

Slide 1



The slide features a blue header with the Corporation for National & Community Service logo and a row of five white stars. Below the header, the title "New Project Directors' Orientation" is displayed in bold blue text, followed by the subtitle "Module 3: FGP Volunteer & Station Management" in a smaller blue font. A central row of three photographs shows: 1) people gardening in a field, 2) a group of people participating in a physical activity on a blue track, and 3) an older man and a young boy looking at a document together. At the bottom, a blue gradient bar contains the text "AmeriCorps | Senior Corps | Social Innovation Fund | Volunteer Generation Fund" in white.

Welcome to Module 3 for FGP: Volunteer and Station Management. If you have not reviewed the NPDO Overview presentation, Modules 1 and 2, and NPDO Syllabus, please do so before you start this presentation


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Module 3: FGP Volunteer & Station Management

**Prior to starting this presentation:**


- Review your Memorandum of Understanding template
- Review the Recruitment and the Strengthening Communities sections of your current grant
- Review the NPDO Syllabus for other Module 3 Preparation Activities

 The red arrow will indicate that there is more information on the topic in the Syllabus.

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The New Project Directors' Orientation Syllabus provides the information you will need to complete the NPDO curriculum. Please complete the activities before starting this presentation.

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Module 3: FGP Volunteer & Station Management

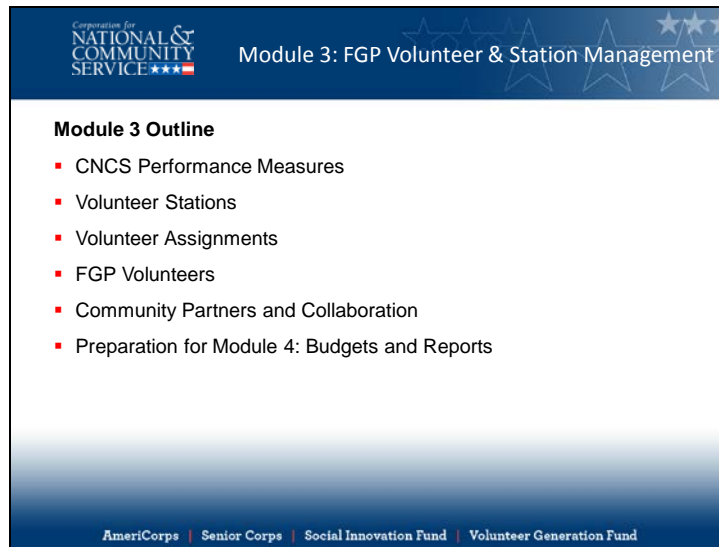
**Module 3 Objectives**

By the end of Module 3, you should be able to:

- Understand the how Performance Measures affect project management
- Determine the quality of your MOUs and Volunteer Enrollment forms
- Identify appropriate volunteer stations and volunteer assignments
- Determine the quality of your Volunteer Assignment description
- Understand the benefits available to your volunteers
- Understand the value of Community Partners and Collaborations with other National Service projects

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Module 3: FGP Volunteer & Station Management

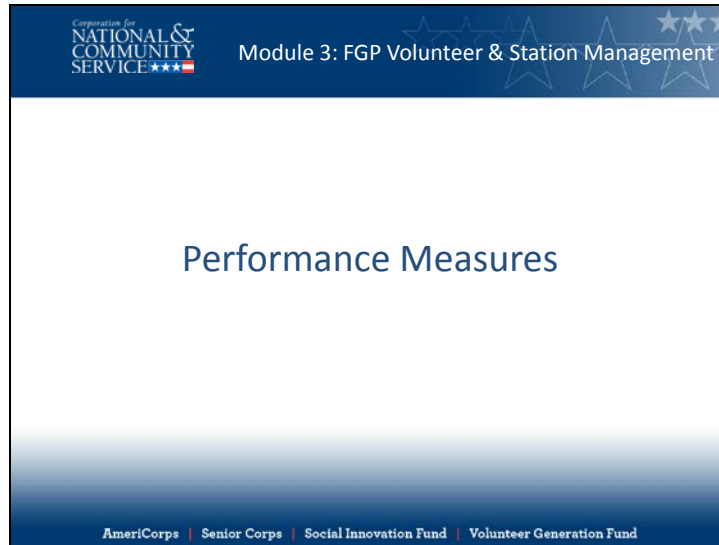
**Module 3 Outline**

- CNCS Performance Measures
- Volunteer Stations
- Volunteer Assignments
- FGP Volunteers
- Community Partners and Collaboration
- Preparation for Module 4: Budgets and Reports

