

Narratives

Executive Summary

As the nation's largest organization dedicated to volunteer service, it is Points of Light's mission is to inspire, equip and mobilize people to take positive action that changes the world. We would like to pay tribute to service members and veterans, and their families, by conducting national service projects on and around September 11th over the next two years. While Points of Light proposes to engage both veterans and their families in service in communities, we believe our focus on engaging and impacting veteran family members is unique and important because they too have been impacted by the wars resulting from 9/11. In the first year, Points of Light's proposed 9/11 Day of Service and Remembrance projects will take place from Sunday, September 6th through Sunday, September 13th, 2015, with a signature event taking place in Washington, DC, on Friday, September 11th. Overall, 4,600 people will participate as volunteers in CNCS supported projects that will impact 137,600 Americans in year one. Points of Light will use a 10 state approach and target the following states: California, Georgia, Pennsylvania, New York, Texas, North Carolina, Florida, Illinois, Washington, and Virginia. Our subgrantees will select one of two options for their September 11 National Day of Service and Remembrance project--Honoring Service projects or Generational Ties projects. Once projects are identified, the subgrantee community partners will identify veteran family members as volunteer leaders to lead the projects. The volunteer leaders will be prepped and trained from Points' of Light's established volunteer management curriculum. As a result of these 9/11 Day of Service and Remembrance projects, participating veteran families will have an increased sense of community embeddedness. This term is used to describe a greater feeling of community membership and influence, as well as a perception that needs are being met by a community with which they share an emotional connection.

Program Design

Volunteering and service are effective mechanisms for commemorating tragedy and triumph, recognizing heroism and sacrifice, and providing useful opportunities for learning, reflection, and continued inspiration leading to acts of everyday impact. September 11th will always be a day to honor the first responders, civilians, and service men and women who selflessly served to protect the citizens of this great nation on that day in 2001 and in the aftermath. On and around this day each year, the volunteer sector joins the nation in remembering the tragedy, celebrating the triumph, and recognizing the heroism and sacrifice of America's veterans and their families.

Narratives

Throughout history, veterans and their families have demonstrated a willingness to serve in times of conflict and in peace times. Over the next few years, 1 million service men and women will transition out of the military and back into their communities. Veterans return from deployment with new skills, determination and a strong desire to continue a life of meaning and service. Their service extends beyond that of military combat to serving in the communities in which they return to live, work and play. Points of Light helps organizations that serve veterans increase their capacity, reach more military and their families, and provide volunteer opportunities for veterans and communities to serve alongside each other.

DESCRIPTION OF ACTIVITIES

As veterans and their families seek additional opportunities to serve their country, what better day to mobilize this skillful and talented population than in support of the September 11th National Day of Service and Remembrance? Points of Light proposes projects that uniquely focus on engaging veteran family members because they too have been impacted by the wars resulting from 9/11. Continuous deployments, frequent separations, and mental health challenges are few of the many challenges faced by veterans families. Military families relocate 10 times more often than civilian families - on average, every 2 or 3 years. Since 2001, more than 2 million American children have had a parent deployed at least once. Children in military families experience high rates of mental health, trauma, and related problems. About 30% reported feeling sad or hopeless almost every day, and 37% of children with a deployed parent reported that they seriously worry about what could happen to their deployed caretaker. Multiple and prolonged deployment also has an effect on spouses, with 36.6% of women having at least one mental health diagnosis compared to 30% of women whose husbands were not deployed. (<https://www.dosomething.org/facts/11-facts-about-military-families>)

The average civilian cannot relate to the military lifestyle and therefore cannot truly understand the lasting impacts that this familial dynamic will have on the parents and children. Although the majority of the country may have a difficult time understanding the specific needs of the military, they can pay tribute to them in various ways. By bringing these Americans together in service on 9/11, Points of Light will create a platform for increased understanding, community connectedness, and for showing appreciation and support.

In the first year, Points of Light's proposed 9/11 Day of Service and Remembrance projects will take

Narratives

place from Sunday, September 6th through Sunday, September 13th, 2015, with a signature event taking place in Washington, DC, on Friday, September 11th. Overall, 4,600 people will participate as volunteers in CNCS supported projects that will impact 137,600 Americans. Points of Light will use a 10 state approach and target the following states: California, Georgia, Pennsylvania, New York, Texas, North Carolina, Florida, Illinois, Washington, and Virginia. Points of Light has identified states with a high veteran population with the assumption that veteran families would also be concentrated in the same areas: California, Texas, and Florida have the highest veteran populations; Virginia is the most densely veteran-populated state; and the rest of the selected states fall within the top 10 for highest veteran population.

