PART I - FACE SHEET

APPLICATION FOR FEDERAL ASSISTANCE

Modified Standard Form 424 (Rev.02/07 to confirm to the Corporation's eGrants System)

1. TYPE OF SUBMISSION:
Application [X] Non-Construction

2a. DATE SUBMITTED TO CORPORATION FOR NATIONAL AND COMMUNITY SERVICE (CNCS):
04/30/13

2b. APPLICATION ID:
13VT150469

3. DATE RECEIVED BY STATE:

4. DATE RECEIVED BY FEDERAL AGENCY:
04/30/13

STATE APPLICATION IDENTIFIER:

5. APPLICATION INFORMATION

LEGAL NAME: AFYA, INC.

DUNS NUMBER: 796130052

ADDRESS (give street address, city, state, zip code and county):
8101 SANDY SPRING ROAD
SUITE 301
LAUREL MD 20707 - 3596
County: Anne Arundel

NAME AND CONTACT INFORMATION FOR PROJECT DIRECTOR OR OTHER PERSON TO BE CONTACTED ON MATTERS INVOLVING THIS APPLICATION (give area codes):
NAME: Lemont Joyner
TELEPHONE NUMBER: (301) 957-3040
FAX NUMBER:
INTERNET E-MAIL ADDRESS: ljoyner@afyainc.com

6. EMPLOYER IDENTIFICATION NUMBER (EIN):
521760892

7. TYPE OF APPLICANT:
7a. For Profit Organization
7b.

8. TYPE OF APPLICATION (Check appropriate box).
[X] NEW [ ] NEW/PREVIOUS GRANTEE
[ ] CONTINUATION [ ] AMENDMENT
If Amendment, enter appropriate letter(s) in box(es): [ ] [ ]
A. AUGMENTATION B. BUDGET REVISION
C. NO COST EXTENSION D. OTHER *(specify below):*

9. NAME OF FEDERAL AGENCY:
Corporation for National and Community Service

10a. CATALOG OF FEDERAL DOMESTIC ASSISTANCE NUMBER: 94.023
10b. TITLE: VISTA Training Support

11.a. DESCRIPTIVE TITLE OF APPLICANT'S PROJECT:
AmeriCorps VISTA Training Support 2013

11.b. CNCS PROGRAM INITIATIVE (IF ANY):
T/TA - Training Support

12. AREAS AFFECTED BY PROJECT (List Cities, Counties, States, etc):
National

13. PROPOSED PROJECT: START DATE: 07/01/13 END DATE: 07/31/14

14. CONGRESSIONAL DISTRICT OF: a.Applicant MD 005 b.Program MD 005

15. ESTIMATED FUNDING: Year #: 1

a. FEDERAL	$ 4,494,650.00
b. APPLICANT	$ 0.00
c. STATE	$ 0.00
d. LOCAL	$ 0.00
e. OTHER	$ 0.00
f. PROGRAM INCOME	$ 0.00
g. TOTAL	$ 4,494,650.00

16. IS APPLICATION SUBJECT TO REVIEW BY STATE EXECUTIVE ORDER 12372 PROCESS?
[ ] YES. THIS PREAPPLICATION/APPLICATION WAS MADE AVAILABLE TO THE STATE EXECUTIVE ORDER 12372 PROCESS FOR REVIEW ON:
DATE:
[X] NO. PROGRAM IS NOT COVERED BY E.O. 12372

17. IS THE APPLICANT DELINQUENT ON ANY FEDERAL DEBT?
[ ] YES if "Yes," attach an explanation. [X] NO

18. TO THE BEST OF MY KNOWLEDGE AND BELIEF, ALL DATA IN THIS APPLICATION/PREAPPLICATION ARE TRUE AND CORRECT, THE DOCUMENT HAS BEEN DULY AUTHORIZED BY THE GOVERNING BODY OF THE APPLICANT AND THE APPLICANT WILL COMPLY WITH THE ATTACHED ASSURANCES IF THE ASSISTANCE IS AWARDED.

a. TYPED NAME OF AUTHORIZED REPRESENTATIVE:
Lemont Joyner

b. TITLE:

c. TELEPHONE NUMBER:
(301) 957-3040

d. SIGNATURE OF AUTHORIZED REPRESENTATIVE:

e. DATE SIGNED:
04/30/13

Executive Summary

AFYA's mission is to improve the well-being of the underserved. We have supported CNCS since 2006, planning more than 600 trainings, including 350 PSOs; 170 SOs; 27 LOs; 27 continuing education events; and 12 Service Corps, LSA, and AmeriCorps trainings. We also supported 7 national conferences. Our experience gives us in-depth understanding of the program's complexity. Awarding this agreement to us will mean that services can continue seamlessly, avoiding a new firm's costly learning curve.