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Working with Volunteers and Volunteer Stations is a central focus of FGP Project Directors' responsibilities. In Module 3 we will not cover every aspect of volunteer and station management but will focus on important requirements, common compliance findings, and resources for effective practices. The Senior Corps peer-to-peer networks, including, your state networks are valuable resources for sharing best practices.

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The slide features a dark blue header with the Corporation for National & Community Service logo on the left and the text 'Module 3: FGP Volunteer & Station Management' on the right. The main body of the slide is white with the text 'Performance Measures' centered in a dark blue font. At the bottom, a dark blue footer contains the text 'AmeriCorps | Senior Corps | Social Innovation Fund | Volunteer Generation Fund'.

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**Module 3: FGP Volunteer & Station Management**

**CNCS Focus Areas**

The Corporation for National and Community Service (CNCS) has identified agency wide performance measures that support the ongoing measurement and assessment of our work within six focus areas. These performance measures align with the Edward M. Kennedy Serve America Act's focus on impact, innovation and effectiveness. Performance measures are applied within the six focus areas listed below:

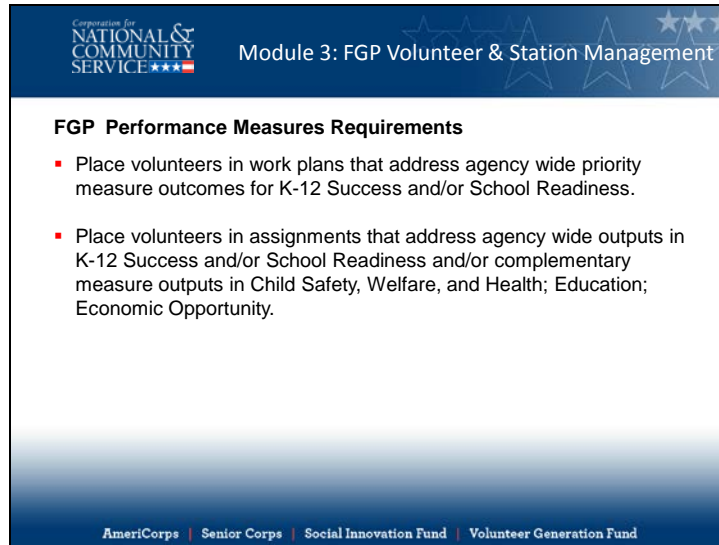
- Disaster Services
- Economic Opportunity
- Education
- Environmental Stewardship
- Healthy Futures
- Veterans and Military Families

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CNCS has adopted Agency-Wide Performance Measures that are implemented in all CNCS for National & Community Service funded programs. CNCS' Performance Measurement framework provides a common focal point for CNCS' work across all programs and initiatives. Every CNCS Program will contribute to the Priority Measures. You can find links to more information about Performance Measures and how to implement them in the NPDO Syllabus. In Module 3 we will talk about the Performance Measure in relation to managing stations and volunteers.

Managing volunteers and volunteer stations is central to successfully meeting your performance measures. It is importance to address your project's approved performance measures when working with volunteers and volunteer stations

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Module 3: FGP Volunteer & Station Management

**FGP Performance Measures Requirements**

- Place volunteers in work plans that address agency wide priority measure outcomes for K-12 Success and/or School Readiness.
- Place volunteers in assignments that address agency wide outputs in K-12 Success and/or School Readiness and/or complementary measure outputs in Child Safety, Welfare, and Health; Education; Economic Opportunity.

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As you establish volunteer stations and enroll new volunteers, it is important to consider community needs and priority volunteer activities consistent with your performance measures.

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**Module 3: FGP Volunteer & Station Management**

**CNCS Performance Measures**

**FGP Performance Measures**

- Volunteers placed in work plans to address education outcomes: K-12 Success and/or School Readiness.
- Volunteers placed in work plans that address education outputs in K-12 Success and/or School Readiness or complementary measures: Child Safety, Welfare, and Health; Education; Economic Opportunity.