Our subgrantees will select from two options for their September 11 National Day of Service and Remembrance project. Once projects are identified, the subgrantee community partners will receive toolkits and will identify veteran family members as volunteer leaders to lead the projects. The volunteer leaders will be prepped and trained from Points' of Light's established volunteer management curriculum. Program activities will include Honoring Service projects and Generational Ties projects.

Honoring Service Projects:

Through partnership between Points of Light and the Travis Manion Foundation, veteran families will have an opportunity to engage young servant leaders and promote service as a path to leadership. Veteran family participants will share the "If Not Me, Then Who" message with youth while also addressing community needs through "Honoring Service" projects. The Travis Manion Foundation (TMF) honors the fallen by challenging the living. Through the Character Does Matter Program, TMF empowers veterans to connect with youth in their communities and inspire them with stories of our nation's fallen heroes through a 45 minute PowerPoint presentation. The presentations are facilitated by TMF Ambassadors, comprised of veterans and families of fallen service members, to challenge the next generation of leaders to exhibit the same selfless-service qualities exemplified by our nation's veterans, families, and fallen heroes. Ambassadors are local volunteers trained by TMF on how to share their personal stories as well as the message of continued service to school-aged youth. 9/11 Service projects will commence with TMF Ambassadors delivering the "If Not Me, then Who" message from the Character Does Matter program. This presentation will then inspire young people to demonstrate character by exhibiting courage, integrity, leadership and service in their everyday

Narratives

lives. The presentations provide the content for why service is important and are followed by service projects as the real-life application to what was learned during the presentation.

Following the presentations at each of the project sites, three military family members will serve as volunteer leaders and lead other military families, students and community members through fun, interactive service projects that foster a greater understanding and respect for the importance of sacrifice and service to our nation. Projects will be designed to be family friendly and led by local youth and veterans to demonstrate the power of intergenerational service. Projects may include but are not limited to school revitalization, landscape beautification, building storage units for classrooms, building playground equipment, painting of school hallways, etc. These projects support schools with limited resources complete repairs that improve the overall aesthetics of the institution and also increases school pride from the student body. The intended result is to motivate youth to recognize the value of sacrifice, and foster a spirit of service to others that will permeate throughout their lives, while also increasing a connectedness between local community members and the military population living within their communities.

The goal is to conduct 30 projects nationally in the first year, engaging 3,000 veteran family members in service to local schools with a student body of at least 450 for a total service impact of 135,000 individuals in 2015.

Generational Ties

Through Points of Light's ongoing Community

Blueprint Initiative connects organizations for collaboration and sharing of tools to better serve the MilVet community at the local level. As part of the September 11th National Day of Service and Remembrance, Points of Light will team up with local Community Blueprint partners to arrange for civilian youth between the ages of 12 to 18 to visit war veterans in 10 local Veteran Affairs Hospitals. Each VA hospital will identify 10 war veterans to share their military experiences with local youth. The intent behind this project is to engage a new and diverse group of veterans in service to show the legacy of military service. These projects will show the continuum of selfless service from veterans and their families from not only post-9/11 service members but also for veterans from earlier conflicts. Points of Light and local partners will identify 10 volunteer leaders to prepare the veterans for the story-telling project and identify an additional 10 volunteer leaders to prepare the students for their

Narratives

visit to the VA hospital. During the visits, 50 youth volunteers will be divided into groups of 5 to listen to one of the ten veterans share their history of service story. While listening, the youth volunteers will assemble "service books". The books will be distributed to children who have experienced the impacts of deployment due to their parent's military service. The service books will be used as journals. The first half of the service book will include stories and pictures of the veteran's service experiences and the second half will be left blank so that the child recipient can log their future service stories. The youth volunteers will have an opportunity to ask specific questions of the war veterans about their stories. The volunteer leaders will provide questions to a few of the youth volunteers beforehand to encourage continuous participation and involvement.. After the story-telling session, youth volunteers will write a note within the service book thanking the child for the sacrifices that they have made during their parent's deployment.

In partnership with the Tragedy Assistance Program for Survivors, Gold Star Families, Travis Manion Foundation and The Pat Tillman Foundation, we will identify the names of youth who have experienced the tragic loss of a family members. With the the support of the Department of Defense, local Family Readiness Groups, and survivor organizations located, Points of Light will distribute the books to these identified youth.

