home eligible HBCS participants.	PACE programs coordinate and provide all needed preventative, primary, acute and long-term care services. Participants are transported to a center on average three times a week for therapies and interdisciplinary team care.	For an Administration for Community Living-sponsored review of research (2012) on patient outcomes within the PACE program, see https://www.acl.gov/sites/default/files/programs/2017-03/PACE-ADEPP-Summary-2014.pdf.
Reading for Life www.readingforlife.us	Reduced rearrests and arrest counts for prosecuted misdemeanors, felonies, and other offenses.	A diversion program in which juveniles ages 13–18, who have committed non-violent offenses, study works of literature and classic virtue theory in small groups, led by trained volunteer mentors. Groups meet twice a week for one hour over the course of 10-12 weeks.[v]	For a USDOJ National Institute of Justice-sponsored review of research (2016) on the Reading for Life program, see http://www.crimesolutions.gov/ProgramDetails.aspx?ID=464.

Program name & Developer Website[i]	Demonstrated Outcomes	Mode and Duration[ii]	Evidence Review
Reading Partners http://readingpartners.org	Improved sight word recognition, reading comprehension, and fluency for students in grades two and three.	Tutoring by community volunteers with elementary students one-half to two-and-a-half years behind grade level supported by a standard reading assessment, research-based curriculum, full-time site coordinator, and dedicated program space. Tutoring is offered in twice-a-week, 45-minute sessions.	As described in USDOE's What Works Clearinghouse single study review: http://ies.ed.gov/ncee/wwc/Study/80616. The average student in the impact study received 57 minutes of tutoring per week for 28 weeks.
Senior Reach www.seniorreach.org	Reduced isolation and depression and improved physical, social, and mental health functioning of seniors served.	Volunteers are educated to observe behaviors that indicate an older adult may be in need of help. An elder-friendly, telephonic single point of entry (call center) receives referrals and reaches out to seniors in need and arranges a home visit to determine what services are needed.	For a Substance Abuse and Mental Health Services Administration-sponsored review of research (2012), see http://legacy.nreppadmin.net/ViewIntervention.aspx?id=330
Sound Partners www.voyagersopris.com/curriculum/subject/literacy/sound-partners	Improvements in recognizing the relationship between letters and sounds (phonemic and phonological awareness), reading fluency and comprehension.	Scripted lessons for tutors with minimal training and experience assisting students in kindergarten through third grade with below average reading skills in alphabetic and phonics skills. Uses Bob Books® beginning reading series as one of the primary texts for oral reading practice. Thirty-minute sessions three to four times per week for 25-28 weeks.	The USDOE What Works Clearinghouse summarizes multiple impact evaluations of the Sound Partners beginning reading tutoring program curriculum: http://ies.ed.gov/ncee/wwc/Intervention/440.
Tai Ji Quan: Moving for Better Balance http://tjqmbb.org	Improved functional balance, increased mobility, reduced number of falls.	One-hour group sessions, two to three times per month for six months/48 sessions	For a review of research and implementation support, see: https://www.acl.gov/sites/default/files/programs/2017-03/TaiChi_InterventionSummary.pdf.

Program name & Developer Website[i]	Demonstrated Outcomes	Mode and Duration[ii]	Evidence Review
Wellness Initiative for Senior Education (WISE) https://centerforprevention.org/wise/	Improved knowledge and attitudes about aging, depression, alcohol, and medications. Improved health and health care behavior, medication management.	Weekly, two-to-three-hour, small-group sessions for six weeks	For a review of research and implementation support, see: https://www.acl.gov/sites/default/files/programs/2017-03/WISE_ACL_Summary.pdf

Table 2. Federal registries of evidence-based interventions

These registries rate or list *programs* or *practices* based on rigorous studies and outcomes of interest to CNCS. Use the link in the table below to go directly to the search page. Follow instructions in the third column to identify programs and practices that received acceptable ratings of evidence.

Agency	Name of registry, web address, & description	Acceptable rating & how to find/filter for it
Institute for Education Sciences (U.S. Department of Education)	What Works Clearinghouse/Find What Works www.ies.ed.gov/ncee/wwc *Description: Summarizes and rates evidence for 150+ educational programs, practices, and curricula, many with cost and contact information.*	Must be supported by a study that meets What Works Clearinghouse standards without reservation and has at least one statistically significant positive finding. In systematic reviews: "Potentially Positive" (+), "Positive" (++), or "Mixed" (+-).
Administration for Community Living (U.S. Dept. of Health and Human Services)	Aging and Disability Evidence-Based Programs and Practices www.acl.gov/Programs/CPE/OPE *Description: Contains information on research evidence, implementation materials, cost, and contacts for a dozen programs that can be readily replicated (10-20 pages each).*	All program models listed on this page
Centers for Disease Control (U.S. Dept. of Health and Human Services)	CDC Compendium of Effective Fall Interventions www.cdc.gov/homeandrecreationalsafety/Falls *Description: Highlights 15 exercise and 12 multifaceted programs shown to reduce falls among seniors 60+ (2-4 pages each).*	All program models listed in the compendium

Agency	Name of registry, web address, & description	Acceptable rating & how to find/filter for it
Centers for Medicare and Medicaid Services (U.S. Dept. of Health and Human Services)	Evaluation of Community-based Wellness and Prevention Programs https://innovation.cms.gov *Description: Examines Medicaid cost savings from participation in programs promoting physical activity, falls prevention, and chronic disease self-management.*	Program must have at least one "Level 1" study *Evidence for programs is reviewed in* Section 1. Evidence Review Results.
National Institutes of Health, National Cancer Institute (U.S. Dept. of Health and Human Services)	Research-tested Intervention Programs (RTIPs) https://rtips.cancer.gov/rtips *Description: Summarizes and rates evidence and replicability for 150+ cancer prevention programs.*	Program must score 4 or higher in "Research Integrity" and "Intervention Impact." *Filter by any criteria*
Substance Abuse and Mental Health Services Administration (U.S. Dept. of Health and Human Services)	National Registry of Evidence Based Programs www.nrepp.samhsa.gov *Description: Rates 350+ substance abuse and mental health interventions. Most designed for professional delivery. Search results are divided into two lists--newly reviewed or legacy--depending on when the program was added to the registry.*	Newly reviewed programs must be "Promising" or "Effective" for desired outcome. Legacy programs must be rated 3+ for desired outcome. *Enter keyword and click* Search Now. *Filter results by rating.*
Office of Juvenile Justice and Delinquency Prevention (U.S. Department of Justice)	Model Programs Guide www.ojjdp.gov/mpg *Description: Summarizes and rates evidence for 250+ programs (from crimesolutions.gov) for juvenile justice and youth prevention, intervention, and reentry outcomes.*	Program must be rated "Promising" or "Effective" *Filter by criteria on left panel. Select* View Effective *or* View Promising *tabs*.
National Mentoring Resource Center (sponsored by USDOJ OJJDP)	Mentoring Program Reviews www.nationalmentoringresourcecenter.org *Description: Easy access to reviews from crimesolutions.gov for 35+ mentoring programs along with helpful insights on each program, including Experience Corps.*	Program/practice must be rated "Promising" or "Effective"

Table 3. Program evaluation research registries

These registries rate the rigor of *studies* of interest in the areas of strengthening families, labor, national service, and employment readiness. *Having the required rating in column three does not indicate that the program has demonstrated positive results.* The research may have actually demonstrated negative impact for participants. Activate the link provided in column two to go directly to the search page, then follow instructions in the third column to identify studies with experimental or quasi-experimental evaluation designs.

Agency	Name of registry, web address, & description	Required study rating & how to filter search results
Administration for Children and Families (U.S. Dept. of Health and Human Services,)	Strengthening Families Evidence Review http://familyreview.acf.hhs.gov *Description: Reviews 199 studies and identifies 18 with high and moderate rating. (Does not rate programs.)*	Study must be rated "Moderate" or "High" *At left, in* Study Search Descriptions *box*, *click on* Study Rating *and select* Moderate *and* High
Corporation for National and Community Service (CNCS)	Evidence Exchange www.nationalservice.gov/evidence-exchange *Description: Contains evaluation research reports on models sponsored by CNCS, notably Minnesota Reading Corps (Pre-K, K-3).*	Study must be rated "Moderate" or "Strong." *Open the* Advanced Search *tab. Locate the* Levels of Evidence *criteria and select* Moderate *and* Strong.
U.S. Department of Labor	Clearinghouse for Labor Evaluation and Research (CLEAR) http://clear.dol.gov *Description: Summarizes and rates studies in topic areas such as opportunities for youth disconnected from school and the workforce; women in science, technology, engineering, and math (STEM); and saving for retirement.*	Supporting studies must be rated "Moderate Causal Evidence" or "High Causal Evidence" *Select a* Topic Area*, filter by* Study Type: Causal Analysis *and select* Moderate *or* High.

[i] A listing in this table does not constitute endorsement of the program or of products and services offered by program developers.

[ii] Mode and duration are two facets of the program model that may need to be implemented with fidelity. Program developers often require the use of additional implementation materials and fidelity assurance mechanisms.

[iii] The Big Brothers Big Sisters Community-Based Mentoring Program has demonstrated outcomes related to student behavior. ED27 may be used to fulfill National Performance Measure requirements.

[iv] For a comparison of impacts of CDSMP and related chronic disease self-management programs, see: http://www.eblcprograms.org/evidence-based/recommended-programs/chronic-disease-medication-management. Related evidence-based programs include, but are not limited to the Better Choices, Better Health® Workshop, Arthritis Self-Management, Chronic Pain Self-Management, and Online Disease Self-Management.

[v] The Reading for Life program does not regularly require academic engagement outcome data for participants. ED27 or ED6 may be used to fulfill National Performance Measure requirements.

Appendix A.12 – Guidance on Prohibition of Fee-for-Service Activities

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

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

In some cases, determining whether a payment requested or received by a grantee or volunteer station is permissible in light of the prohibition is relatively straightforward. In other cases, however, making determinations as to whether the arrangement is permissible in light of the prohibition requires a more in-depth review, including an assessment by CNCS.

Please see the examples below.

Examples:

Scenario 1:

An RSVP grantee has a volunteer station that provides program activities, including a personal safety/first aid course available to the local community. The course is taught by RSVP volunteers assigned to that volunteer station, and each student enrolled in the course is required to pay a $20.00 fee, which covers the course materials (i.e., workbook on first aid/CPR). The $20.00 fee is solely a reimbursement to the volunteer station for the expenses it incurs for purchase of the course materials.

This arrangement results in a volunteer station requesting and receiving payments from all members of the local community (i.e., beneficiaries) who enroll in the course. Moreover, under this arrangement, the teacher of the course is an RSVP volunteer.

Is this arrangement permissible?

Yes, this arrangement is permissible.

Although the volunteer station is requesting and receiving payments from everyone who takes the course, and the teacher is an RSVP volunteer, the volunteer station is not receiving payment for the services of the RSVP volunteer. Rather, the $20.00 fee is solely to reimburse the volunteer station for the costs of the course materials. Therefore, this arrangement is permissible and does not violate the DVSA statutory prohibition.

Scenario 2:

An RSVP grantee has a volunteer station located at a local elementary school. As part of the volunteer station's service activities, it prepares and serves children lunch meals at the school cafeteria twice a week. RSVP volunteers help to prepare and serve the children the meals. The volunteer station requests and receives from each child's parent or guardian a fee of $7.00 per meal. The volunteer station receives all the food to prepare the meals as in-kind donations from the school. Because all the food is donated, the $7.00 fee received is not used at all to reimburse the volunteer station for expenses incurred. Rather, the $7.00 fee is entirely profit for the volunteer station.

Is this arrangement permissible?

No. This arrangement is not permissible.

Here the volunteer station requests and receives payment for each child who receives a meal (i.e., each beneficiary). The meals are prepared and served by non-salaried RSVP volunteers. In addition, the payment does not reimburse the volunteer station for the expenses it has incurred for the food. Rather, the $7.00 fee is used by the volunteer station to pay other expenses; the $7.00 fee is not used to cover the cost of employing people to prepare and serve the meals. Under these facts, the volunteer station appears to be receiving a profit for each meal served – i.e., $7.00 per meal in profit. Moreover, the $7.00 per meal fee is not nominal. Therefore, this arrangement is not permissible. The arrangement violates the "fee-for-service" prohibition.

Scenario 3:

Assume the same facts as the example immediately above, except that the RSVP volunteer station requests and receives from the child's parent or guardian a fee of $2.00 per meal.