**FGP Volunteer Stations**

- National Performance Measure outcomes and outputs are measured, collected, and managed.
- Compliance with FGP program regulations, such as preventing or identifying prohibited activities.
- Develop and/or oversee volunteer stations to ensure that volunteers are performing their assigned service activities.

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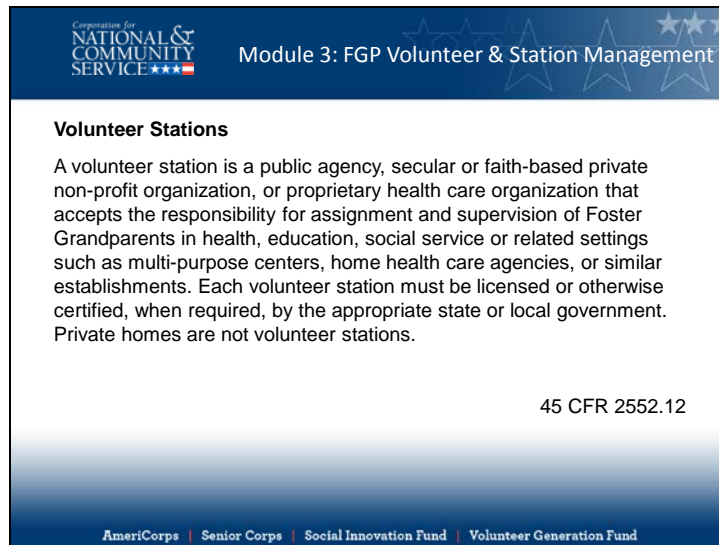
The grant application reflects the Performance Measures Requirements established for the FGP program by CNCS. As volunteer stations are created and new volunteers are enrolled, it is important to keep in mind the community needs specific to educational outcomes and volunteer activities to provide supportive, person to person service to children with exceptional needs consistent with your performance measures as approved in your grant.



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Module 3: FGP Volunteer & Station Management

**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 Foster Grandparents in health, education, social service or related settings such as multi-purpose centers, home health care agencies, or similar establishments. Each volunteer station must be licensed or otherwise certified, when required, by the appropriate state or local government. Private homes are not volunteer stations.

45 CFR 2552.12

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A wide variety of community organizations are eligible to be volunteer stations. Stations should be selected that support the performance measurements agreed upon in the project's grant application. Work with the station to be sure they can help support your volunteer service activities and data collection plans that will lead to reaching your outputs and outcomes.

Private homes cannot be volunteer stations.

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**Volunteer Station Memorandum of Understanding (MOU)**


The Memorandum of Understanding is a written statement prepared and signed by the Foster Grandparent project sponsor and the volunteer station that identifies project requirements, working relationships and mutual responsibilities. It 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 2552.23.

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Prior to signing an MOU project director should discuss the responsibilities of volunteer stations with the station's volunteer supervisor, and with the station administrator who signs the MOU. 45 CFR 2552.23 of the regulations outline responsibilities that should be discussed with volunteer stations, and included in the signed MOU.

Occasionally FGP projects may find it necessary to responsibly graduate volunteer stations to meet changing community needs. Effort should be made to minimize disruptions to current volunteers where possible.

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Module 3: FGP Volunteer & Station Management

**FGP Project Sponsor Serving as a FGP Station**

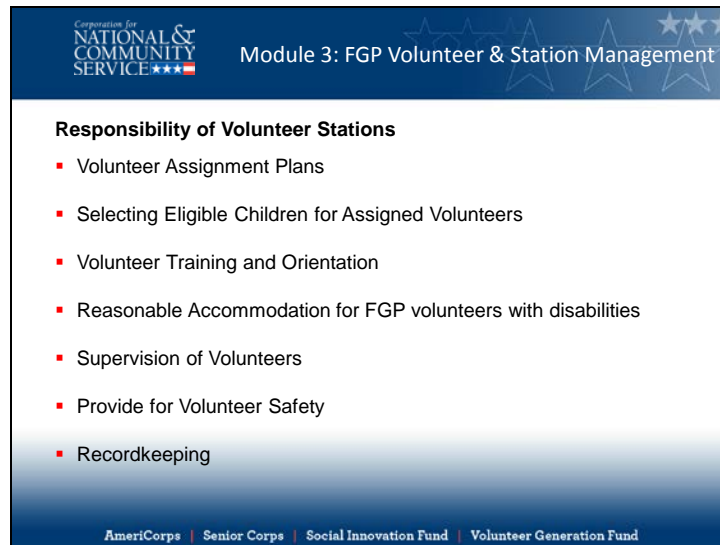
- A Foster Grandparent Program sponsor may serve as a volunteer station, provided this is part of the application work plan approved by the Corporation.