Summary of Accomplishments

VISTA training support is more than logistics - it's about strengthening national service "from the inside out." We will continue to exemplify the traits for which we are known. RESPONSIVENESS--AFYA has helped train and support more than 25,000 VISTA members, supervisors, and leaders. In FY 2009 (with ARRA funding), we quickly implemented additional procedures/tracking mechanisms and supported more than 6000 VISTA participants! We designed a database to streamline site selection, enhanced registration procedures to increase efficiency and decrease member wait time, and implemented a FISMA-compliant PIV-One system to ensure secure data collection and transmission. COST-SAVINGS--We cross-train staff--our fingerprint technicians (FTs) are also travel coordinators (TCs). We negotiate room rates at or below Federal per diem, get complimentary concessions, and execute venue contracts with no cancellation/change fees. COMPASSION--We provide 24/7 support via a travel helpdesk, accompany sick members to the hospital, and support nervous members until they arrive home safely. COLLABORATION--We work closely with VISTA staff, State office staff, VMSU, trainers, facilitators, travel agents, vendors, and the clearinghouse to ensure project success. Our staff's email signatures link to a SurveyMonkey site so that members and partners can give us immediate feedback.

TTA Strategy and Delivery Plan

I. PROGRAM DESIGN

A. ORGANIZATIONAL STRUCTURE/MANAGEMENT PLAN

Our organizational and staffing approach has been designed to ensure responsiveness to VISTA's unique requirements (shifts in attendance numbers, many inexperienced travelers, and a vital need for inexpensive travel and lodging).

1. ORGANIZATIONAL STRUCTURE/STAFF DUTIES

Our approach establishes discrete roles and responsibilities, ensures clear lines of communication, and

includes a pool of on-call staff to respond to peak needs. Corporate Monitor (CM) Sheritta Cooper Porter provides oversight on project deliverables, monitors costs, and provides a final layer of quality assurance (QA). Project Manager (PM) Tonya Burke reports to the CM. She ensures adherence to the agreement's terms and conditions, delivery schedule, and budget. The PM convenes team meetings, tracks project costs, and is in continuous contact with CNCS, anticipating and preventing problems. Reporting to the PM are a Deputy PM/Quality Control Manager (DPM/QCM), an Administrator/QC Coordinator (ADM/QCC), an IT Specialist, a Site Selector/Lead Coordinator (SS/LC), four LCs, two FT/TCs; and our on-call LCs and FT/TCs.

DPM/QCM Faith Dates Ogbonna supervises and trains the LCs; creates staff rosters, advises the PM of potential issues, and recommends solutions. She oversees all work performed on trainings and conducts QA reviews of portals, work plans, contracts, invoices, and biometric data transmission reports. Our IT Specialist ensures continued FISMA compliance and oversees the secure collection and transmission of fingerprints to the FBI/OPM. He also oversees database development and maintenance, manages Web development, and ensures Section 508 compliance. The ADM/QCC provides office support, updates the project's MS SharePoint site, documents team meetings, and manages the 24-hour VISTA Hotline. The SS ensures that all meeting sites comply with the ADA and the HMFSA, are accessible by public transportation, and offer lodging and meals at or below Federal per diem. She manages the site search database, conducts site inspections, monitors contract negotiations, and serves as an LC. LCs direct the activities for assigned trainings and develop, implement, and manage work plans and budgets. They review travel itineraries, develop rooming lists, ensure special needs requests are met, coordinate meeting needs with the hotel, confirm final PSO numbers with CNCS, and supervise onsite support staff. Security-cleared FTs develop fingerprinting rosters, transport equipment to/from the site, and collect biometric data. As TCs, they arrange travel and ground transportation, monitor fares, and email itineraries to members.