Is this arrangement permissible?

The grantee should seek review and a definitive answer from CNCS. Explanation: Here, the volunteer station requests and receives payment for each child who receives a meal (i.e., each beneficiary). The meals are prepared and served by RSVP volunteers. In addition, the $2.00 per meal payment does not reimburse the volunteer station for expenses because the food has been donated. The volunteer station is receiving the $2.00 per meal payment which the volunteer station uses to cover station expenses other than the preparation and serving of the food. However, the $2.00 per meal charge is a nominal fee. While the $2.00 per meal charge may be deemed profit, the amount is nominal, and the beneficiary receives a plain benefit at a reduced rate.

The grantee should seek CNCS's review and assessment of the specific facts to ensure that the grantee is in compliance with the statutory provision. <u>If CNCS determines that the amount received by the volunteer station is nominal, the arrangement would be permissible.</u>

Scenario 4:

As a final example, assume that an RSVP grantee has a volunteer station within a county. The RSVP grantee receives state grant funds that permit payments to the grantee to reimburse it for transportation-related expenses to transport eligible disabled adults to medical appointments within the county. RSVP volunteers have assignments that include driving these adults to and from their medical appointments within the county. The volunteer drives a vehicle that is owned and operated by the sponsor or the station. Those eligible disabled adults who participate in this service are required to pay the RSVP grantee directly $6.00 per ride roundtrip. Of the $6.00 fee, the adult who is being given the ride (i.e., the beneficiary) pays $4.00 per roundtrip ride that covers some but usually not all of the actual fuel costs. The other $2.00 is intended to cover, as appropriate, other costs that may be associated with operating the vehicle (e.g., maintenance, repairs). Finally, the RSVP volunteer who is driving the adult receives no payments for his or her driving services. The RSVP grantee receives all payments related to the driving services.

Is this arrangement permissible?

The grantee should seek review and a definitive answer from CNCS. Explanation: Here, the RSVP grantee receives payment from beneficiaries in the county who receive rides to medical appointments from RSVP volunteers. Of the $6.00 per roundtrip ride, $4.00 is meant to reimburse some but usually not all of the fuel-related expenses. The other $2.00 paid by the beneficiary is intended to cover costs that may, or may not, be associated with repair and maintenance of the vehicle operating the vehicle. However, regardless of how the volunteer station uses this $2.00 amount, and even though the amount may be deemed profit, the amount is nominal. Also, the roundtrip ride that costs $6.00 provides the beneficiary a plain benefit at a reduced rate.

The grantee should seek CNCS's review and assessment of the specific facts to ensure that the grantee is in compliance with the statutory provision. <u>If CNCS determines that the amount received by the volunteer station is nominal, the arrangement would be permissible.</u>

Appendix A.13 – Sample Data Sharing Agreement

This sample data sharing agreement contains basic provisions that can guide the data collection responsibilities of a Senior Corps sponsor and a station.

This sample is based on the Performance Measure ED23A: Number of children demonstrating gains in school readiness.

The description of data, frequency of collection, and collection tool should be revised to fit the needs of the sponsor and station based on the performance measures included in its Senior Corps grant. **Look for information in [brackets and highlighting] for guidance on what additional information to include in some areas.**

Collaboration with stations in selecting your performance measures and designing your data sharing procedures is strongly encouraged.

The material in this document may be integrated into a memorandum of understanding (MOU), added to an MOU as an appendix or exhibit, or used as a stand-alone agreement.

This document is provided as a sample ONLY. Its use is optional and, if used, it should be customized as appropriate. *For all appendices, including editable versions of samples and templates, visit https://www.nationalservice.gov/operations-handbook-appendices.*

Data Sharing Agreement

This agreement is entered into by and between _____ ("Sponsor") and _____ ("Station").

Duration of Agreement

This Data Sharing Agreement is effective from_____through_____ to coincide with current MOU dates. This agreement may be amended in writing at any time with the concurrence of both parties.

Description of Data

1. Station will track the number of children demonstrating gains in school readiness including but not limited to:

    a. Social Relationships

    b. Self-Concept and Self-Efficacy

    c. Emotional and Behavioral Health

    d. Literacy Skills

    e. Alphabet Knowledge

    f. Early Writing

    g. Numeracy Skills

2. Numbers and Operations Station will utilize _____ ("instrument") found at _____ to collect this information.

3. Sponsor will use this information to fulfill its contractual responsibilities to report on performance to the Corporation for National and Community Service (CNCS).

4. Sponsor may share data with internal and external stakeholders, including:

    [List major parties with whom data will be shared, such as volunteers, Advisory Committee, etc.]

Method of Data Access or Transfer

1. Student gains data will be collected by the station for the period of _____to _____ each year.

2. See CNCS Performance Measure Instructions (available at https://www.nationalservice.gov/programs/senior-corps/managing-senior-corps-grants) for additional information on definitions of key terms and how to calculate/measure data. Further

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information is provided in the Sponsor's work plan associated with this performance measure, included as Attachment 1. [Include the relevant work plan(s) as an attachment. Customize the reference as necessary.]

3. Station will share results with Sponsor no later than _____ [date by which data is needed. Include some additional time before it must be reported if possible] by _____ [individual at station responsible for providing data].

Custodial Responsibility

1. Station is responsible for collecting data on children demonstrating gains in school readiness.
2. Station will maintain data collected in a safe and secure manner.
3. Station will share results of data analysis in a timely manner.
4. Station will make available raw data collected to sponsor as requested.

Confidentiality

1. Sponsor and station agree to establish appropriate safeguards to protect the confidentiality of the data and to prevent unauthorized use or access to it.
2. Specifically, Sponsor will:

   [Include specific measures you will take, such as limiting access to data to authorized staff and storing records in a secure location, limiting the use of PII in data collection sharing and destroying all PII three years after the child is no longer in a CNCS supported program.]

3. The Station will:

   [Include specific measures they will take, as necessary.]

Authorized Signatures

_____

Authorized Station Representative Date

_____

Project Director Date
[or other sponsor designated representative]

This document is provided as a sample ONLY. Its use is optional and, if used, it should be customized as appropriate. *For all appendices, including editable versions of samples and templates, visit https://www.nationalservice.gov/operations-handbook-appendices.*

Appendix A.14 – Sample In-Kind Contribution Form

Contributor Information

Name of Business or Individual: _____

Name of Primary Contact: _____

Address: _____

City: _____ **State:** _____ **Zip Code:** _____

Telephone: _____ **E-mail:** _____

Contributed Goods or Services

Description of Contributed Goods or Services: _____

_____

_____

Date(s) Contributed: _____

Real or Estimated Value of Contribution: $ _____

How was the value determined?: ❑ **Actual Value** ❑ **Appraisal** ❑ **Other**

If other, please explain: _____

_____

Who Made this Value Determination?: _____

Is there a restriction on the use of this contribution?: ❑ **No** ❑ **Yes**

If yes, what are the restrictions?: _____

_____

Was this Contribution Obtained with or Supported by Federal funds?: ❑ **No** ❑ **Yes**

If yes, please provide the name of the Federal agency and the grant or contract number:

_____

_____ _____

Signature of Contributor **Date Contributed**

Thank you for your support!!

Office Use Only:

Person Receiving Goods or Services on Behalf of Non-Profit Organization of My County:

_____ _____

Printed Name ***Position***

_____ _____

Signature ***Date Received***

Accounting Use Only:

$ _____ _____ _____ _____ _____

Value Recorded ***DR/CR Account Numbers*** ***Date Entered*** ***Data Entry Person*** ***JE Number***

This document is provided as a sample ONLY. Its use is optional and, if used, it should be customized as appropriate. For all appendices, including editable versions of samples and templates, visit https://www.nationalservice.gov/operations-handbook-appendices.

Appendix A.15 – Final Rule Overview

Overview

Senior Corps implemented updated program regulations, 45 CFR 2551, 45 CFR 2552, and 45 CFR 2553, in the Federal Register on January 31, 2019. Many of the updates were to reword regulations for clarity and to make technical changes such as numbering. Other updates which more significant to change are highlighted below.

Foster Grandparent Program/ Senior Companion Program

- Reduces the minimum requirement of ongoing in-service training annually from forty (40) hours to twenty-four (24) (45 CFR 2552.23 (f) and 45 CFR 2551.23(f)).
- Removes annual service plan and annual assessment requirements as these processes are duplicative of work required to assess community need for national performance measure requirements (45 CFR 2552.23 (i),(j) and 45 2551.23 (i),(j)).
- Removes annual volunteer physical examination requirement (45 CFR 2552.41(a)(2)/ 2552.46(d) and 2551.41(a)(2)/ 2551.46(d)).
- Clarifies that Supplemental Nutrition Assistance Program (SNAP) benefits, public assistance, child support, and disability payments are not considered income for eligibility verification purposes (45 CFR 2552.44(a),(b) and 45 CFR 2551.44(a),(b)).
- Changes the service hour requirement to volunteers must serve at least five (5) hours weekly or 260 hours annually (45 CFR 2552.51/ 45 CFR 2551.51).
- Removes the Direct Benefit Ratio or “80/20 rule” which required that a sum equal to at least 80 percent of the amount of the Federal share of the grant award shall be expended on cost reimbursements that are provided directly to volunteers such as stipend payments, transportation reimbursements, meals, and recognition (45 CFR 2552.92(e)/ 45 CFR 2551.92(e)).
- Removes the requirement that FGP and SCP projects coordinate with local RSVP projects when enrolling over-income FGP and SCP volunteers (45 CFR 2552.101/45 CFR 2551.101).
- Revises non-stipend volunteer service requirement to mirror stipended volunteer service requirements (45 CFR 2552.102(e) (f)/45 CFR 2551.102(e) (f)). The new regulations no longer recommend that non-stipended volunteers serve at separate volunteer stations from stipended volunteers and no longer recommend an average weekly service hour requirement for non-stipended volunteers that differed from the requirement for stipended volunteers.
- Removes the requirement to separate any administrative cost related to non-stipend volunteers (45 CFR 2552.104/ 45 CFR 2551.104).

RSVP

- Removes annual service plan and annual assessment requirements as these processes are duplicative of work required to assess community need for national performance measure requirements (45 CFR 2553.23(f)(g)).
- Clarifies cost reimbursements such that recognition and insurance must be provided; meals and transportation may be provided (45 CFR 2553.43).

- Removes language that “no more than 5% of the total number of volunteers budgeted for the project are assigned to it in administrative or support positions” (45 CFR 2553.61).
- Broadens the RSVP performance measurement language (45 CFR 2553 Subpart J).

Appendix A.16 – Final Rule FAQs

Overview

Below are questions and answers related to the Senior Corps Final Rule that became effective on January 31, 2019. The following questions were gathered from public comments and clarifications requested; and questions we heard from Senior Corps Grantees and CNCS Program Officers/ Portfolio Manager since the initial notice was posted. You can review the full regulations here.

General- All Senior Corps Programs

1. **If a program was in the middle of a grant year when the updated regulations went into effect on January 31, 2019, would it follow the old or new regulations?**
   Senior Corps programs will follow the new regulations for the entire grant year. Effectively, this means that sponsors may consider the rule retroactively from the start of the grant award. For example, if an FGP or SCP program's annual budget period begins in July 2018 (and the final rule is effective in February 2019), then the program will not be required to meet the Direct Benefit Ratio rule for its whole budget year beginning in July 2018.

2. **How long will a Senior Corps grantee have to develop new policies that reflect the updated regulations?**
   Most of the updated regulations result in a reduction or elimination of rules; therefore, sponsors may create new policies if/when determining that a change is necessary. For those that require immediate change, policies should be in place when updated regulations are effective. For example, updated regulations related to income eligibility rules, such as the changes related SNAP benefits or 401ks, may need policy updates ahead of the effective date of January 31, 2019.

3. **What is the meaning of "vulnerable populations" as used in the definition of proprietary health care organizations (45 CFR 2551.12, 45 CFR 2552.12, 45 CFR 2553.12)?**
   CNCS defines vulnerable populations in its grant terms and conditions to include children age 17 or younger, persons age 60 and older, and/or individuals with disabilities. Individuals with disabilities are defined as having a physical or mental impairment which substantially limits one or more major life activities, has a record of such impairment, or is regarded as having such impairment.