45 CFR 2552.61

- Sponsors must adhere to all responsibilities of a volunteer station as well as an FGP sponsor.

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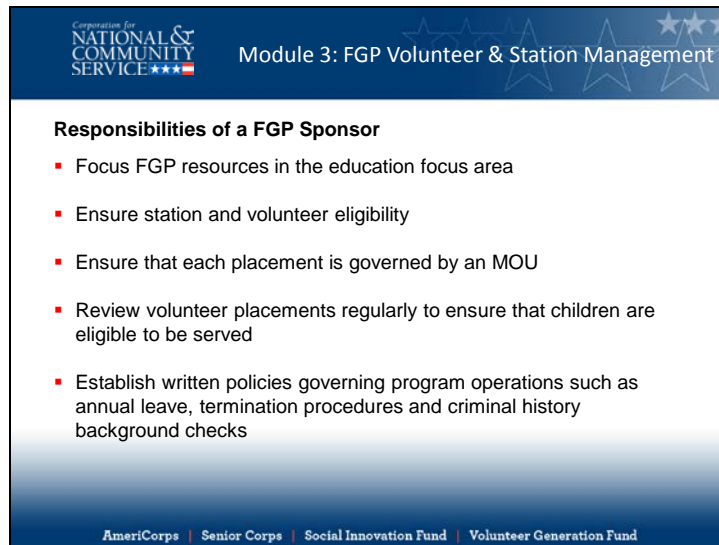
**Responsibility of Volunteer Stations**

- Volunteer Assignment Plans
- Selecting Eligible Children for Assigned Volunteers
- Volunteer Training and Orientation
- Reasonable Accommodation for FGP volunteers with disabilities
- Supervision of Volunteers
- Provide for Volunteer Safety
- Recordkeeping

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- Volunteer Assignment plans: Develop a written volunteer assignment plan for each child that identifies the role and activities of the Foster Grandparent and expected outcomes for the child served.
- Selecting Eligible Children: Eligible children include any individual who is less than 21 years of age who has exceptional or special needs.
- Training and Orientation: The station must play a role in the on-site orientation for the Grandparent and ensure that they have the training needed to perform their roles. Station staff may be asked to occasionally provide training at monthly in-services meetings.
- Reasonable accommodation: Stations must comply with and ensure that all volunteer stations comply with all applicable civil rights laws and regulations, including providing reasonable accommodation to qualified individuals with disabilities.
- Supervision: The supervisor must be identified on the MOU and their roles clearly outlined. The supervisor is key in developing the assignment plans and in evaluating the annual performance of the grandparent.
- Safety: Foster Grandparents should not be placed in a role or assignment that infringes on the well-being of the grandparent or places them in danger. The grandparent should not be left alone with a child.
- Recordkeeping: Stations should be in agreement to provide data you will need to complete required reports.

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**Responsibilities of a FGP Sponsor**

- Focus FGP resources in the education focus area
- Ensure station and volunteer eligibility
- Ensure that each placement is governed by an MOU
- Review volunteer placements regularly to ensure that children are eligible to be served
- Establish written policies governing program operations such as annual leave, termination procedures and criminal history background checks

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A sponsor must employ a full-time project director to accomplish program objectives and manage the functions and activities delegated to project staff for the FGP program within its control. A full-time project director shall not serve concurrently in another capacity, paid or unpaid, during established working hours. The project director may participate in activities to coordinate program resources with those of related local agencies, boards or organizations. A sponsor may negotiate 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.

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Module 3: FGP Volunteer & Station Management

**Volunteer Stations: Common Compliance Findings**

- Out of date MOU
- MOU not in the station files
- MOU does not contain the required non-discrimination commitment
- No verification of stations non-profit status
- For-profit day cares as stations
- Volunteers are serving groups of children concurrently

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It is important that there is a current MOU (signed within the past 3 years) that meet the requirements for volunteer stations.