2. MANAGEMENT PLAN

AFYA developed and uses several customized planning tools, including a BUDGET, TIMELINE, and WORKPLAN, to help streamline planning and to meet acceptable quality levels. Our PM and DPM use MS Project and Deltek financial management software to manage training schedules, allocate resources, track staff progress, and monitor budgets. They adjust resource allocations as needed and keep CNCS apprised of accruing costs. Our PM developed detailed position descriptions to ensure staff understand their duties. She conducts regular performance evaluations, using the metrics in a detailed

QA plan that document performance standards and acceptable quality levels.

B. LOGISTICS DELIVERY PLAN

1. VISTA MEETING SUPPORT

AFYA collaborates with VISTA partners to support members before, during, and after each training. Communications are tracked via a SharePoint platform to ensure prompt resolution. AFYA supports CNCS on a pre-training conference call during which all PSO details are discussed and confirmed.

a. PRE-MEETING SUPPORT

TRAVEL ARRANGEMENTS AND SUPPORT. We understand that we must clearly communicate with members regarding their travel needs. AFYA is committed to the safety and well-being of attendees from the time they leave home and arrive at training until they return home or reach their new destination (if relocating to serve). LCs secure fully refundable, flexible Federal fares and respond quickly to last-minute travel requests. TCs enter travel and cost data into the portal and share them with participants, State offices, and the VMSU.

SITE SELECTION. The SS/LC locates and manages VISTA training venues using our online site selection system. The system collects and stores prospective training site data such as sleeping and meeting space details, ADA accessibility, audiovisual services, recent renovation information, and site visit evaluations. These aggregated data provide the most efficient way to summarize and review bids with CNCS to facilitate final site selection. The SS/LC negotiates contract terms that meet the Government's best interest (least expensive rates, avoiding cancellation costs, and limiting attrition fees).

b. ONSITE SUPPORT

ONSITE PREPARATION. Before attendees arrive, the LC and FT/TCs attend a pre-convention meeting with the hotel to confirm training needs and ensure green initiatives are being followed, such as eliminating paper cups from breaks and utilizing water stations instead of pitchers set on each table. Staff also locate and secure shipped materials. The LC and TCs inspect the meeting space and confirm accurate meeting room set-up, food and beverage plans, and other event details. They also post signs, set up the registration area, and monitor the hotel check-in process at the front desk. FT/LCs organize training workbooks and shirts before registration begins. In addition, LCs ensure that approved plans for translation, interpretation, ADA accessibility, and dietary accommodations are in place.

REGISTRATION. To streamline registration, AFYA uses a five-station, standardized approach:

Registration Sign-In, Voucher Completion, VMSU Employment Documents, Fingerprinting, and Computer Equipment. (We provide attendees with laptops and printers they can use to obtain forgotten VADs and complete required documentation forms.)

FINGERPRINTING. Fingerprinting is a critical screening process for new VISTA candidates. Our trained and security-cleared FTs take the PIV-One system onsite and operate enrollment stations in a cloistered room nearby, collecting sensitive personal data from members. The FTs ensure that the system remains under AFYA's control AT ALL TIMES, storing it in a locked room when not in use. After fingerprint collection is complete onsite, an FT delivers the enrollment stations to AFYA's IT Specialist. The IT Specialist transmits all volunteer records to FBI/OPM via a secure VPN. After each transmission to FBI/OPM, the IT Specialist generates a list of transmitted names for quality check by the ADM/QCC. FBI/OPM staff send the results of the background checks to CNCS, who inform the IT Specialist that the process is complete, so he can delete all records.

ONSITE LOGISTICS. The LC provides the RTL with a list of the participants assigned to each trainer and their designated room. The LC and TC conduct quality checks of all meeting room configurations, including equipment set-up. The TC posts airport shuttle schedules, hotel check-out requirements, and luggage storage information prominently at registration. The LC and TC supervise departures and pack supplies for shipping. The LC completes an AFYA-developed Onsite Change Form that documents changes affecting costs (later submitted to the PM). The LC stays on site until all members depart and remains on-call to ensure their safe arrival.

c. POST-MEETING SUPPORT

The QCM conducts internal debriefings to evaluate training outcomes and procedures. The LC and TC develop a written summary of the event. The LC processes hotel and vendor invoices, ensuring they are paid within 30 days of the training's end. The LC and TC send the venue a letter detailing successes and any needs for improvement.