4. **With the elimination of the requirements to "develop, and annually update, a plan for promoting service by older adults within a project service area" (45 CFR 2551.23(i), 45 CFR 2552.23 (i), and 45 CFR 2553.23 (f)) and "to annually assess the accomplishments and impacts the (SCP, FGP, or RSVP) project on the identified needs and problems in the community" (45 CFR 2551.23 (j), 45 CFR 2552.23 (j), and 45 CFR 2553.23 (g)), what are projects still required to do to assess community needs?**
   Senior Corps grantees complete this work when detailing the community needs as part of performance measurement requirements in the grant application. A separate report or plan is no longer required.

5. **Can an exception be made to the requirement that a SCP, FGP, or RSVP project director work full-time?**

   The language in regulation for all three programs explicitly state that "a sponsor may negotiate the employment of a part-time project director with CNCS when the sponsor can demonstrate that such an arrangement will not adversely affect the size, scope, or quality of project operations" (45 CFR 2551.25(c), 45 CFR 2552.25(c), and 45 CFR 2553.25(c)).

6. **Are sponsors no longer required to compensate project directors at a level that is comparable with other staff positions in their organization?**

   CNCS considered the comments received during the public comment period on the proposed rule and added language to the final rule that a sponsoring organization shall "to the extent practicable, compensate project staff at a level that is comparable with similar staff positions in the sponsor organization and/or project service area" (45 CFR 2551.25(e), 45 CFR 2552.25(e), 45 CFR 2553.25(e). CNCS made this change so that sponsors have the discretion to negotiate with their project staff regarding appropriate compensation levels.

7. **How do these changes affect Senior Demonstration Program (SDP) grants?**
   SDP grants are not governed by these regulations, and so, not affected by them directly. However, specific grants may make reference to some aspects of regulation in their Terms and Conditions. Grantees should review their Terms and Conditions and discuss any potential implications with their CNCS Program Officer/Portfolio Manager.

8. **How do these changes affect grants that receive no federal funding?**
   Grants that do not receive federal funding, but that are awarded under FGP, RSVP, or SCP are subject to that program's regulations. Changes to the regulations that govern those programs apply to these awards as well.

Senior Companion Program (SCP)/ Foster Grandparent Program (FGP)

9. **Is there a maximum stipend level (45 CFR 2551.12(s), 45 CFR 2552.12(v)) and/or can a maximum stipend level be set by projects locally?**
   The current definition of "stipend" for SCP and FGP ensures that stipend amounts are not subject to a specified maximum. In addition, because the amount of the stipend is required to be set nationally, a maximum stipend level may not be set by projects locally.

10. **Are SNAP benefits considered as income for SCP and FGP volunteer eligibility?**
    No, the updated regulations clarify that Supplemental Nutrition Assistance Program (SNAP) benefits, public assistance, child support, and disability payments are not considered income for eligibility verification purposes (45 CFR 2552.44(a),(b)).

11. **I understand that SNAP benefits are not considered income for the purposes of stipend eligibility in the SCP and FGP program. Do I need to take any action with respect to my current volunteers?**

This update to the non-exhaustive list of funds that are not considered income for volunteer eligibility verification purposes clarifies that food and nutrition programs, like the SNAP program, as well as public assistance, child support, and disability payments, are not considered income. In light of this clarification, your local policies and procedures may need to be updated. Moving forward, please update as necessary your local policies and procedures to ensure these types of funds are excluded from consideration in your annual reviews of volunteer income eligibility.

12. **Is a 401(k) considered income for SCP and FGP volunteer eligibility?**
    Yes, CNCS has updated the list of what is considered income for purposes of determining eligibility to include retirement savings plan in the updated regulations (45 CFR 2551.44(a)(b), 45 CFR 2552.44(a)(b)).

13. **I understand that a 401(k) is considered income for the purposes of stipend eligibility in the SCP and FGP program. Do I need to take any action with respect to my current volunteers?**
    This update to the non-exhaustive list of funds that are considered income for volunteer eligibility verification purposes clarifies that retirement savings plans, such as 401(k) plans, are considered income. In light of this clarification, your local policies and procedures may need to be updated. Moving forward, please update as necessary your local policies and procedures to include these types of funds for consideration in~~to~~ your annual reviews of volunteer income eligibility.

14. **Does the reduction in ongoing, in-service training hours to a minimum of 24 hours annually (45 CFR 2551.23(f), 45 CFR 2552.23(f) affect the pre-service training requirement?**
    No, the expectation that SCP and FGP volunteers receive at least 20 hours of pre-service orientation when they begin service continues.

15. **Does the ongoing, in-service training requirement of 24 hours annually need to be conducted monthly?**
    No, the requirement is for 24 hours annually and not 2 hours monthly (45 CFR 2551.23(f), 45 CFR 2552.23(f)). Sponsors may determine how to allocate time for in-service trainings during the year to meet the requirement. Additional information on planning and conducting in-service training is found in the Program Handbooks, located at the Managing Senior Corps Grants webpage.

16. **Can SCP and FGP programs still require an annual physical even though they are no longer required in the new regulations?**
    No, programs may not require an annual physical as a requirement for SCP and FGP volunteers. Programs may, however, provide a physical examination or assistance with the cost of a physical examination prior to assignment and annually thereafter as a benefit for volunteers. CNCS removed the requirement as it was burdensome and costly and was frequently cited as an administrative barrier to recruitment. However, CNCS recognizes the value of offering physical examinations to volunteers who may not otherwise have the resources or means to obtain them, therefore, this direct benefit is retained as an allowable grant expense. As such, CNCS has added "Physical examination" to the articulated cost reimbursements for SCP and FGP in the final rule

(45 CFR 2551.46(f), 45 CFR 2552.46(f)).

17. **Will programs be able to set their own requirements for volunteer service hours even though the new regulation now states that the minimum hours are at least five (5) hours weekly or 260 hours annually (45 CFR 2551.51, 45 CFR 2552.51)?**
    Yes, projects are still able to set local policies that define hours of service for volunteers. Indeed, because sponsors are able to set local weekly hours of service policies, they may elect to establish the minimum weekly hours of service expected at any level in between the 5 hour weekly minimum and the 40 hour weekly maximum.

18. **Do programs need to abide by both the hourly and annual volunteer service hour requirement, or may they choose one? May they use either the hourly or annual requirement for different volunteers? (45 CFR 2551.51, 45 CFR 2552.51)?**
    Sponsors may choose to abide by either the hourly or annual minimums. A sponsor must also document how it chooses to meet the requirement above in local policies that define hours of service for volunteers and the sponsor must implement its policies consistently.

19. **What if a volunteer goes on medical leave and doesn't meet the requirement of 260 hours annually? In this scenario, is the grantee out of compliance?**
    The requirement is a minimum of 5 volunteer hours per week OR 260 volunteer hours annually. Sponsors should set policies that define leave, in accordance with applicable regulations. When developing leave policies, sponsors should consider applicable rules and regulations that may impact volunteer management, like the hours of service requirement, criminal history check requirements, etc.

20. **Do SCP or FGP volunteers who aren't serving five hours per week due to medical reasons, summer programming, inclement weather, or other reasons need to be put on administrative leave?**
    Sponsors should set policies that define leave, in accordance with applicable regulations. When developing leave policies, sponsors should consider applicable rules and regulations that may impact volunteer management, like the hours of service requirement, criminal history check requirements, etc.

21. **How does the change to the service hour requirement (45 CFR 2551.51, 45 CFR 2552.51) affect a Senior Corps sponsor's volunteer leave policy?**

    Sponsors should set policies that define leave, in accordance with applicable regulations. When developing leave policies, sponsors should consider applicable rules and regulations that may impact volunteer management, like the hours of service requirement, criminal history check requirements, etc.

22. **Is there minimum amount of hours a volunteer must serve each day to receive a meal reimbursement?**
    Sponsors set policies locally that define when a volunteer may receive a meal or meal

reimbursement.

23. **If a program is in the middle of a grant year when the removal of the Direct Benefit Ratio is effective, on January 31, 2019, can they make adjustments to their budget?**
Sponsors may consider the final rule retroactively from the start of the grant award and may therefore make adjustments to their budget, come February 1, 2019. If the federal share of a grant is greater than the Simplified Acquisition Threshold amount of $150,000 and the grantee's cumulative changes exceeds 10% of the total budget, the grantee must request prior approval to submit an amendment. In addition, a sponsor must request prior approval if seeking to adjust the grant's VSY level, regardless of the Simplified Acquisition Threshold.

24. **Does the new minimum requirement of volunteer service hours include all stipended hours?**
FGP/ SCP volunteers serve 5-40 hours a week for 260-2080 hours annually. Though minimum service hours have reduced, the stipend is still paid for the hourly service schedule that volunteers spend with assigned clients, for earned leave if applicable, and for the attendance at official project evets, e.g., orientation, in- service training, Advisory Council meetings (as members or official observers), recognition events, and travel time between individual assignments.

25. **May sponsors use CNCS funding on any/all administrative cost's related to non-stipend volunteers?**
While the CNCS has eliminated/ reduced requirements related to implementing a project with non-stipended volunteers, federal funding and non-CNCS match funding may not be used to support cost reimbursements for non-stipended volunteers, like meals, transportation, physical exams, etc. With the new regulations, grantees are no longer required to track administrative costs and split out time dedicated to non-stipend volunteers.

Senior Companion Program (SCP)

26. **What is the impact of the regulation changes related to the Senior Companion Leaders?**
Overall, the purpose of the regulation revisions related to Senior Companion Leaders was to create its own section and consolidate all regulations so that all the references to leaders were in one location and easier to understand (45 CFR 2551, Subpart G). However, there is updated language added to clarify that Senior Companion Leaders, through recognition, may receive an additional monetary incentive (45 CFR 2551.73(c)).

Foster Grandparent Program (FGP)

27. **What specifically changed in the definition of the children that FGP volunteers can serve?**

The new regulations expand the FGP definition of "Children having exceptional needs" to include "behavioral disorders" and "math and other educational needs" (45 CFR 2552.11(f)).

RSVP

28. **Can an RSVP project serve as a volunteer station in addition to the RSVP sponsor?**

Yes, CNCS has expressly stated in the new regulations that RSVP sponsors and RSVP projects themselves may serve as volunteer stations (45 CFR 2553.61).

29. Did the performance measurement requirements change for RSVP in the new regulations?

The updated regulations broaden the RSVP performance measurement language and eliminate certain definitions related to performance measures. (45 CFR 2553 101 – 45 CFR 2553.109). CNCS made these changes to make it easier for CNCS and for sponsors to keep pace with evolving industry standards. CNCS will continue to provide information on performance measures through guidance and training rather than in regulation.

30. With the elimination of the requirements to "develop, and annually update, a plan for promoting service by older adults within a project service area" (45 CFR 2553.23(f)) and "to annually assess the accomplishments and impacts the RSVP project on the identified needs and problems in the community" (45 CFR 2553.23(g)), are RSVP projects still required to perform annual safety assessments?

RSVP Sponsors are still required to ensure the safety of their volunteers at volunteer stations (45 CFR 2553.23(v)). Rather than annually assessing the safety of stations via a separate email or report, RSVP sponsors should maintain an MOU "that states the station will provide for the safety of the RSVP volunteers assigned to the station" (45 CFR 2553.23(v)).

Appendix A.17 – COVID-19 Resource Toolkit

The list below provides service activity recommendations to Senior Corps grantees that they may consider as service programs restart as they manage their volunteer programs the middle of the COVID-19 pandemic. These resources can serve as a guide as you consider new service activities for your program and make plans to reopen safely. Senior Corps grantees must prepare and conduct an in-service training for volunteers safely serving during the COVID-19 pandemic, that covers topics such as how to help remain safe during the pandemic, and practices to consider to ensure our beneficiaries remain safe as well.

> **NOTE: Senior Corps strongly recommends that grantees follow the Center for Disease Control (CDC) reopening guidance, and their own state and county re-opening measures. Senior Corps is mindful that each location may be on a different re-opening timeline based on each state's local and specific geographic regions.**

Senior Corps provides this toolkit as a resource to grantees. The recommendations listed below is by no means an exhaustive list. We encourage you to connect with your local health departments for additional guidance, as needed. This toolkit does not imply endorsement of the information provided on any third-party website, or an endorsement of any third-party product or service.