The Senior Corps Regulations and the Compliance Monitoring Guide lists the policy requirements regarding non-discrimination. Check the NPDO syllabus for a sample MOU that illustrates how these requirements may be included in the stations agreement.

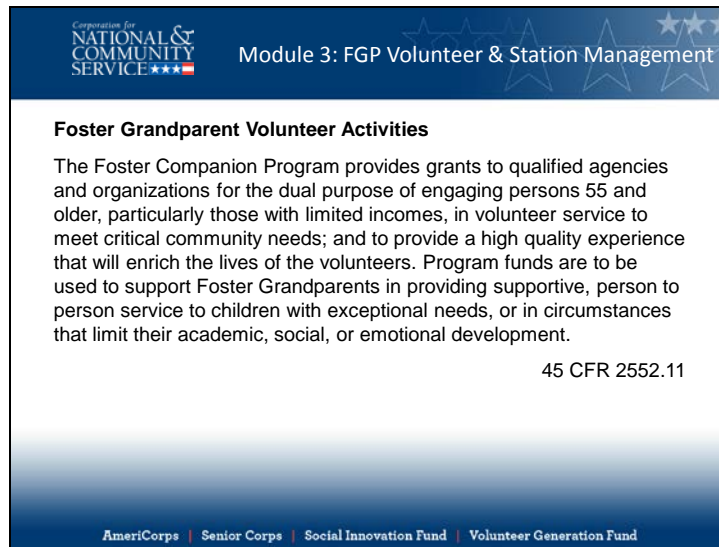
Projects should verify that each volunteer station is a public agency, a non-profit organization, or proprietary health care organization. There should be a statement declaring the station's organization type in the signed Memorandum of Understanding (MOU). Well known public agencies, such as public schools, can be verified by the signed statement in the MOU. In the case of non-profit organizations and proprietary health care organizations the project director should verify status. An organization's tax-exempt status can be verified by asking to see their IRS letter recognizing it as tax-exempt. You may also confirm an organization's non-profit status by contacting the IRS. Other documentation maybe acceptable.

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Module 3: FGP Volunteer & Station Management

**Foster Grandparent Volunteer Activities**

The Foster Companion Program provides grants to qualified agencies and organizations for the dual purpose of engaging persons 55 and older, particularly those with limited incomes, in volunteer service to meet critical community needs; and to provide a high quality experience that will enrich the lives of the volunteers. Program funds are to be used to support Foster Grandparents in providing supportive, person to person service to children with exceptional needs, or in circumstances that limit their academic, social, or emotional development.

45 CFR 2552.11

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The FGP Regulations are clear about the purpose of Foster Grandparent activities and the children Foster Grandparents can serve. It is the responsibility of the FGP sponsor to be sure that the volunteer activities are appropriate and properly documented.

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**FGP Volunteer Assignment**

Foster Grandparent assignments shall:

- Give direct services to one or more eligible children. Foster Grandparents cannot be assigned to roles such as teacher's aides, group leaders or other similar positions that would detract from the person-to-person relationship.
- Serve only children and youth with special and exceptional needs, or in circumstances that limit their academic, social, or emotional development, who are less than 21 years of age.
- Result in person-to-person supportive relationships with each child served.
- Support the development and growth of each child served.
- Be supported by appropriate orientation, training and supervision.

45 CFR 2552.71

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The Federal Regulations explain the assignment requirements for Foster Grandparent volunteers.

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**FGP Volunteer Assignment**

All Foster Grandparents shall receive a written volunteer assignment plan developed by the volunteer station that:

- Is approved by the sponsor and accepted by the Foster Grandparent;
- Identifies the individual child(ren) to be served;
- Identifies the role and activities of the Foster Grandparent and expected outcomes for the child;
- Addresses the period of time each child should receive such services; and
- Is used to review the status of the Foster Grandparent's services in working with the assigned child, as well as the impact of the assignment on the child's development.