2. ADDITIONAL VISTA SUPPORT

AFYA offers a range of value-added services, including the use of Web-based technology and social media. In 2012, we began using social media to engage volunteers during VISTA trainings, displaying tweets at each PSO to promote continued discussion among volunteers. In the future, we suggest using social media (Facebook, LinkedIn, Pinterest, Instagram, YouTube, and/or Twitter) to enhance members' experience throughout their year of service. AFYA can also use social media to increase attendance at webinars, provide tips on the best day/time of the week to schedule webinars, and

design giveaways and other marketing efforts to promote participation. We could use webinars and Web-based videos to augment the current welcome packets, providing information on what to expect, how to use the online booking tool, and where to get assistance. Should CNCS request evaluation support, we are able to design, collect, and analyze both quantitative and qualitative data and document results.

Proposed Strategy

This competition is designed to support Goal 2 of the CNCS Strategic Plan--"to strengthen national service so that participants engaged in CNCS programs find satisfaction, meaning, and opportunity."AFYA will provide comprehensive logistical support to AmeriCorps VISTA for a range of training events. In the first year, we will plan approximately 35 PSOs, 10 with SOs for about 180 attendees each; and 3 LOs, with 30 to 90 attendees each. AFYA will ensure adherence to all of the agreement's performance monitoring and reporting requirements. We will continue to closely monitor costs and report, per event, costs per person. As described in our application, we have the capacity to provide support for additional CNCS events, social media, web-based training and to support CNCS's program evaluation efforts.

Organizational Capability

II. ORGANIZATIONAL CAPACITY

A. OVERVIEW OF AFYA'S ORGANIZATIONAL EXPERIENCE AND EXPERTISE

AFYA has provided technical and professional services to Federal Government agencies and private sector clients for more than 21 years. Our 25-member Information Support Services Division (ISSD) specializes in supporting trainings, meetings and events in an environmentally-friendly way. In addition to CNCS, our primary logistical support clients have included 11 of the operating divisions within the U.S. Department of Health and Human Services (HHS), the U.S. Department of Education (ED), and the Social Security Administration (SSA). Staff within ISSD have planned, managed, documented, and/or evaluated Federal events of all sizes, including trainings, TA sessions, national and regional conferences, policy summits, grant reviews, expert panels, and advisory group meetings. AFYA has proven capability in all of the functions required in the announcement--site selection and contract negotiation, travel management, 'green' onsite support, materials management, fingerprinting, disability-related accommodations, and monitoring and reporting.

1. CNCS EVENT-PLANNING EXPERIENCE

AFYA has been providing training management and logistical support services to CNCS since 2006.

We bring a capability that is emphasized throughout the announcement as being critical for an applicant's success--"strong experience in providing logistical training support, particularly to national service participants, AmeriCorps VISTA, or a similar program." Since our first agreement was awarded, AFYA has planned and supported more than 350 PSOs across the country, most of which occur between June and September. We have also planned and supported 170 supervisor trainings, 27 continuing development trainings, 27 leaders and tribal trainings; 12 Service Corps, LSA, and AmeriCorps events; and helped plan 7 national conferences on volunteerism and several cluster conferences. IN TOTAL, AFYA HAS PLANNED ALMOST 2,000 CNCS EVENTS, THE MAJORITY OF THEM VISTA PSOS. This is invaluable experience, in these times of sequestration and uncertain funding, when working with inexperienced contractors can be costly for an agency. We understand the challenging environment in which services will be offered, and we will continue to enhance our services and make them even more cost-effective.

2. CNCS CLIENT FEEDBACK

AFYA is proud to have received great feedback from CNCS staff and the Agency's partners. Just a few examples:

PATRICK TRIANO, CNCS, DIRECTOR OF MEMBER EXPERIENCE UNIT, VISTA--"Thank you..., all of you, for your very good work, your solid support and unflinching flexibility, and swift turnaround. I am grateful."

AMY THOMPSON, VISTA PSO TRAINER--"...can't tell you how great I think your staff are.... Their level of professionalism and high work ethic make our job so much easier."

GINLIN WOO, REGIONAL TEAM LEADER--"...thanks for a job well done.... VISTAs and supervisors...were so appreciative.... They were ready, inspired, and excited."