CNCS continues to provide COVID-19 guidance as it relates to CNCS grants. The guidance can be found on the COVID-19 Frequently Asked Questions page. Additional resources to help guide managing Senior Corps grants can be found in:

- Manage Senior Corps Grants
- Senior Corps Resource Library
- Knowledge Network

COVID-19 Resources Senior Corps Programs Should Consider

Item	Resources
Memorandums of Understanding, Policies, and Procedures	- Appendix A.9 of Operations Handbook: Sample Checklist for Station Accessibility - Appendix C.1 of Operations Handbook: Sample Memorandum of Understanding (applicable for FGP and SCP) - Engage Virtually (ACL) - Sample Caregiving Form (CDC) - Volunteering during the COVID-19 Pandemic (American Red Cross)

	- Staying Safe and Helping Others During COVID-19 (American Red Cross) - Many state service commissions may have online resources, for example Guidelines for Volunteers and Volunteer Organizations During COVID-19 (Volunteer Iowa) and COVID-19 Volunteer Resources (Massachusetts Service Alliance)
How to Provide a Safe Volunteer Space	- Using Personal Protective Equipment (CDC) - Strategies to Optimize the Supply of PPE and Equipment (CDC) - Addressing PPE Needs in Non-Healthcare Setting (FEMA) - Guidance on Preparing Workplaces for COVID-19 (OSHA) - Guidance for Senior Centers in Planning for Re-Opening (Vermont Department of Health) - Preventing COVID19 spread patient transport (FEMA) - Equipping CBOs To Return to Work: Considerations for the Workforce and Work Place (HHS)
Existing Resources to Meet CNCS Requirements	Work with your Portfolio Manager on changes needed to Performance Measures - Appendix A.4 of Operations Handbook: Senior Corps Progress Report Tips - Appendix A.6 of Operations Handbook: Volunteer Tracking Software Distributors - Appendix A.13 of Operations Handbook: Sample Data Sharing Agreement Review Volunteer Assignments to Determine if edits are necessary. Work with your Portfolio Manager to discuss your concerns, and incorporate, if needed, changes. Ensure safe volunteer environments, volunteer protocols, and use of PPE. - Appendix of C.2 (SCP and FGP) and B.2 (RSVP) Operations Handbook: Sample Enrollment Form - Appendix C.5 of Operations Handbook: Sample FGP-SCP Volunteer Information Update - Appendix C.6 of Operations Handbook: Sample FGP-SCP Income Review Form - Appendix C.7 of Operations Handbook: Sample FGP-SCP Enrollment Checklist - Appendix C.10 of Operations Handbook: Sample Letter of Agreement for In-Home Assignments - Appendix D.1 (FGP), E.1 (SCP), B.4 (RSVP), of Operations Handbook: Sample Volunteer Assignment Plan - Appendix of D.2 (FGP) and E.2 (SCP) Operations Handbook: Volunteer Positions Descriptions Remember to use your Portfolio Manager, as well as other Senior Corps programs as resources! - COVID19 Best Practice Information: Managing and Deploying Volunteers in a Pandemic Environment (FEMA)

	- COVID-19 Volunteer Agreement Sample (Buffalo City Mission)
General Information. Senior Corps highly recommends that all grantees provide training on safety prior to returning to service during COVID-19. These resources will assist you in establishing a COVID-19 service training.	- How to Wear Cloth Face Coverings (CDC) - Center for the Study of Traumatic Stress (Uniformed Services University) - Articles, including Prolonged Operations in Personal Protective Equipment During COVID-19 (Uniformed Services University) - Reopening Guidance for Cleaning and Disinfecting Public Spaces, Workplaces, Businesses, Schools, and Homes (CDC) - Cleaning and Disinfecting your Home/Other Places (CDC) - What to do if You Are Sick (CDC) - How to Safely Visit Friends and Family Who are at a Higher Risk of Severe Illness (CDC) - National Indian Health Board COVID-19 Tribal Resource Center (NIHB) - How to Safely Transport Using Your Vehicle (CDC) - Protecting Yourself Using Transportation (CDC) - How to Protect Yourself and Others (CDC) - How to Manage Workplace Fatigue during COVID-19 (CDC) - Senior Medicare Patrol Warns of COVID-19 Fraud (NCOA) - HHS Office of Inspector General warns about COVID-19 Fraud Schemes (HHS) - Coronavirus Advice for Consumers (FTC) - Department of Justice Coronavirus Fraud Alert (DOJ) - State and Territorial Health Departments (CDC)
Education	- Interim Guidance for Schools and Child Care Centers (CDC) - Guidance and Considerations for Schools (CDC) - FAQs for School Administrators, Teachers, and Parents (CDC) - COVID-19 State Child Welfare and Related Health Resources (HHS) - Analysis of School Reopening Plans (John Hopkins University) - COVID-19 Information and Resources for Schools and School Personnel (DOE) - Keeping Children Safe Online (DOJ)

Mental Health	- Coping with Stress (CDC) - COVID-19 Resources (National Center for School Mental Health) - Supporting Staff in these Extraordinary Times (MHTTC) - Helping Seniors Manage Loneliness and Anxiety During COVID-19 (Massachusetts General Hospital) - Coalition to End Social Isolation and & Loneliness (Coalition to End Social Isolation & Loneliness) - Taking Care of Your Behavioral Health (SAMHSA) - National Suicide Prevention Hotline 1-800-273-8255 - SAMSHA Toll-free Helpline 1-877-SAMHSA-7 (1-877-726-4727) or Info@samhsa.hhs.gov - Mental Health and Coping (HHS) - Veterans Crisis Line, connects veterans and their families and friends with qualified VA responders. 1-800-273-8255 and press 1
Technology	- Virtual Case Management Considerations and Resources for Human Services Programs (HHS) - Ideas on How to Use Technology in Education (GoGuardian) - How to Become Tech Savvy Seniors in Ten Days (Aging in Place) - Telehealth Tools for Patients and Providers (HHS) - Resources on Anti-Bullying and Safe Internet Use (HHS) - How to Find Free Wi-Fi Near You (Make Us Of) - How to Find Free Wi-Fi Near You (Lifewire) - Software and Tools for 50+ to Learn Technology (GetSetUp) - Resources on Bridging the Digital Divide and Connecting Generations Through Technology (Cyber Seniors) - Online Virtual Classes for Lifelong Learning of Older Adults (OASIS) www.oasisnet.org - Tech Basics for Seniors (Senior Planet) Explore virtual training options in partnership with volunteer stations - Zoom - Skype - Google hangout (Free with Gmail login) - Apple FaceTime - Facebook Messenger video chat

Risk management threshold and metrics to consider	- Risk Management for Your Volunteer Program (Verified Volunteers) - Volunteer management best practices (FEMA) - Emergency Management Best Practices (FEMA)
Training Resources	In addition to CNCS trainings, there are other free resources available which Senior Corps grantees can use. - COVID-19 Resources (ACL) - COVID-19 Response Series (Disability: IN) - Learning Center (VolunteerMatch) - COVID-19 Resources for Nonprofits (The Bridgespan Group) - COVID-19 Resources (Independent Sector) - Community Resources (CDC) - Community Resources (AARP) - Partner Toolkit (CMS) - Federal Rural Resource Guide (USDA) - State Service Commissions - Staying Safe and Helping Others (American Red Cross) - COVID-19 Resources (National Council on Aging) - COVID-19 Resources (National Institute on Health)
Safe Volunteer Practices shared by our grantees – Innovative Ideas	**Gateway Community Action Partnership's** Foster Grandparent program enabled volunteers to reconnect with each other to offer support. Life Bio, www.lifebio.org, provided free access to an easy to use telephone platform, MyHelloLine, for Foster Grandparents to bridge the cyber gap to reconnect with each other through weekly themed discussions. There was also a Spanish language support session weekly with an English language version. Life Bio made the linkage via phone or computer free to approximately 90 participants during a four-week period that in addition to offering support, helped reduce the sense of isolation, Fifty percent of the program's volunteers participated on the weekly calls. Contact: Natalia Uribe, nuribe@gatewaycap.org **RSVP of Southern Maine** introduced A Volunteer Emergency Response Team (AVERT) to virtually train new volunteers as substitutes for the Meals on Wheels program to continue to deliver meals without interruption. Also trained new volunteers for our Phone Pal (telephone reassurance) program via training webinar and partnered and collaborated

	with local towns to train volunteers as they establish their own telephone reassurance programs. Additionally, use volunteers remotely to assist with administrative tasks including updating our resource database. Contact: Mary Hadlock, mhadlock@smaaa.org **Computer Buddy** is an email/blog program between students in elementary schools in Dane County and RSVP volunteers. Teachers work with students who want to participate in the program. We train the volunteers on how to use the Kid blog email program. The program is easy to use but also it is a secure site and allows the director or the Program Coordinator the ability to look at all communication between students and volunteers. Contact: Diana Jost, djost@rsvpdane.org **Hancock County, Mississippi RSVP** sponsored by the City of Waveland launched a county wide Senior Hotline last week to support seniors across the county during the COVID-19 crisis. For seniors that have limited mobility and transportation that are need of someone to pick up items such as medications, food water and other necessities, can call the Hancock County Senior Hotline to request assistance with errands. Contact: hancockcountyrsvp@hotmail.com or call the RSVP office 228 467-9073 **Knoxville Community Action Agency** Senior Companion volunteers shifted their schedules to provide wellness checks and social support to their clients via phone. Companions and staff collectively call seniors daily to provide wellness checks, information and referral support, and socialization. Companions have already worked creatively to assist their clients with grocery delivery, medication delivery, helping reschedule doctor appointments, enrolling clients for mobile meals, and connecting folks to mental health support services through these phone visits. Contact: Deisha Finley, deisha.finley@knoxseniors.org I**NCA-RSVP in Tishomingo, Oklahoma** set up a HOTLINE for seniors, disabled and homebound individuals to call for help, food, referrals, mental counsel, etc. and developed a COVID-19 RESPONSE TEAM to assemble Senior Disaster Emergency Care Bags. Volunteers deliver these bags to homebound and sheltering-in-place seniors that need basic essentials. Bags include shelf stable food. Volunteers ae also making masks that are distributed to local nursing homes, hospitals, clinics, fire/ems departments and our veteran groups have a Buddy Call list, contacting veterans and their spouses a minimum of twice a week to keep them engaged and active. Contact: Wanda Gray, w.gray@incacaa.org

	SEARCH (Seeking Elderly Alone Renew Courage & Hope) RSVP of Central Maine adapted the transportation program and practices into safe volunteering by transporting clients for essential activities as defined by federal and state directives, such as critical medical appointments, pharmacy and grocery (our volunteers offer to pick up and deliver pharmacy and grocery). The agency provides gloves and masks for volunteers and clients to use. Clients ride in the back seat on the opposite side as far from the volunteer driver as possible. Contract: Cindy Whitney, cwhitney@ccmaine.org **The Friends Program of New Hampshire** has a Foster Grandparent volunteer who has been listening and following along with his middle school students Google Classroom math lessons so he can be ready to assist the students who need extra support. He is striving to be up to date on what they are learning as well as the format they are learning it in, so that he can be of service. Bone Builder's classes are trying to meet virtually either through Facebook live streaming, Zoom, or in an email chain. The participants are thrilled to have a vehicle to talk to each other and the larger classes are communicating, sharing notes of inspiration, tips to stay active, and ways to remain healthy while at home. One leader even posted a tutorial on making a homemade mask with items participants would likely already have at home Contract: Lily Wellington, lwellington@fiwndsprogram.olrg

Appendix B.1 – Sample Memorandum of Understanding

Memorandum of Understanding

ABC County RSVP

This Memorandum of Understanding (this "**MOU**") contains basic provisions, which will guide the working relationship between both parties. It is entered into by and between **ABC County RSVP**, sponsored by **ABC SPONSOR AGENCY** and the following agency and/or entity (the "**Station**"):

Station Name:_____**EIN:**_____

Station Site Address: _____ **City:** _____**State:**_____**Zip:** _____

(Station Mailing Address): _____**City:** _____**State:**_____**Zip:** _____

The *ABC County* and the *Station* may be referred to herein as the "**Parties**."

This MOU is effective from_____through_____. This MOU may be amended in writing at any time with the concurrence of both parties and must be renegotiated at least every three (3) years.