45 CFR 2552.72

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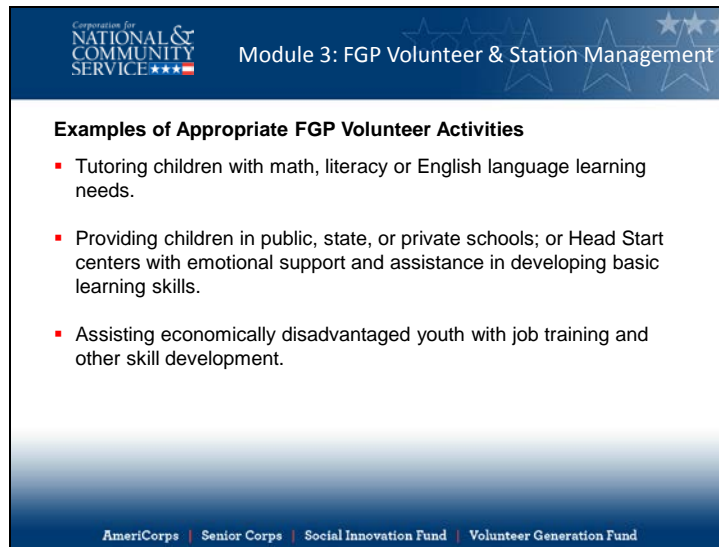
Each Foster Grandparent should have a copy of their current assignment plan.

Assignment Plans should:

- Identify the child
- Document specific need of child as verified by an appropriate professional;
- Describe activities Foster Grandparent will perform, schedule for their performance and the supervisory relationship between volunteer and station
- Describe expected results
- Describe expected impact on child
- Include signatures of FG, and approval by project staff.

During a compliance monitoring review CNCS staff will ask to see the volunteer assignment plans for each volunteer. Volunteers should be given a copy of their volunteer assignment plan that is signed by the station representative, volunteer, and FGP Staff.

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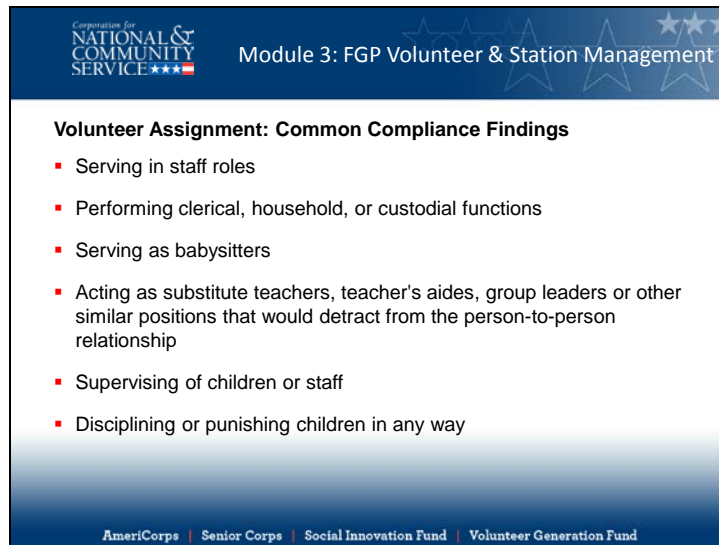
Module 3: FGP Volunteer & Station Management

**Examples of Appropriate FGP Volunteer Activities**

- Tutoring children with math, literacy or English language learning needs.
- Providing children in public, state, or private schools; or Head Start centers with emotional support and assistance in developing basic learning skills.
- Assisting economically disadvantaged youth with job training and other skill development.

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Module 3: FGP Volunteer & Station Management