The goal is to conduct 10 projects nationally in the first year, engaging 200 volunteer leaders and 100 war veterans. Veterans will share their stories with 500 youth volunteers in support of 500 youth beneficiaries for a total of 1,300 individuals touched in 2015.

Signature Project

To culminate a week of remembrance events, Points of Light will conduct a Generational Ties project in Washington, DC, on September 11, 2015. This signature event will take place take on or around the National Mall, and will present a high profile opportunity to engage community leaders and any invited CNCS guests. Points of Light will also engage local AmeriCorps members in the project. Table stations will be set-up and managed by AmeriCorps members, at which our distinguished guests will have an opportunity to contribute to the project by binding and preparing the books for distribution. The service project will conclude with a ceremony in which the service books are presented to children of families of the fallen with special recognition for surviving family members. The goal is to engage 200 volunteer leaders and 100 war veterans. Veterans will share their stories

Narratives

with 500 youth volunteers in support of 500 youth beneficiaries for a total of 1,300 individuals touched on September 11, 2015, in Washington, DC.

COMMUNITY PARTNERSHIPS AND SUBGRANTEE SELECTION

Points of Light excels at connecting our year round programming to day of service events in an effort to draw national attention to community needs and opportunities to address them. In doing so, we showcase many strong examples of successful cross-sector partnerships.

Points of Light's Military Initiatives conducts five signature events each year; through each, the Community Blueprint is activated to make a national impact across the country. The Community Blueprint signature events take place in January for MLK Day, April in support of Month of the Military Child, May to celebrate Armed Forces Day, September in remembrance of 9/11, and November in honor of Veterans Day. Points of Light activates the Community Blueprint networks and provides mini-grants for those seeking additional resources to scale their projects in their local region. We very recently concluded our April projects in conjunction with Month of The Military Child and Global Youth Service week. Three projects were a pilot of the Honoring Service projects proposed. The events in partnership with the Travis Manion Foundation took place at John Peter Zenger School in the Bronx, NY, East Williamsburg Middle School in Brooklyn, NY, and Johnson Middle School in Washington, DC. Following presentations by and discussion with veteran volunteers, the onsite projects included painting murals on school hallways, organizing and cleaning classroom closet space, revitalizing outdoor gardens, and beautifying exterior structures (school logos, picnic tables, benches). Over 60 volunteers attended the three events for an impact on nearly 1,000 students.

Points of Light has strong affiliates, partners, and internal staffing in the 10 identified states, which can support project implementation. Also, we currently have strong Community Blueprints Networks in eight out of the 10 identified locations and strong partnership organizations through Points of Light affiliates in the remaining two states. Points of Light will leverage ongoing relationships with veteran-serving organizations for coordination and execution of the projects; Honoring Service will be presented in partnership with The Community Blueprint Advisory Council (18 leading organizations in the military and veteran space) and The Community Blueprint Network (52 networks that engage over 300 organizations in service to the MilVet community). Specific partners

Narratives

will include: Travis Manion Foundation, The Mission Continues, Team Red, White and Blue, Team Rubicon, and Tragedy Assistance Program for Survivors. Generational Ties projects will be presented in partnership with: Veterans of Foreign Wars, American Legion, United Service Organizations, Wounded Warrior Project, Gold Star Families, Pat Tillman Foundation, Veterans Affairs, and the Military Officers Association of America. These partners currently support the work of Points of Light's Military Initiatives at the community level, and have partnered with Points of Light on previous projects that positively impacted the military and veteran community. We also anticipate activating the National Guard's collaborative, Joining Community Forces.

As part of the proposed 9/11 National Day of Service and Remembrance program, the Community Blueprint organizations, HandsOn Affiliates or Veterans Service Organization partners that agree to the terms and conditions of the project will be provided mini-grants. In order to support program management expenses on the ground, Points of Light will distribute 30 grants of \$4,000 for Honoring Service Projects (which will include funds for local project supplies) and 10 grants of \$1,500 for Generational Ties projects (for which project supplies will be purchased in bulk by Points of Light).

Points of Light has strong review and decision systems in place for evaluating subgrant proposals and making award decisions. As with all grants disseminated through our network, we will run a balanced and fair process that involves recruiting a cross departmental team of reviewers who will be provided instructions on key elements to look for in a strong proposal and outcome measures that applicants must meet. We believe the RFP process, scoring rubrics, and review materials are best-in-class models. Proposals will be ranked according to their alignment with national goals and potential to advance the mission of the 9/11 National Day of Service and Remembrance platform. All grantees are required to use 9/11 National Day of Service and Remembrance as an on-boarding opportunity and as a vehicle for recruiting new volunteers to serve and continue to serve. Grantees are required to provide ongoing service opportunities to all participating volunteers. Projects that have a high likelihood of launching meaningful long-term programming in our affiliate or Community Blueprint networks will receive special consideration.