Basic Provisions

The ABC County's Responsibilities

1. Recruit, enroll, and interview RSVP volunteers.
2. Refer RSVP volunteers to the Station
3. Review acceptability of volunteer assignments.
4. Instruct RSVP volunteers in proper use of volunteer timesheets, reimbursement guidance, and the RSVP procedures.
5. Provide the RSVP orientation to the Station staff prior to placement of volunteers and at other times as needed.
6. Initiate publicity regarding RSVP.
7. Furnish accident, personal liability, and excess automobile insurance coverage for enrolled volunteers required by the RSVP policies. The insurance provided by the sponsor is secondary coverage and is not primary insurance.
8. Periodically monitor volunteer activities at the Station to assess and/or discuss needs of volunteers and the Station.
9. Staff an Advisory Council to RSVP. Along with the advisory council, arrange for appeals procedure to address problems arising between the volunteer, the Station and/or RSVP.
10. Arrange for appropriate RSVP recognition.
11. Coordinate with other volunteer and aging programs in the area to foster effective communication and avoid duplication.
12. Reimburse RSVP volunteers for transportation costs between their home and volunteer station in accordance with

This document is provided as a sample ONLY. Its use is optional and, if used, it should be customized as appropriate. *For all appendices, including editable versions of samples and templates, visit https://www.nationalservice.gov/operations-handbook-appendices.*

RSVP policies and availability of funds (if applicable).

13. Arrange with the Station for meals and/or snacks, whenever possible, for volunteers on assignment.
14. Provide photo identification for volunteers if not provided by the station.

The Station's Responsibilities

1. Interview and make final decisions on assignments of RSVP volunteers.
2. Perform, if required for a particular assignment, background or other screenings.
3. Implement orientation, in-service instruction, and/or special training of volunteers.
4. Furnish volunteers with materials required for assignment. These materials may include station uniform and photo
   I.D.
5. Provide supervision of volunteers on assignments. (Supervisor name and contact information on next page.)
6. Provide volunteer assignment descriptions for each volunteer opportunity at the Station.
7. Provide for adequate safety of volunteers and submit an annual assurance upon request to ABC County RSVP.
8. Investigate and report any accidents and injuries involving RSVP volunteers immediately to ABC County. All reports shall be submitted in writing.
9. Specify, either by written information or verbally, that RSVP volunteers are participants in the Station's programming in publicity featuring such volunteers. Display an RSVP placard where it may be viewed by the public.
10. **Reports:** The Station Representative shall:

- Timesheets**:** Report volunteer hours on a monthly basis on or before 10th of the following month (Insurance coverage is only effective with verified records of hours served.)
- Progress Reports: Stations are requested to complete a short bi-annual survey provided by RSVP documenting the impacts of services provided by volunteers.
- In-Kind Documentation: Provide documentation of in-kind contribution(s) (meals, uniforms, mileage reimbursement, training expenses) and verification to help RSVP meet its local match of 30%.

Other Provisions

1. **Separation from Volunteer Service**: The Station may request the removal of an RSVP volunteer at any time. An RSVP volunteer may withdraw from service at the Station or from the RSVP at any time. The RSVP staff, the Station staff, and volunteers are encouraged to communicate to resolve concerns or conflicts, or take remedial action, including, but not limited to, placement with another station.

2 . **Letters of Agreement:** For in-home assignments, the Volunteer Station will obtain a Letter of Agreement signed by the person or persons legally responsible for the child served, the Volunteer Station liaison, and the RSVP liaison authorizing the assignment of an RSVP volunteer in the child's home, defining the volunteer's activities, and specifying supervisory arrangements.

3. **Religious/Political Activities**: The Station will not request or assign RSVP volunteers to conduct or engage in religious, sectarian, or political activities.

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4. **Displacement of Employees:** The Station will not assign RSVP volunteers to any assignment which would displace employed workers or impair existing contracts for services.
5. **Compensation:** Neither the station nor RSVP will request or receive compensation from the beneficiaries of RSVP volunteers. RSVP volunteers will not receive a fee for service from beneficiaries.
6. **Accessibility and Reasonable Accommodation**: The Station will maintain the programs and activities to which RSVP volunteers are assigned accessible to persons with disabilities (including mobility, hearing, vision, mental, and cognitive impairments or addictions and diseases) and/or limited English language proficiency and provide reasonable accommodation to allow persons with disabilities to participate in programs and activities.
7. **Prohibition of Discrimination:** The Station will not discriminate against RSVP volunteers, service beneficiaries, or in the operation of its program on the basis of race, color, national origin, gender, age, religion, sexual orientation, disability, gender identity or expression, political affiliation, marital or parental status, or military service.
8. **Termination of MOU**: This MOU may be terminated at any time by either party by sending written notice of termination of the MOU to the other party. This MOU shall be reviewed at least every three (3) years by the Parties.
9. **Signatures**. By signing this MOU, the Station, through its authorized representative, self-certifies that it meets the requirements necessary to become a RSVP Station.
10. **If meals are provided by the Station to RSVP volunteers, please complete this portion:**

    ( ) Contributed meals are **FEDERALLY FUNDED** under:

    _____Title III of the Older Americans Act _____Other (federal) funding source ( ) Contributed meals are **not provided by FEDERAL FUNDS**.

    Meals will be provided to RSVP volunteers at a free or reduced price of $_____when _____hours of service have been or will be volunteered during that day. The value of the meal provided is $_____each. (RSVP will utilize this information to meet its local in-kind match.)

<u>For All Stations</u>

Volunteer Supervisor [Station Staff]

Name:	**Title:**
Phone:	**Email:**

Volunteer Station Primary Type: To qualify as a RSVP Station, an agency/office/department must self-certify that it is one of the following:

This document is provided as a sample ONLY. Its use is optional and, if used, it should be customized as appropriate. *For all appendices, including editable versions of samples and templates, visit https://www.nationalservice.gov/operations-handbook-appendices.*

☐ Public Non-Profit ☐ Private Non-Profit ☐ Proprietary Health Care Agency ☐ Governmental Agency

Authorized Signatures

Authorized Station Representative	**Date**
RSVP Project Director [or other sponsor designated representative]	**Date**

PLEASE RETURN THIS COMPLETED FORM TO: ABC RSVP, PO Box 123, Our Town, XX 81234

Please include a volunteer assignment description for each volunteer opportunity at the Station. Thank you!

This document is provided as a sample ONLY. Its use is optional and, if used, it should be customized as appropriate. *For all appendices, including editable versions of samples and templates, visit https://www.nationalservice.gov/operations-handbook-appendices.*

Appendix B.2 – Sample Enrollment Form

ABC COUNTY RSVP ENROLLMENT FORM

FOR OFFICE USE ONLY!
Station(s) _____
Assignment(s) _____
Date Assigned: ____/____/____
Computer Entry: ____/____/____
By:_____

Please print and complete all sections. Forms with original signatures are required for enrollment.

Name_____**Birth Date**_____

Mailing Address_____**City**_____**Zip**_____

Phone_____**Cell Phone**_____**Email** _____

Are you a Veteran?_____Yes_____No **Physical/Medical Limitations**:_____

Have you ever been convicted of a criminal offense or misdemeanor? Yes
If Yes, please attach an explanation of charges, date of offense, and status of the charges on a separate sheet to be included with this application.

Driver's License #_____State_____Expiration Date_____

RSVP provides a mileage reimbursement for travel between home and volunteer site to the volunteers. Will you be claiming a mileage reimbursement for travel to and from your volunteer location? **Yes**__ **No**__

If Yes, is a copy of your proof of auto insurance showing active coverage attached? Yes _____**No**_____

As a volunteer of RSVP, you will be covered by accident, personal liability, and excess automobile insurance plus a small death benefit while performing volunteer duties. This coverage is automatic and free of cost to you as long as you are an active, enrolled member of RSVP. Please provide the following information.

Emergency Contact_____**Phone**_____

Beneficiary for RSVP Supplemental Accident Insurance:

Name_____**Relationship**_____

Address_____**Phone**_____

This document is provided as a sample ONLY. Its use is optional and, if used, it should be customized as appropriate. *For all appendices, including editable versions of samples and templates, visit https://www.nationalservice.gov/operations-handbook-appendices.*

Employment Experience_____
Special Skills/Interests/Languages_____
Volunteer Experience (Current, Past, Preferred) _____
Days/Hours Available: Mon___ Tues___ Wed___ Thu___ Fri___ Mornings___Afternoons____

Please indicate if RSVP may have permission to use your likeness?

[ ] I hereby grant ABC County RSVP permission to use my likeness in photograph(s)/video(s) in any and all of its publications or on the world wide web, whether now known or hereafter existing, controlled by RSVP of ABC County in perpetuity. I will make no monetary or other claim against RSVP of ABC County for the use of these photograph(s)/video(s).

[ ] I do not give permission to use my likeness in photograph(s)/video(s) to ABC County RSVP.

Certifications

By signing below, I acknowledge that I have read and understand the following statements:

- I hereby state that I am 55 years of age or older and offer my services as a volunteer for the ABC County Retired Senior Volunteer Program. I understand that I am not an employee of the RSVP Project, the sponsor, ABC County, the volunteer station or the Federal Government and agree to serve without compensation.
- I understand that in my capacity as an RSVP volunteer I may come into contact with confidential information. I agree to protect this information to the best of my ability and not to disclose it during or after my service as a volunteer has ended.
- I understand that if I use my personal automobile in my volunteer service, I will arrange to keep in effect automobile liability insurance equal or greater to the minimum requirements of the state of . I will also keep in effect a valid Driver's license.

_____ _____
RSVP Volunteer Signature **Date** **RSVP Staff Signature** **Date**

Equal Employment Agency - ABC County RSVP is an equal opportunity Agency. Enrollment is done without regard to race, color, religion, national origin, sex, age or disability. RSVP provides reasonable accommodations to the known disabilities of individuals in compliance with the Americans with Disabilities Act. For accommodation information or if you need special accommodations to complete the application process, please contact ABC County RSVP at (555) 555-1234.

Return completed registration to:	ABC County RSVP	For Questions contact:
(**Original Signatures**	PO Box 123	Jane Doe (555) 555-1234
Required on the Form)	Our Town, USA 81234	RSVP.PD@abccounty.gov

---

FOR OFFICE USE ONLY:

This document is provided as a sample ONLY. Its use is optional and, if used, it should be customized as appropriate. *For all appendices, including editable versions of samples and templates, visit https://www.nationalservice.gov/operations-handbook-appendices.*

The following information is optional and will not affect your enrollment with ABC RSVP

1. **Occasionally ABC RSVP will purchase volunteer recognition gifts to RSVP members. Please share the size you would use on each item blow.**

Item	Size	Item	Size	Item	Size
Jacket		Vest		Hoodie	
Sweatshirt		Hat		Shoe size (for snow cleats)	

2. **Which show of appreciation would mean the most to you? (Check all that apply)**

Specially arranged meals ☐	Gifts ☐	Certificates ☐
ABC RSVP logo wear ☐	Being chosen as the volunteer of the month ☐	Being highlighted in the newsletter ☐
Other (Make suggestion)		

3. **RSVP is often asked to provide demographical information pertaining to volunteer members. Please provide the following information (Optional).**

Are you a Veteran? ____

Are you an active Military Member? _____

Are any of your family members actively serving in the military? _____

(Optional) Gender:

_____ Male

_____ Female

(Optional) Race/Ethnic Background:

___White ___Asian ___African-American ___Hispanic/Latino

___ American Indian/Alaska Native ___ Pacific Islander ___ Other

Thank you for any information you have provided. Your information is **never** sold, shared, or used outside of RSVP, ABC County government or the Corporation of National and Community Service.

This document is provided as a sample ONLY. Its use is optional and, if used, it should be customized as appropriate. *For all appendices, including editable versions of samples and templates, visit https://www.nationalservice.gov/operations-handbook-appendices.*

Appendix B.3 – Sample Timesheet and Mileage Request Form

TIMESHEET and MILEAGE REIMBURSEMENT REQUEST

Mailing Address: PO Box 123, Our Town, USA 81234 **Physical Address**: 123 State Street, Our Town, USA 81234 Telephone: (555) 555-1234 Fax: (555) 555-5555

Return to the RSVP Office by the 10th of the following month

Volunteer Name (Print)_____ Month_____, 20____

Mailing Address_____ City/Zip _____

Station Name_____Auto Insurance Information on File? **Y** or **N**

Date	Volunteer Assignment	# of Hours	^Start Odometer	^End Odometer	Auto miles	*Meals
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						
11						
12						
13						
14						
15						
16						
17						
18						
19						
20						
21						
22						
23						
24						
25						
26						
27						
28						
29						
30						
31						
TOTALS						

*Enter MP if you a meal was provided while serving, BB if you brought a brown bag meal or the actual expense if you paid for a meal and request reimbursement. Leave blank if no meal is received. Meals will be reimbursed consistent with sponsor policy. ^Enter actual start and stop odometer readings for each trip.