**Volunteer Assignment: Common Compliance Findings**

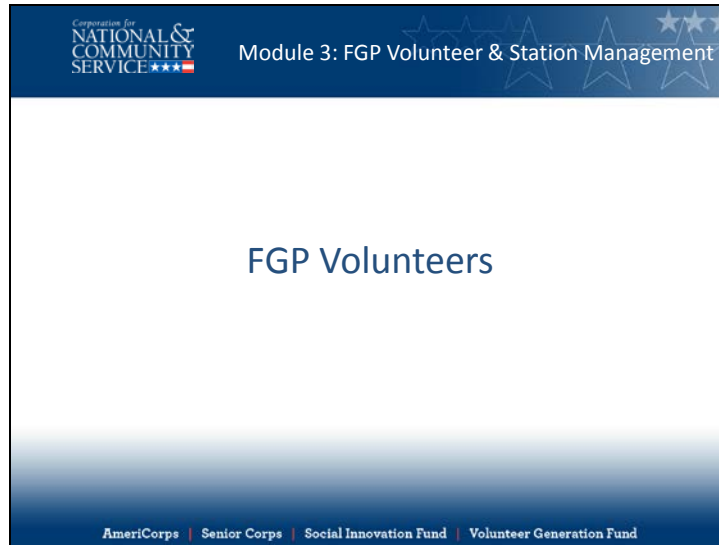
- Serving in staff roles
- Performing clerical, household, or custodial functions
- Serving as babysitters
- Acting as substitute teachers, teacher's aides, group leaders or other similar positions that would detract from the person-to-person relationship
- Supervising of children or staff
- Disciplining or punishing children in any way

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Volunteers should not be given any assignment that places the volunteer at risk of personal harm.

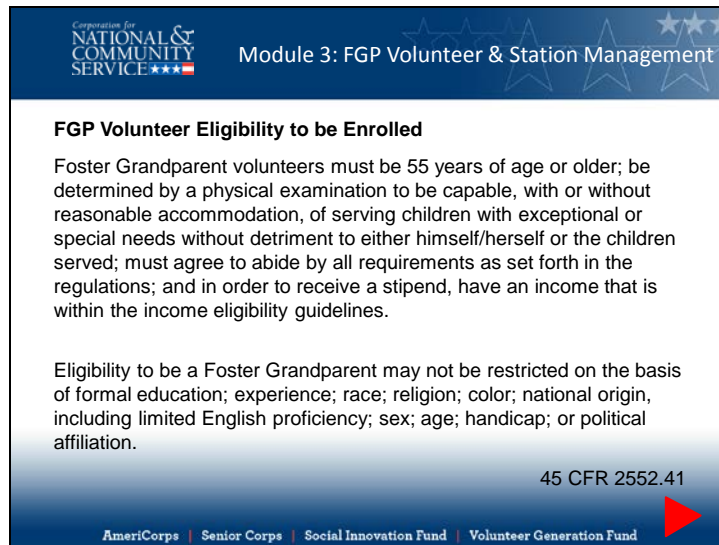
Reminder: A Foster Grandparent shall not perform any service or duty or engage in any activity which would otherwise be performed by an employed worker or which would supplant the hiring of or result in the displacement of employed workers, or impair existing contracts for service. 45 CFR 2552.121.

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Module 3: FGP Volunteer & Station Management

**FGP Volunteer Eligibility to be Enrolled**

Foster Grandparent volunteers must be 55 years of age or older; be determined by a physical examination to be capable, with or without reasonable accommodation, of serving children with exceptional or special needs without detriment to either himself/herself or the children served; must agree to abide by all requirements as set forth in the regulations; and in order to receive a stipend, have an income that is within the income eligibility guidelines.

Eligibility to be a Foster Grandparent may not be restricted on the basis of formal education; experience; race; religion; color; national origin, including limited English proficiency; sex; age; handicap; or political affiliation.

45 CFR 2552.41

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Eligibility information should be documented in volunteer file.

Any individual who is registered, or who is required to be registered, on a State sex offender registry, or who has been convicted of murder, as defined under Federal law in section 1111 of title 18, United States Code, is deemed unsuitable for, and may not serve in, a position as a Foster Grandparent or as a Foster Grandparent grant-funded employee.

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Module 3: FGP Volunteer & Station Management

**Foster Grandparents: Criminal Background Checks**

Under the Serve America Act , all CNCS grantees must conduct National Service Criminal History checks on participants and program employees in the Senior Companion Programs and any other programs funded by CNCS under National Service laws. All employees, participants, and others who receive a salary, national service education award, living allowance, or stipend under CNCS grants, even if the activities don't involve service with vulnerable populations, must receive the checks prior to beginning employment or service.

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To implement the Serve America Act, CNCS proposed amendments to its National Service Criminal History Check (CHC) regulation on July 6, 2011. The final rule was published on October 5, 2012. CNCS grantees must conduct and document a CHC that includes a fingerprint-based FBI criminal history check on individuals in covered positions who begin work, or who start service, on or after April 21, 2011, and who have recurring access to children 17 years of age or younger, to persons age 60 and older, or to individuals with disabilities. Individuals in covered positions include Foster Grandparents (FGP), all CNCS programs and other participants, volunteers, or staff funded under a CNCS grant. The effective date of the October 5, 2012, rule is January 1, 2013.