3. OTHER, SELECTED EVENT-PLANNING EXPERIENCE

For more than 10 years, on more than 100 individual task orders, AFYA provided agency-wide meeting planning services to the Centers for Medicare & Medicaid Services (CMS)/HHS, on one of the most challenging assignments, we planned, within only 4 months, more than 25 outreach conferences and 40 training sessions in 65 cities across the United States and the Caribbean, winning high praise from CMS. For more than 8 years, AFYA operated the Welfare Peer TA Network for the Administration for Children and Families/HHS. Our staff worked collaboratively with the national office, States, and other TA clients to identify and clarify grantees' TA needs, develop action plans for fulfilling the needs, develop specialized products, and arrange for TA services to be offered. The contract was nominated for an Innovation in American Government award.

4. EXPERIENCE USING WEB-BASED TECHNOLOGIES TO MEET GOALS AND ADVANCE LEARNING

AFYA has used Web-based technology to support trainings for CMS, the Substance Abuse and Mental Health Services Administration (SAMHSA)/HHS, the Agency for Healthcare Research and Quality (AHRQ)/HHS, and SSA. As just one example, AFYA used WebEx software to convene and facilitate a technical expert panel discussion for AHRQ, eliciting needed information on patient-centered outcomes research and shared decisionmaking. We have also proposed the use of Web technology to help CNCS dramatically cut travel costs using AN ALTERNATIVE BOOKING PROCESS THAT COULD SAVE CNCS UP TO 40 PERCENT IN TRAVEL FEES!

5. DEMONSTRATED ABILITY TO PROVIDE SERVICES NATIONWIDE

AFYA has planned thousands of events throughout the United States and the Caribbean. We have planned VISTA PSOs in Atlanta, Detroit, Albuquerque, Denver, Boston, Los Angeles, Chicago, Philadelphia, Puerto Rico and Dallas and planned events for other clients in dozens of other cities. Our proposed staff have established contacts with affiliated national chains and independent properties, and we can quickly determine if the properties have what we need. Often, we are able to book meetings at the same site for multiple dates because of our negotiating power.

B. PERSONNEL

ALL OF AFYA's LOGISTICAL SUPPORT STAFF ARE TRAINED TO SUPPORT CNCS EVENTS. Collectively, they have more than 45 years of experience planning PSOs, other VISTA trainings, and other CNCS events. More than half of the staff being proposed have planned VISTA PSOs for more than 3 years, with two having been on the agreement for the full 7 years. This type of "institutional" knowledge enables AFYA to anticipate CNCS staff needs, recommend solutions to potential problems that are based on experience, and work with minimal supervision. Further, our team's credentials are strengthened by the fact that several proposed staff are Certified Meeting Professionals (CMPs) and Certified Government Meeting Professionals (CGMPs). Following are brief highlights of the qualifications of selected, proposed staff, with a focus on our two Key Personnel.

TONYA BURKE, J.D., CMP, PM has more than 20 years of experience providing conference/meeting planning and management, public relations, and technical support services. Ms. Burke directs our current cooperative agreement with CNCS. She designed and implemented a CNCS project management structure that established clear lines of authority and communication as well as uniform training standards for all staff. She has 18+ years of experience planning national conferences, regional meetings, and training institutes for Federal clients and volunteer organizations. Before

joining AFYA, Ms. Burke planned events for the U.S. Department of Energy, U.S. Department of Justice and the U.S. Department of Health and Human Services. She earned her J.D. from American University Washington College of Law and a B.S. in Communications from James Madison University.

FAITH DATES OGBONNA, B.S., DPM/QCM has more than 12 years of experience managing logistical support for a variety of national meetings and conferences. On CNCS, which she has supported fulltime since 2011 and part-time since 2006, she performs QA reviews of all deliverables, trains staff, ensures the delivery of high-quality products, and serves as the PM in Ms. Burke's absence. On an earlier assignment, she distinguished herself directing a complex meeting planning contract for SAMHSA. Ms. Ogbonna received her B.S. in Information Systems from Potomac College.