IMPORTANT! Please obtain your volunteer station supervisor's original signature before submitting!

For Office Use Only:

Mileage Reimbursement

_____ miles X

_____ per mile =

Total Reimbursement:

$

VOLUNTEER: By signing below, I certify that this statement and the amount claimed are true, correct and complete to the best of my knowledge. I certify that I possessed a valid driver's license and that liability insurance in the minimum amount required by law was in force at the time of this travel. **STATION SUPERVISOR:** By signing below, I certify that to the best of my knowledge this claim is correct and true.

RSVP Volunteer Signature **Date** **Station Supervisor Signature** **Date** **RSVP Staff Signature** **Date**

This document is provided as a sample ONLY. Its use is optional and, if used, it should be customized as appropriate. For all appendices, including editable versions of samples and templates, visit https://www.nationalservice.gov/operations-handbook-appendices.

Appendix B.4 – Sample Volunteer Assignment Description

Sponsor Logo Here

ABC COUNTY RSVP

Mailing Address: PO Box 123,
Our Town, XX 81234
Physical Address: 123 State St., Our Town, XX 81234
Telephone: (555) 555-1234
Fax: (555) 555-5555

Volunteer Assignment Description

Volunteer Station: _____

Title of Volunteer Assignment: _____

Basic volunteer duties involved with this assignment:

1. _____

   _____

2. _____

   _____

3. _____

   _____

Who will be served by this assignment?

_____

_____

What is the anticipated benefit of this volunteer service to those receiving the service?

_____

_____

What specific skills will the volunteer need? (Include any requirements for lifting, standing, or other physical requirements.)

_____

_____

Name of person providing this information:	
Telephone:	Fax:
Email:	Date:
Acceptance by RSVP Project Staff:	Date:

This document is provided as a sample ONLY. Its use is optional and, if used, it should be customized as appropriate. *For all appendices, including editable versions of samples and templates, visit https://www.nationalservice.gov/operations-handbook-appendices.*

Appendix B.5 – Sample Letter of Agreement for In-Home Assignments

SAMPLE Letter of Agreement for In-Home Assignment

_____

(Name) (Address)

The following services have been approved by the volunteer station staff and will be performed by an RSVP volunteer: _____

_____

_____

The Volunteer Station Supervisor for this assignment is: _____

The RSVP volunteer will serve: _____

(Days of the Week)

From _____ to _____

(Approximate Service Schedule)

Volunteer services may be terminated by the sponsor at any time upon request of any of the undersigned parties.

Signed: _____

Sponsor Representative Date

_____

Volunteer Station Representative Date

_____

Person Served or Legally Responsible Person Date

Appendix B.6 – Sample Job Description for RSVP Project Director

ABC Non-Profit RSVP Program
RSVP Project Director Job Description

JOB TITLE: RSVP Project Director

REPORTS TO: Executive Director

STATUS: Full Time

POSITION DESCRIPTION:
Under the general direction of the Executive Director of ABC Non-Profit and the Corporation for National and Community Service (CNCS) program policy guidelines, the RSVP Director has full-time responsibility for the development and operation of the Retired and Senior Volunteer Programs; in coordination with the ABC Non-Profit and Senior Corps Program Advisory Council.

PROJECT DIRECTOR′S ROLE:
The RSVP Project Director is responsible for the daily management of the RSVP. The RSVP Project Director functions as a working project manager, actively involved with community organizations, RSVP volunteers, and volunteer stations. The RSVP Project Director serves as the representative of the sponsor in signing and approving official project documentation, including project reports, memoranda of understanding, letters of agreement for in-home assignments. The RSVP Project Director will abide by ABC Non-Profit's established procedures for internal review and its standard policies and procedures.

The RSVP Project Director serves full time, as negotiated with the CNCS. The RSVP Project Director may participate in activities to coordinate RSVP program resources with those of related local agencies, boards, or organizations.

RESPONSIBILITIES:
Under direction of the ABC Non-Profit Executive Director, the RSVP Project Director's duties include, but are not limited to:

a) Plan and develop all phases of RSVP operations;
b) Assist with hiring, training, and supervising adequate RSVP staff to efficiently carry out, maintain and develop operations of the RSVP Program;
c) Adhere to and administer personnel policies and procedures for RSVP staff consistent with those of ABC Non-Profit;
d) Provide support, information and materials for RSVP coordinators and appraise staff performance according to ABC Non-Profit personnel policies and procedures;

This document is provided as a sample ONLY. Its use is optional and, if used, it should be customized as appropriate. *For all appendices, including editable versions of samples and templates, visit https://www.nationalservice.gov/operations-handbook-appendices.*

e) Recruit, select, orient and place RSVP volunteers with volunteer stations;

f) Develop and maintain appropriate fiscal, personnel, program and volunteer records and reports;

g) Enhance the total efforts of RSVP through active involvement with community organizations, other national service programs, where appropriate;

h) Implement agreed upon performance measure and other RSVP grant requirements;

i) Keep Senior Corps Advisory Council members informed and solicit their participation and advice on matters affecting program operations;

j) Work in cooperation with ABC Non-Profit staff, Advisory Council members and volunteer station staff to obtain resources for programs;

k) Plan, develop, and implement ongoing public relations opportunities, including social media, in cooperation with ABC Non-Profit;

l) Arrange for formal and regular recognition of volunteers, organizations and individuals who have contributed to the support of RSVP;

m) Assure volunteer orientation, in conjunction with volunteer work stations and staff;

n) In conjunction with RSVP staff, develop and maintain close coordination and relationships with RSVP volunteer stations, including development of volunteer assignment plans;

o) Provide ongoing support to volunteers;

p) In conjunction with RSVP staff, appraise volunteer performance;

q) Assess appropriateness and/or performance of volunteer stations;

r) Attend training conferences conducted or authorized by the CNCS.

JOB QUALIFICATIONS:
Bachelor's Degree, training and/or experience in work with those over 55 years of age and volunteers is essential. Flexibility, management skills, computer literacy, and personal transportation are requirements. Experience managing federal grants is preferred. Must have excellent written and oral communication skills necessary for preparing grants, written reports and giving oral presentations and trainings. Ability to attend after hours and weekend meetings/events is required. Regional travel is a requirement of this position.

_____

RSVP Project Director Date

_____

Executive Director Date

This document is provided as a sample ONLY. Its use is optional and, if used, it should be customized as appropriate. *For all appendices, including editable versions of samples and templates, visit https://www.nationalservice.gov/operations-handbook-appendices.*

Appendix B.7 – Sample RSVP Volunteer Information Update Form

[Enter new or changed information and attach to volunteer registration]

RSVP Volunteer Information Update

RSVP [Project Name]: _____

1. Name: _____

   Address: _____

   City: _____ Zip: _____ Telephone: _____

   Email: _____

2. Name of Beneficiary: _____

   Relationship: _____ Telephone: _____

   Address: _____

   City: _____ State: _____ Zip: _____

3. Change in station assignment or volunteer assignment: _____

   _____

4. Other changes:

   Current Information:

   _____

   Changes to:

   _____

   _____

Volunteer Signature: _____ Date: _____

Staff Notes:

_____

_____

RSVP Staff Initials: _____ Date: _____

This document is provided as a sample ONLY. Its use is optional and, if used, it should be customized as appropriate. *For all appendices, including editable versions of samples and templates, visit https://www.nationalservice.gov/operations-handbook-appendices.*

Appendix B.8 – Senior Corps and RSVP in Times of Disaster

Overview

Disaster Services is one of the key focus areas of the Corporation for National and Community Service (CNCS). With its expansive network of volunteers across the country, Senior Corps is committed to working within the communities it serves to respond to and recover from disasters when they strike. Each of the three Senior Corps programs can provide disaster services to their communities in times of need. However, Senior Corps grantee operations and volunteers are themselves sometimes impacted and unable to function as normal. This document is intended to provide a framework to guide grantees who either wish to assist with response and recovery operations or who have been affected by a disaster.

What to Do When Disaster Strikes

The primary concern of Senior Corps during a disaster is the immediate safety and security of its grantees and volunteers. It is important for grantee staff and volunteers to follow all community, office, or building disaster preparedness plans for your location. Monitor your local news sources for the most up to date information and follow local or state emergency services guidance.

In order to ensure that all volunteers are accounted for before or after a disaster, Senior Corps suggests that its grantees establish a phone tree as part of any disaster preparedness planning. Program Directors or the assigned disaster preparedness staff member will contact grantee staff members, who should each be assigned an equal number of volunteers in advance to contact before a known potential disaster—such as a hurricane—and/or after the immediate danger of a disaster has passed. Grantee staff will then report back to the relevant phone tree coordinator. Senior Corps program directors should expect to be contacted by CNCS Program Officer/Portfolio Manager who will be gathering information and updates on affected programs.

Responding to and Recovering from Disasters

Once Senior Corps volunteers and grantee staff are accounted for, grantees should assess whether or to what degree operations are impacted. Senior Corps provides flexibility to grantees to revise work plans and performance measures in the aftermath of disasters in cases when original plans are no longer feasible and/or Senior Corps volunteers can respond to emerging community needs in disaster response and long term recovery. A set of FAQs has been provided as an appendix to this document outlining some of the ways that disaster affected programs may wish to adjust their work, as well as details on allowance and reassignment of volunteers.

For Senior Corps programs with the desire or capacity to assist in disaster response and recovery efforts in their communities are strongly encouraged to consult with their CNCS Program Officer/Portfolio Manager and the CNCS Disaster Services Unit (DSU). Coordination with these key CNCS offices helps coordinate, track, and promote the full national service response and ensure that Senior Corps activity is highlighted.

Furthermore, these offices have experience, training, and access to resources to support Senior Corps projects in effective service delivery. The response to a disaster will vary depending on Senior Corps program and the local project design, but we know that national service is a powerful tool for helping to meet the needs of communities when disaster strikes.

RSVP
In consultation with the CNCS Program Officer/Portfolio Manager, RSVP volunteer service activities and work plans may be modified to add additional work plans to meet the new community needs resulting from a disaster. RSVP projects that already have service activities and work plans in the disaster services focus area may consider expanding these service activities to meet the increased needs resulting from a disaster in their geographic service area.

Foster Grandparents
Foster Grandparents who are unable to continue to serve their previously assigned children may be assigned temporarily to other children in shelters or other settings and may serve groups of children, while seeking to provide one-on-one assistance wherever possible.

Senior Companions
Senior Companions who are unable to continue to serve their previously assigned clients may be assigned temporarily to assist other adults with special needs. Assignment plans in such cases may be written generically in recognition of the temporary nature of the assignments.

Additional Questions and Answers for RSVP

Project Operations in the Affected Area

1) **We have lost all or a great many of our project files and other records as a result of the disaster. What should we do?**

   Please contact your Program Officer/Portfolio Manager and advise them of the extent of the damage. It is important to document for your records when the damage occurred, how it occurred, the extent of the damage, and what types of files were lost. Where possible, include photographs.

2) **We will be unable to achieve one of more of our performance measures because the disaster has interrupted or changed our project operations. What should we do?**

   Please contact your Program Officer/Portfolio Manager and discuss the revisions of your performance measures and negotiate revised or new performance measures. After agreement is reached, amend your eGrants application.

3) **As a result of the redirection of volunteer effort to support emergency**

disaster response activities, one or more of our project work plans will no longer be valid. What should we do?

Please contact your Program Officer/Portfolio Manager and discuss how your redirected activities will result in new work plans. Changes in programmatic activities must be reflected in your grant via an amendment in eGrants. If a work plan is no longer valid, please indicate in the community needs section. If a new work plan is needed, it would be added in eGrants as an amendment. If the work plans to be modified include performance measures, discuss the revisions of your performance measures and negotiate revised or new performance measures. After agreement is reached, amend your eGrants application.

4) **If a project in our state is unable to access eGrants, how should we process the required amendments?**

   Contact your Program Officer/Portfolio Manager to troubleshoot the issue.

Projects in Non-Affected Areas

1) **Evacuees from a disaster area are in my community living in temporary housing. Our project would like to shift some of our volunteers to support the evacuees. Can we do so?**

   Yes. Please contact your Program Officer/Portfolio Manager to discuss how your redirected activities will result in changes in your work plans. Changes in programmatic activities must be reflected in your grant via an amendment in eGrants. If a work plan is no longer valid, please indicate in the community needs section. If a new work plan is needed, it would be added in eGrants as an amendment. If the work plans to be modified include performance measures, contact your Program Officer/Portfolio Manager and discuss the revisions of your performance measures and negotiate revised or new performance measures. After agreement is reached, amend your eGrants application.