More specifically, the following criteria must also be met:

Organizations must agree to sign an official partnership agreement with Points of Light.

Organizations should not have a conflicting event taking place at the same period.

Narratives

Organizations must identify one point of contact for the duration of the partnership.

Organizations must identify veteran family members as volunteer leaders to execute the project.

Organizations must provide an estimated budget with supplies for the projects that will take place.

Organizations must explain their current connection to a local school in need or VA hospital depending on the project that they select.

Organizations must provide in essay form how this partnership aligns with their current organizational strategy.

Applicants should creatively leverage additional partnerships and collaborations, so that our network is extended as a result of these projects

Organizations must explain how this project will impact their local community

All organizations participating in this program will be selected by July 15, 2015, and at that time will receive a proposed execution timeline with actions items that must be completed by the stated deadline to ensure continuous movement forward with project implementation.

Points of Light will promote the service opportunity through All For Good - a national volunteer sign-up platform. The projects will also be shared through all Points of Light communication including but not limited to POL blogs, weekly newsletters, and social media.

TRAINING AND TECHNICAL ASSISTANCE

Our proposed subgrantees bring distinct expertise in veteran and/or community engagement. Their individual expertise, however, is not uniform or comprehensive in regards to the expertise needed for our proposed projects. We will provide significant skills building training and technical assistance to sub-grantees to ensure local activities offer impressive, consistent experiences of the highest quality, and also that those activities are designed with a connection to ongoing service opportunities. Points of Light will set-up an on-line evaluation system through which our subgrantees will report on their status in real-time. Points of Light will also schedule mandatory weekly technical assistance calls to address any challenges and/or concerns that the partners are facing while planning the projects. Our budget provides for site visits and in-person support for a limited number of subgrantee partners if needed. Points of Light will also build sub-grantee capacity by providing access to existing toolkits and resources to help support their day of service, particularly around communications , oral history, and project development. The rate at which our partners access toolkits and resources via visits to the

Narratives

Points of Light 9/11 Day of Service and Remembrance webpage will be tracked to assess relevance and usefulness of the technical assistance provided. Highlights will be provided to the Corporation. This will occur on or about the day of service and in the weeks and months following. Reports will be provided within the format and deadlines set out by the Corporation.

PERFORMANCE MEASURES

The disconnect between military families and the communities where they reside often results in military family members not receiving the support and services they need for successful integration, and the communities where they reside missing the opportunity to benefit from veteran experiences and skills. This challenge needs to be addressed in order for the strengths distinctive to their military culture to emerge and make our communities stronger.

Our target output is to have 150 Veteran Military Family Members trained as volunteer leaders. This data will be collected via sign-in sheet, as well as a web-based data management system developed by POL staff. Our target outcome is to have 120 (80%) Veteran Military Family Members indicate an increase in their community embeddedness, or a sense of community perception with four elements: membership, influence, meeting needs, and a shared emotional connection. Veteran military family members who participate in the POL sponsored or developed volunteer leadership training will complete a pre-post training survey based on the Sense of Community Index 2 after the completion of training and service projects.

Points of Light's evaluation department will facilitate all data collection, analysis and reporting functions to measure the outputs and outcomes achieved through our 9/11 programming. Points of Light operates a robust data collection and management database that is built on Salesforce.com. The data collection functionality coupled with additional survey software applications such as Survey Monkey will be used to facilitate collection of relevant data needed from sub-grantee and coalition partner organizations, as well as participating volunteers and beneficiaries, to measure program outcomes. Through our evaluation process, we will measure the extent to which grantee and coalition partner service delivery achieved the proposed outcomes and examines the factors that influenced organizations ability to meet the program goals. Using surveys, sub-grantee feedback, and an online data collection tool, we will track and report the impact of the service week. This data will lead to continuous improvement of our programming throughout the year, greater event participation,

Narratives

higher conversion of one-time volunteers to continuous service, and more impactful volunteerism. As in previous years, grantees will be required to fulfill multiple reporting requirements that include the following: 1. Pre-implementation report; 2. Final program report (to collect all qualitative and quantitative data about service on and around 9/11 Day); and 3. Final financial report (to report on funds spent and match raised). Grantees will submit reports via a customer portal on Salesforce and will also be asked to submit pictures of their service projects. Selected sub-grantees may receive site visits for the exclusive purpose of monitoring Day of Service programmatic implementation and to provide on-site T/TA for integration into year-round programming efforts.