IT and administrative support will be provided by ROGELIO AMAYA, A.A.S., MCSE; KARA YATES, B.A.; and SHAMEKA BLACKWELL. Mr. Amaya has worked closely with CNCS since 2006 and fully understands all Federal IT regulations. Filling the key LC slots will be NICOLE GRANDY; EDITH CROSBY, CGMP; YVONNE CHARLES, CGMP; and SORANA STEVENS. Together, they bring 17 years of experience on the agreement. Our FT/TCs will be RAYNIECE ANDERSON, B.S.; CRYSTAL QUINONES, B.S.; AND PATRICK REILLY, B.S. To ensure responsiveness during peak periods, AFYA will use trained on-call staff, including LESLIE WARRICK, B.S., CMP; BEVERLY CAMBRIDGE, M.A., CMP; GRISEL OLAN; and ANTONIO PORTER.

Budget/Cost Effectiveness

A. Personnel Expenses

AFYA has identified the positions required for the AmeriCorp VISTA Training Support - FY 2013 Funding Opportunity. (See our budget for a list of these positions.) Totaling 22,120 hours (11.7 FTEs), proposed staff include 12 core and 4 ancillary staff for peak periods. The number of hours for each position is based on the scope-of-work (SOW) and our analysis of the labor data of prior years. We define full-time equivalent (FTE) as 1,880 hours. This number excludes holidays, vacation, and sick leave. Please note that our personnel expenses include an annual raise pool of 2.5%. This amount is added before the fringe rate is applied.

B. Personnel Fringe Benefits & Overhead

AFYA has approved provisional indirect rates for fringe, overhead, and general and administrative expenses (G&A). Our approved fringe benefit rate, 34.59%, is applied to our estimated personnel expenses. AFYA's fringe pool includes vacation, sick leave, holidays, FICA, Federal unemployment

insurance, State unemployment insurance, worker's compensation, jury duty and bereavement, life insurance, dental insurance, health insurance, café cash benefit plan and the administration of the plan, and 401K plan. Our approved overhead rate, 46.65%, is applied to the sum of personnel expenses and personnel fringe.

C. Travel

C.1. Staff Travel

Per the SOW, we have estimated staff travel for 35 Pre-Service Orientations (PSOs), 10 Supervisor Orientations (SOs), and 3 Leadership Orientations (LOs). (Please note that travel costs for SOs are not itemized since these activities will occur during the PSO.) Travel expenses include air, ground, and per diem (lodging and M&IE). The basis for these costs includes the number of days for each event, its location, and the size of the event (which determines the number of onsite staff). Based on our experience, AFYA expects the costs for staff lodging to be complimentary; therefore, the budget does not include this expense.

C.2. Participant Travel

Note that the estimated cost for participant lodging assumes 2 participants per room for PSO and LOs. Because the SOs convene during the PSOs, no participant travel costs are estimated for the SOs. We assume the 30-, SO, participants are part of the 180 member count for the PSOs. AFYA anticipates the cost for meeting rooms will be complementary. The costs for food and beverage will be off-set by participant M&IE. The lodging ($113) and M&IE ($56) rates budgeted were based upon an average of the city Federal per diem rates typically used by VISTA.

D. Equipment

AFYA has not budgeted for the purchase or maintenance of any equipment. However, we do propose the use of fingerprint equipment and laptops that we already possess. This equipment is scheduled for maintenance during the current fiscal year and will not require maintenance or replacement during the period of performance (POP) of the new cooperative agreement.

E. Supplies

AFYA has budgeted for supplies that are used onsite and are directly allocable to this agreement, including name badges, pads, pens, markers, etc.

F. Contractual and Consultant Services

We have included an estimate for FISMA security maintenance. The vendor, Secure IT, will update AFIS SSP as well as other key documentation, provide security awareness training, and provide an annual assessment of the system, including vulnerability and configuration assessment. Their service is itemized in the budget and the cost is allocated evenly across the POP.

G. Other Program Operating Costs

Other Program Operating Costs include duplication, postage and shipping, telephone, signage, meeting room rental, food & beverage, audiovisual equipment rental, sign language interpretation, and foreign language interpretation. Based upon experience, AFYA anticipates only 5% of the trainings will require sign language and language interpreters.

H. General & Administrative Costs

AFYA's approved G&A rate, 16.98%, is applied to the total of all estimated project costs.

Required Documents

Document Name	Status
Indirect Rate Agreement FISMA	Sent
Compliance Document Representations &	Sent
Certifications Document Budget by	Sent
Personnel Task and Sub-task Organizational	Not Applicable
Chart	Not Applicable
Work Plan	Not Applicable