2) **May our volunteers respond to needs outside the project's service area resulting from a disaster, either by transporting or accompanying evacuees from where they are currently housed to the project service area or by serving at a distant location?**

   The service of Senior Corps volunteers should focus on needs in their communities, including helping with the local response to the needs of evacuees.

   - Grant funds should not be used to transport evacuees.
   - Grant funds may be used to reimburse meals or transportation costs for a Senior Corps volunteer who is requested by a disaster response organization to accompany a child or adult who is being relocated.
   - Grantees are encouraged to check with their insurance carrier concerning any limitations on liability coverage.

Appendix B.9 – Previous Change Logs

This table lists all changes made in previous revisions of this document, beginning with January 2017. For the most recent changes, please see the Change Log in the front of the current Operations Handbook. All page numbers are accurate at the time of the original revision. Some content may shift in future revisions.

Edits made in Version 2017.1 (January 2017)		
Change Number	**Chapter and Page Number**	**Change**
1	This change is not related to a specific chapter.	A new method of tracking versions has been implemented, labeling each revision by the calendar year and calendar quarter of the publication. For example, CNCS published this revision in January (Quarter 1) of 2017, so this is Version 2017.1
2	This change is not related to a specific chapter.	We have combined the appendices of each program's handbook (the SCP Operations Handbook, FGP Operations Handbook and RSVP Operations Handbook) and introduced a new numbering system. This simplifies the use of appendices for sponsors with multiple programs, allows for greater consistency among the programs, and will enable CNCS to update them quickly and accurately in the future. We have added a new chapter, Chapter 14: Description and List of Appendices, with more information. Internal references to specific appendices have been updated accordingly.
3	This change is not related to a specific chapter.	This change log was added.
4	This change is not related to a specific chapter.	This version contains several formatting changes to allow for more accurate, consistent updates. This includes the formatting of the Preface, the Table of Contents, and page headers.
5	This change is not related to a specific chapter.	The capitalization of the names of the Senior Companion Program and Foster Grandparent Programs have been standardized to include a capital "P."
6	This change is not related to a specific chapter.	All dates are written out in full, without ordinal suffixes. For example: March 31, **not** 3/31**.** Years are included as necessary on a case-by-case basis.

Edits made in Version 2017.1 (January 2017)		
Change Number	**Chapter and Page Number**	**Change**
7	Chapter 1: Introduction and Overview (pg. 1)	Minor edits for grammar and style were made to the CNCS Overview section.
8	Chapter 1: Introduction and Overview (pg. 10)	Information has been added about Litmos, CNCS' learning management system. Links have also been updated.
9	Chapter 2: Project Operations (pg. 17), Chapter 6: Volunteer Stations (pg. 38), Chapter 8: RSVP Volunteers (pg. 47), Appendix B.1: Sample Memorandum of Understanding (formerly Appendix 1)	Language describing the anti-discrimination responsibilities of a sponsor has been updated to align with the language included in the RSVP Terms and Conditions. (See "CNCS Grant Program Civil Rights and Non-Harassment Policy.")
10	Chapter 2: Project Operations (pg. 18)	A link has been added to the Davis-Bacon Act.
11	Chapter 6: Volunteer Stations (pg. 37)	A sentence has been added to specify that the effective date of a memorandum of understanding must be on or after the date it is signed.
12	Chapter 9: RSVP Volunteer Cost Reimbursements (pg. 58)	Minor changes were made to Section 9.2.2 on Meal Reimbursements for clarity. These changes do not change the substantive meaning of this section.
13	Chapter 9: RSVP Volunteer Cost Reimbursements (pg. 59)	The text of Section 9.2.3 on insurance requirements for volunteers has been edited to more clearly identify minimum insurance requirements. It also now incorporates relevant information that was previously in a stand-alone memo titled "Senior Corps Insurance Requirements." Specific coverage requirements are now in a new appendix, Appendix A.13.
14	Chapter 10: Grants Management (pg. 70)	A statement on interest earned on advances has been amended to indicate that projects may retain the first $500 of interest per year to cover administrative expenses, not $250 as originally stated.
15	Chapter 11: Reports and Record Keeping (pg. 78)	Information has been added to clarify the application of record retention requirements to volunteer files.

Edits made in Version 2017.1 (January 2017)		
Change Number	**Chapter and Page Number**	**Change**
16	Chapter 13: RSVP Handbook Cross Reference Index (pg. 91)	A link to information on Indirect Cost Rates has been updated.
17	Appendix A.3 (formerly Appendix 14): Guidance on Recognition Costs	This document has been edited to clarify the fact that costs associated with special guests at recognition events are generally allowable, whereas costs associated with guests of volunteers are not.
18	Appendix A.5: Guidance on Closing Out Your CNCS Grant (Formerly Appendix 16)	A reference to a grant ending on April 30 has been changed to March 31.
19	Appendix A.12: NSCHC Supplement (Formerly Chapter 14)	Chapter 14, a supplement on the National Service Criminal History Checks, has been converted to an appendix, A.12, and its contents updated to apply to all programs. Information clarifying the applicability of the NSCHC requirements to non-federally funded Senior Demonstration Grants has also been added. Several links have also been updated.
20	Appendix B.1 (formerly Appendix 1)	A sentence in the sample Station Memorandum of Understanding regarding its effective date has been edited.
21	Appendix B.3: Sample Timesheet and Mileage Reimbursement Form	Sample text concerning meals has been updated to align with the guidance in Section 9.2.2.
22	Appendix 12: Sample Office Space Cost Allocation Worksheet	This appendix has been removed.

Edits made in Version 2017.2 (April 2017)		
Change Number	**Chapter and Page Number**	**Change**
1	Change Log, Appendix B.9 and Chapter 14: Description and List of Appendices (pg. 95)	The Change Log from the previous version of this Handbook (2017.1) has been moved to a new Appendix, Appendix B.9. This Appendix will collect all Change Logs going forward for historical reference. The Change Log at the front of this publication contains only the updates made in this revision

Edits made in Version 2017.2 (April 2017)		
Change Number	**Chapter and Page Number**	**Change**
		of the Handbook. We have updated Chapter 14: Description and List of Appendices to reflect this change.
2	Chapter 2: Project Operations (pg. 17) and RSVP Handbook Cross Reference Index	Links to CNCS's Frequently Asked Questions on Lobbying and Partisan Political Activity have been added to this chapter and the Cross Reference Index.
3	Chapter 3: Performance Measurement and Evidence-Based Programming (pg. 25), Appendix A.14 and Chapter 14: Description and List of Appendices (pg. 95)	We have added a new appendix, Appendix A.14, which lists evidence-based programs and registries known to Senior Corps at the time of publication. We have also added a reference to this appendix in Chapter 3: Performance Measurement and Evidence-Based Programming. We have updated Chapter 14, "Description and List of Appendices" to reflect this change.
4	Chapter 5: Project Staff (pg. 28)	An erroneous reference to the Foster Grandparent Program has been corrected to refer to the RSVP Program.
5	Chapter 6: Volunteer Stations (pg. 37)	Information on Letters of Agreement for In-Home Assignments has been edited to refer readers to the more complete information provided in Chapter 7. (See next edit for more information.)
6	Chapter 7: RSVP Volunteer Assignments (pg. 44) and Appendix B.5: Letters of Agreement for In-Home Assignments	Information on Letters of Agreement for In-Home Assignments located in Chapter 7: RSVP Volunteer Assignments, Chapter 6: Volunteer Stations, and Appendix B.5 has been consolidated into this Chapter. We have also added information indicating that assignment plans and letters of agreement may be combined in appropriate situations. Appendix B.5 has been simplified so that it only contains an editable sample letter of agreement.
7	Chapter 7: RSVP Volunteer Assignments (pg. 44)	Guidance on an appropriate teleservice policy has been added.
8	Chapter 9: RSVP Volunteer Cost Reimbursements (pg. 63)	Information on recognition has been updated to clarify that recognition may include informal recognition methods throughout the year, in addition to formal, public recognition.
9	Chapter 10: Grants Management (pg. 66)	Text concerning the allowability of costs related to optional criminal history checks on RSVP volunteers has been amended to clarify that this refers only to these optional,

Edits made in Version 2017.2 (April 2017)		
Change Number	**Chapter and Page Number**	**Change**
		supplementary checks, *not* the mandatory National Service Criminal History Check process required by law for RSVP staff.
10	Chapter 11: Reports and Record Keeping (pg. 84)	The beginning of Section 11.3 on Project Compliance Monitoring Site Visits has been edited to clarify that a compliance monitoring visit to a project must occur **at least** once every six years and may occur in the interim years as well for a variety of reasons.
11	Appendix A.7: Quick Reference Guide for Senior Corps Reports	Information on the PRS (formerly known as the PPVA) has been updated.

Edits made in Version 2017.3 (July 2017)		
Change Number	**Chapter and Page Number**	**Change**
1	This change is not related to a specific chapter.	The spelling of "recordkeeping" has been standardized throughout this handbook.
2	Chapter 1: Introduction and Overview (pg. 1)	Minor changes were made to the "CNCS Overview" section for clarity.
3	Chapter 3: Performance Measurement and Evidence-Based Programming (pg. 23), Chapter 6: Volunteer Stations (pg. 39) Chapter 14: Description and List of Appendices (pg. 97), Appendix A.16	Appendix A.16, a sample data sharing agreement has been added. A reference to this document has been added to Chapter 3 and Chapter 6. The appendix also been added to the cross-reference index and list of appendices in Chapter 14.
4	Chapter 4: Community Participation (pg. 27)	Text has been added to clarify the allowability of costs related to advisory councils.
5	Chapter 8: RSVP Volunteers (pg. 54)	Text has been added to clarify sponsors' responsibility to review the age eligibility of RSVP volunteers.

Edits made in Version 2017.3 (July 2017)		
Change Number	**Chapter and Page Number**	**Change**
6	Chapter 11: Reports and Recordkeeping (pg. 80-81)	Additional information on the confidentiality of volunteer records has been added, including information on grantees' responsibility to safeguard confidential volunteer information and how to respond to potential breaches, with links to additional resources and information.
7	Appendix A.3: Guidance on Recognition Costs	References to the Code of Regulations have been added. In addition, text on the use of leave as a form of recognition has been added, with a link to pre-existing guidance on using leave as a form of recognition. Finally, guidance on "Special Volunteer Recognition" has been clarified to indicate that special volunteer recognition may include milestones in service or other special achievements.
8	Appendix A.15: Guidance on Prohibition of Fee-for-Service Activities	Pre-existing guidance on the prohibition on fee-for-service activities has been incorporated into this handbook as Appendix A.15. The content of the document has not been edited. Internal references have also been edited to refer to this appendix.

Edits made in Version 2017.4 (October 2017)		
Change Number	**Chapter and Page Number**	**Change**
1	This change is not related to a specific chapter.	A link to a list of all appendices, including editable versions of samples and templates, has been added to the bottom of each appendix and Chapter 14.
2	Chapter 8: RSVP Volunteers (pg. 55)	An overview of basic adult learning principles has been added to this chapter.
3	Appendix A.17	A sample in-kind contribution form has been added as Appendix A.17.

Edits made in Version 2018.1 (January 2018)		
Change Number	**Chapter and Page Number**	**Change**
1	Chapter 6: Volunteer Stations (pg. 37)	Additional information has been added about how to document volunteer station cash or in-kind support, particularly with regards to how to distinguish such support from a fee-for-service relationship.
2	Chapter 11: Reports and Recordkeeping (pg. 81)	Further guidance on electronic records, including electronic "signatures," has been added.
3	Appendix B.1: Sample Memorandum of Understanding	Text has been added to #2 in "Other Provisions" to more fully explain the requirement for a Letter of Agreement for in-home assignments. A reference to a blank Letter of Agreement has been removed.
4	Appendix A.18, Appendix B.9, and Appendix B.10	Guidance on Senior Corps and RSVP in times of disaster has been updated and expanded. This information, formerly in Appendix A.18, has been moved to Appendix B.9. The Previous Change Log, which was formerly Appendix B.9, is now Appendix. B.10. References within this document to any of these appendices have also been updated.