Organizational Capacity

Points of Light (POL) is the world's leading volunteer organization, with more than 20 years of history and a bipartisan presidential legacy. Our mission is to inspire, equip and mobilize people to take action that changes the world. We connect people to their power to make a meaningful difference, by providing access to tools, resources and opportunities to help volunteers use their time, talent, voice and money to meet the critical needs of their communities. Our September 11th National Day of Service and Remembrance will be managed by a team of cross-functional support from many departments within POL, to ensure a meaningful volunteer opportunity for all participants. To ensure the project's success, this team will include: events support, veterans program experts, community impact programs team and evaluation.

We have a track record of executing high profile and meaningful Days of Service in partnership with CNCS, both the 9/11 Day of Service and Remembrance and the Martin Luther King Jr. Day of Service. During our 2014 9/11 National Day of Service and Remembrance, Points of Light paid tribute to our nation's first responders. Community volunteers, volunteers from George Washington University, AmeriCorps, and first responders gathered on the 9/11 Day of Service and Remembrance at George Washington University in Washington, D.C., to put together 500 first responder care kits in remembrance of all who gave so much on September 11, 2001. Vice President Joe Biden was in attendance. He joined volunteers in assembling the kits. In addition to Vice President Biden, local firefighters were in attendance. Four Senior Corps Directors were also present; two represented programs hosted at our HandsOn Network affiliates. CNCS CEO Wendy Spencer and Senior Corps National Director Dr. Erwin Tan were both able to attend, as was the new VISTA National Director.

Over the years, the Corporation for National and Community Service (CNCS) has been a key partner

Narratives

in Points of Light's citizen engagement efforts. Time and time again, our collaboration has proven the power of service to create change in communities. Together, we have mobilized thousands of volunteers and we have created sustainable social capital by training hundreds of volunteer leaders and by bringing together citizens to tackle problems and revitalize the civic life of their communities. Points of Light is one of the largest grantees of CNCS, with a history of effective grant competitions and strong monitoring to ensure compliance with federal regulations. Our needs-based training and customized technical assistance are particularly effective, facilitating program replication and peer-to-peer learning. We provide funding and organizational development support, as well as training and technical assistance on volunteer recruitment, retention and management and how to link volunteerism with civic education and engagement.

Our national staff is defined by a strong and vibrant leadership team guided by President Tracy Hoover, who has 20 years of experience in the service movement. Points of Light believes that by effectively engaging people in addressing critical community problems, we create systemic change and foster compassionate and empowered individuals. Points of Light's Programs Division builds and scales signature programs to address critical needs and build stronger communities. Our Programs division develops best practices, tool kits and other resources to maximize the impact of volunteer interventions in five specific areas of need: Veterans and Military Families, Education, Environment, Emergency Preparedness, and Economic Opportunity. Delores Morton is the president of Points of Light's Programs Division. Prior to joining to Points of Light, Delores served as the director of the Center for Nonprofit Resources at Volunteer Baton Rouge, Executive Director of the Louisiana Association for Community Economic Development, and chair of the Mid South Collaborative for Nonprofit Development. She began her career in 1994 as an AmeriCorps member and is recognized for her expertise in supporting nonprofit effectiveness, designing and implementing systems for knowledge management and development, and the design and delivery of training programs. Malukah Berry serves as Points of Light's Senior Vice President of Impact Programs. She is responsible for the overall strategic direction, operational management and fiscal oversight for programs that apply the power of volunteer action to make measurable impact in communities. The programs she manages have an aggregate budget of \$2.9 million and include five federal grants and 80 AmeriCorps members. Kim Walker serves as Points of Light's Evaluation and Performance Measurement Manager. She is responsible for developing and executing evaluation and research plans for Points of Light enterprises, departments, and corporate sponsors related to employee and customer engagement

Narratives

and volunteerism by using qualitative and quantitative methods. Perform quantitative and qualitative analysis for evaluation, research, and reporting purposes. Over the past 13 years, Kim has worked tirelessly with great passion in urban school districts, institutions of higher learning, and nonprofit organizations such as HandsOn Atlanta, Spelman College, University of Illinois at Urbana-Champaign, and Points of Light. Points of Light has established a Government Grants Compliance Team to review program status, reporting requirements and grants progress; this team sits in the Finance Department. The team, which includes program managers from each federally funded program, the CFO, President of Programs, and the VP of Foundation and Government funding, ensures compliance with CNCS rules and regulations. Points of Light's fiscal oversight is led by the CFO Monique Saunders Patrick.