Edits made in Version 2018.2 (April 2018)		
Change Number	**Chapter and Page Number**	**Change**
1	Chapter 1: Introduction and Overview (pg. 6) and RSVP Handbook Cross Reference Index	Information on CNCS' Office of External Affairs has been updated, including a link to its new Communications Resource page.
2	Chapter 1: Introduction and Overview (pg. 11) and RSVP Handbook Cross Reference Index	A link to the Federal Register has been added.
3	Chapter 2: Project Operations (pg. 16)	Language has been updated to clarify that policies regarding prohibited activities are required, not encouraged.

Edits made in Version 2018.2 (April 2018)		
Change Number	**Chapter and Page Number**	**Change**
4	Chapter 5: Project Staff (30)	A reference to staffing appropriately to implement "evidence-based programming" has been broadened to reflect other ways programs can strengthen how they build and use evidence.
5	Chapter 5: Project Staff (31)	Information on engaging volunteers in staff activities has been updated to clarify that up to 5% of the total number of RSVP volunteers may be assigned to administrative and support activities.
6	Chapter 6: Volunteer Stations (pg. 36)	A link to CNCS's Superintendent's/Principal's Toolkit has been added.
7	Chapter 10: Grants Management (pgs. 70-71)	Information on the required non-federal share for RSVP programs that occurred in two paragraphs has now been condensed to only appear in one paragraph. In addition, more information on how to calculate the required non-federal share, including a formula, has been added.
8	Appendix A.4 and A.11	Minor typos in these two appendices have been corrected.

Edits made in Version 2018.3 (July 2018)		
Change Number	**Chapter and Page Number**	**Change**
1	Chapter 1: Introduction and Overview (pg. 11)	More detailed instructions have been added for signing up to Litmos, including information on how to sign up for courses relevant to more than one Senior Corps programs. Information about the Senior Corps New Project Curricula have also been added.
2	Chapter 9: RSVP Volunteer Cost Reimbursements (pg. 63)	Language addressing the specific allowability of congregate meals as non-federal share has been edited to redirect grantees to guidance in Chapter 10 of this handbook, which addresses when federal funds granted by an agency other than CNCS can be used as non-federal share generally.
3	Chapter 10: Grants Management (pg. 73)	Links have been added to the portions of the Uniform Guidance that stipulate that funds used as non-federal share for another federal grant may not be included as non-federal share for a CNCS grant and that identify when funds from another federal agency may be included as non-federal share (2 CFR 200.306). In addition, more detail has been added to the discussion of using funds from another federal program as non-federal share.

Edits made in Version 2018.4 (October 2018)		
Change Number	**Chapter and Page Number**	**Change**
1	Appendix A.12 NSCHC Supplement	This appendix has been removed. All references to this appendix now route users to the CNCS Knowledge Network page on Criminal History Checks (https://www.nationalservice.gov/resources/criminal-history-check).
2	Appendix A.12 Senior Corps Minimum Insurance Coverage Requirement (Formerly Appendix A.13)	Senior Corps Minimum Insurance Coverage Requirement, previously named “Appendix A.13” has been renamed “Appendix A.12.”
3	Appendix A.13 Evidence-Based Programs and Registries	Evidence-Based Programs and Registries, previously named “Appendix A.14” has been renamed “Appendix A.13.”

Edits made in Version 2018.4 (October 2018)		
Change Number	**Chapter and Page Number**	**Change**
	(Formerly Appendix A.16)	
4	Appendix A.14 Guidance on Fee-for-Service Prohibition (Formerly Appendix A.15)	Guidance on Fee-for-Service Prohibition, previously named "Appendix A.15" has been renamed "Appendix A.14."
5	Appendix A.15 Sample Data Sharing Agreement (Formerly Appendix A.16)	The Sample Data Sharing Agreement, previously named "Appendix A.16" has been renamed "Appendix A.15."
6	Appendix A.16 Sample In-Kind Contribution Form (Formerly Appendix A.17)	The Sample In-Kind Contribution Form, previously named "Appendix A.17" has been renamed "Appendix A.16."
7	This change is not related to a specific chapter	Broken hyperlinks were updated throughout the document.

Edits made in Version 2019.1
(January 2019)

A Note on Changes Resulting from the Final Rule:

On December 17, 2018, the Final Rule for the Foster Grandparent Program (FGP), Senior Companion Program (SCP), and RSVP was posted to the Federal Register. After a 45-day public review period, updated regulations for all three programs became effective on January 31, 2019.

These regulations affect many aspects of program operations described in this handbook. Due to the scope of the changes, it is not practical to identify each change by page number. Instead, the major changes in each chapter are listed below. In addition, the changes in this Handbook focus on compliant, effective practice going forward, so that this document remains relevant in the future. In general, they do not make explicit before-and-after comparisons of regulation prior to and following the effective date of the Final Rule. Additional resources that do focus on this transition are available at Senior Corps' Final Rule Headquarters.

You may suggest additional changes or guidance by emailing SeniorCorpsHandbooks@cns.gov.

This update also contains some changes that are not directly related to the Final Rule. As a result, the changes below are presented in two sections. The first outlines the changes directly related to the Final Rule. The second contains all other changes. Changes that are not directly related to the Final Rule are identified by page number, as in prior change logs.

A. Changes Relating to the Final Rule

Chapter	Changes
Chapter 1: Introduction and Overview	Annual volunteer physical examination requirement was removed. Excess Automobile Liability Insurance was added to program definitions. Minimum requirement of volunteer service hours was reduced.
Chapter 2: Project Operations	Annual service plan and annual assessment requirements was removed. Guidance surrounding project staff compensation was updated. A new definition of "Proprietary Health Care Organization" was added.
Chapter 4: Community Participation	Annual service plan and annual assessment requirements were removed.
Chapter 5: Project Staff	Guidance surrounding project staff compensation was updated.

Edits made in Version 2019.1 (January 2019)	
Chapter 6: Volunteer Stations	A new definition of "Proprietary Health Care Organization" was added. Text referring to "no more than 5% of the total number of volunteers budgeted for a project are assigned to it I administrative or support positions" has been removed.
Chapter 9: RSVP Volunteer Cost Reimbursements	Text was added to clarify that cost reimbursements such as recognition and insurance must be provided; meals and transportation may be provided.
Appendix A	References to the Direct Benefit Ratio or "80/20 rule" were removed (A.3 and A.7). Annual Project Assessment was removed (A.5).
Appendix B	Text was added to clarify that insurance must be provided (B2).

B. All Other Changes

Change Number	**Chapter and Page Number**	**Change**
23	Chapter 2.2.1 (pg. 15), Chapter 2.3.4 (pg. 19), Chapter 6.3.3 (pg. 41), and Chapter 8.1.2 (pg. 52)	Non-discrimination language was updated to align with CNCS' non-discrimination policy.
24	Chapter 2: Project Operations (pg. 18)	Text has been added to provide clarification on religious activities and transportation assignments.
25	Chapter 10: Grants Management (pg. 75)	Text has been added to specify the current Simplified Acquisition Threshold amount and its role in budget amendments that require prior approval from CNCS.
26	Chapter 11: Reports and Recordkeeping (pg. 83-84)	Salary and Wage documentation guidance has been updated to reflect the new Uniform Guidance requirements. Additionally, a link to the Uniform Guidance has been added.
27	Appendix A	Appendix A.1- Assurances and Appendix A.2- Certifications have been removed. All references to these appendices now route users to the CNCS Terms & Conditions and Certifications & Assurances for CNCS Grants page. As a result of removing A.1 and A.2, the remaining Appendix A appendices have been renumbered. References within this document to any of these appendices have also been updated.

Edits made in Version 2019.1 (January 2019)		
28	Appendix A.5- Quick Reference Guide for Senior Corps Reports and Due Dates	References to Q1 and Q2 grants and their report due dates have been removed.
29	Appendix A.11- Evidence- Based Programs and Registries	Examples have been updated to reflect new Performance Measures.
30	Appendix A.13: Sample Data Sharing Agreement	Examples have been updated to reflect new Performance Measures.
31	Appendix B	Appendix B.8- Sample Annual Safety Assurance Email has been removed. As a result, the remaining Appendix B appendices have been renumbered. References within this document to any of these appendices have also been updated.

Edits made in Version 2019.2 (April 2019)		
Change Number	**Chapter and Page Number**	**Change**
1	This change is not related to a specific chapter	Broken hyperlinks were updated throughout the document.
2	Chapter 1- Introduction and Overview (pg. 11)	Litmos Technical Support Contact Information was added.
3	Chapter 10- Grants Management (pg. 74)	Text has been added to specify the current Simplified Acquisition Threshold amount and to clarify non-federal share.

Edits made in Version 2019.3 (July 2019)		
Change Number	**Chapter and Page Number**	**Change**
1	Chapter 1: Introduction and Overview (pg. 5)	Information on the Final Rule was added to the 'History of RSVP' section.
2	Chapter 2: Project Operations (pg. 15)	The definitions of vulnerable populations and proprietary healthcare organizations were added to section 2.2 Sponsor Responsibilities.

Edits made in Version 2019.3 (July 2019)		
Change Number	**Chapter and Page Number**	**Change**
3	Chapter 6: Volunteer Stations (pg. 38)	The definition of proprietary health care organizations including tips on where to find a state's regulatory agencies and licensing requirements was added.
4	Chapter 10: Grants Management (pg. 70)	Text was added to clarify cost allowability with respect to association and other board membership.
5	Chapter 10: Grants Management (pg. 71)	Guidance on establishing an Indirect Cost Rate and definitions of Direct and Indirect Costs were updated.
6	Chapter 10: Grants Management (pg. 81)	The '10 Tips to Help Avoid Common Audit Findings' were updated with language from the Final Rule.
7	This change is not related to a specific chapter.	Broken hyperlinks were fixed throughout.
8	This change is not related to a specific chapter.	References to the Social Innovation Fund were removed.
9	This change is not related to a specific chapter.	References to 'CNCS State Office' were changed to 'CNCS Program Officer'.
10	This change is not related to a specific chapter.	Hyperlinks to and citations for regulations were added throughout the handbook.

Edits made in Version 2019.4 (October 2019)		
Change Number	**Chapter and Page Number**	**Change**
1	This change is not related to a specific chapter.	During the week of October 7, 2019, grantees located in states within CNCS's new Mountain, North Central, and Northeast regions, will have their grants transitioned from existing Program and Grants Officers to their newly assigned Portfolio Managers. A map of the regions is located **here**. References to CNCS Program and Grants Officers were updated to also include these new CNCS Portfolio Managers throughout the handbook.

Edits made in Version 2019.4 (October 2019)		
Change Number	**Chapter and Page Number**	**Change**
2	Chapter 8 : RSVP Volunteers (pg. 55)	The Senior Corps Pathfinder- the new national recruitment tool was introduced along with a link with instructions for how to update contact information.
3	Chapter 10: Grants Management (pg. 81)	The OMB definition of grant was added.
4	Appendix A.15- Final Rule Overview	The Final Rule overview on the www.nationalservice.gov website has been converted to Appendix A.15, and its contents have been updated to apply to all programs.
5	Appendix A.16- Final Rule FAQs	The Final Rule FAQs on the wew.nationalservice.gov website has been converted to Appendix A.16, and its contents have been updated to apply to all programs.
6	This change is not related to a specific chapter.	Broken hyperlinks were fixed throughout.

Edits made in Version 2020.1 (January 2020)		
Change Number	**Chapter and Page Number**	**Change**
1	This change is not related to a specific chapter.	During the week of October 7, 2019, grantees located in states within CNCS's new Mountain, North Central, and Northeast regions, will have their grants transitioned from existing Program and Grants Officers to their newly assigned Portfolio Managers. A map of the regions is located **here**. References to CNCS Program and Grants Officers were updated to also include these new CNCS Portfolio Managers throughout the handbook.
2	This change is not related to a specific chapter.	Broken hyperlinks were fixed throughout.

Edits made in Version 2020.2 (April 2020)		
Change Number	**Chapter and Page Number**	**Change**
1	This change is not related to a specific chapter.	In May 2020, grantees located in states within CNCS's new Midwest, Southeast, and West regions, will have their grants transitioned from existing Program and Grants Officers to their newly assigned Portfolio Managers. A map of the regions is located **here**. References to CNCS Program and Grants Officers were updated to also include these new CNCS Portfolio Managers throughout the handbook.
2	This change is not related to a specific chapter.	Broken hyperlinks were fixed throughout.