Points of Light has managed more than \$30 million in federal grant funds since 2007, much of which has been used to scale successful programs within our funding portfolio. We consistently surpass match requirements for these funds, which typically range from 30% to 70% of the total project budget. We received a clean audit following our latest CNCS site visit. Based on this work together, Points of Light has developed strong systems as well as reporting and compliance expertise. We implement a preventative and proactive approach to program and fiscal oversight.

We will begin by providing clear application and budget details that provide subgrantees with information on allowable costs for grants, compliance and programmatic requirements. Upon selection, we will provide an in-depth overview of the goals, expectations and responsibilities of being a federal grantee, including oversight and monitoring strategies, evaluation and reporting requirements, financial management requirements. Points of Light employs a standard monitoring process with four primary goals: assess progress toward meeting the goals; assess the compliance with applicable program and fiscal requirements; identify and address required corrective actions and specific concerns, noting any assistance that Points of Light can provide; and share best practices and highlight successes. These systems, coupled with programmatic content excellence, make Points of Light a strong intermediary partner for the 9/11 Day of Service and Remembrance.

Clarification Summary

POL has adjusted the proposed budget and salary allocations to the greatest extent possible. A key to success will be to establish the infrastructure to provide oversight and monitoring, grant administration and compliance, and training/technical assistance including travel as needed. We are

Narratives

committed to making significant investments to ensure successful implementation and evaluation of 41 projects across 10 states, and we foresee an extended planning period. Therefore, salaries and benefit subsections total \$54,250. Please keep in mind that our organizational structure for executing on this project is quite flat, which will require experienced senior staff to take on execution roles. They will document the time invested in order to satisfy expectations.

Execution will include two staff members not previously mentioned by name in the narrative. Janaia DeShields is serving as Vice President of Veterans and Military Programs. Janaia is a West Point graduate, a veteran, and an experienced nonprofit leader having served at The Mission Continues prior to transitioning to Points of Light. We have hired Ruth Byrd as senior manager on our Finance team with a focus on grant compliance. While our finance staff transitions did delay the closing of 12MKSGA001, we fulfilled all requirements with CNCS in February 2015. POL has provided evidence of this by email to sept11@cns.gov

Additional Clarifications - June 30, 2015

Due to budget changes, 3,800 people will participate as volunteers in CNCS supported projects that will impact 136,300 Americans in year one. Subgrantees will conduct 20 Honoring Service projects, and our signature project in DC will be the only Generational Ties project.

Ruth will lead the organization in securing an indirect cost rate agreement. However, at this time, we do not have one. The indirect expenses in this budget were calculated as 10% of allowable costs.

Cost Effectiveness and Budget Adequacy

The total proposed budget for Points of Light's 2015 9/11 National Day of Service and Remembrance is \$368,285. We are requesting \$270,862 (74%) in federal funds and will generate matching commitments of \$97,423 (26%) representing our grantee share. The budget for this proposal was carefully developed based on a design to achieve impact, reach goals and provide a meaningful and successful platform for elevating service as a way to commemorate the event of September 11, 2001. This budget was established based upon Points of Light's past experience to consistently and sufficiently support large scale, quality Days of Service programs. An investment of \$368,285 will allow us to impact 137,600 Americans through September 11th Day of Service and Remembrance projects.

Narratives

Appropriately, then, Support Costs comprise the largest subsection in the budget. Points of Light's proposed budget subgrants \$135,000 to community-level partner agencies; these agencies will be selected through a rigorous review and held to federal compliance standards in their implementation and reporting. A portion of their staff time will contribute in-kind to our match. As appropriate, Points of Light will share successful fundraising strategies with subgrantees to support any additional local match support they seek to secure.

A key to success will be to establish the infrastructure to provide oversight and monitoring, grant administration and compliance, and training/technical assistance. We are committed to making significant investments to ensure successful implementation and evaluation. Therefore, salaries and benefit subsections total \$54,250. The budget also includes travel in order to support oversight and technical assistance for selected community-level partners who need significant support.

Our proposed budget totals represents approximately 1% of our overall annual budget. Points of Light is confident that we will be able to secure financial resources to fully support our cash match requirement. We have found that corporations and foundations are eager to support our work in partnership with CNCS, and we are moving forward to secure matching investments for this effort in particular.