The most current information regarding background checks is on the National Service Criminal Background Check resource page on the Knowledge Network.



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Module 3: FGP Volunteer & Station Management

**Orientation and Training of Foster Grandparents**

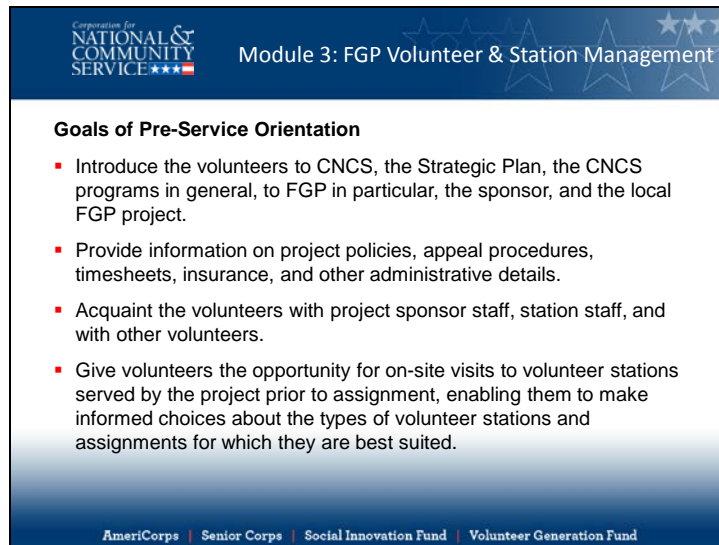
The sponsor provides not less than 40 hours of orientation of which 20 hours must be pre-service, and an average of 4 hours of monthly in-service training.

Pre-service orientation and in-service training are an integral part of project operation. They should be designed to build on and enhance existing skills and to provide the volunteers with new information relative to their assignments and personal welfare.

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Project staff should develop orientation programs with help from sponsor and volunteer station staff, as well as child development and other relevant professionals. Daily group training over a one to two-week period provides efficient use of community resources and promotes team building among volunteers. Projects have found that a combination of formal orientation and hands-on experience with volunteer stations works well. This gives greater meaning to the orientation and enhances adjustment to assignments. Transportation should be arranged for Foster Grandparents between their homes and places where orientation is held. Stipends and other benefits are provided. Meals are provided within budget and logistical restrictions.

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Module 3: FGP Volunteer & Station Management

**Goals of Pre-Service Orientation**

- Introduce the volunteers to CNCS, the Strategic Plan, the CNCS programs in general, to FGP in particular, the sponsor, and the local FGP project.
- Provide information on project policies, appeal procedures, timesheets, insurance, and other administrative details.
- Acquaint the volunteers with project sponsor staff, station staff, and with other volunteers.
- Give volunteers the opportunity for on-site visits to volunteer stations served by the project prior to assignment, enabling them to make informed choices about the types of volunteer stations and assignments for which they are best suited.

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Search “FGP in-service” on The Knowledge Network website to see in-service training ideas from other project directors.

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Module 3: FGP Volunteer & Station Management

**FGP Cost Reimbursement and Volunteer Benefits**

Sponsors should establish written cost reimbursement policies and procedures and share with each volunteer when they enroll.

Policies should be developed that include:

- Assignment-Related Expenses
- Volunteer Expenses Ratio
- Income Disregard
- Non-Reimbursed Volunteer Expenses
- Non-Corporation Funded Foster Grandparents

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**a. 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 2552.46 Otherwise, such expenses are the responsibility of the volunteer station.

**b. Volunteer Expenses Ratio**

- The total of cost reimbursements for Foster Grandparents, including stipends, insurance, transportation, meals, physical examinations, uniforms if appropriate, and recognition must be equal to at least 80 percent of the CNCS Federal share of the grant. Federal and non-Federal resources, including excess non-Corporation resources, can be used to make up this sum. 45 CFR 2552.92

**c. Income Disregard**

- Cost reimbursements are not subject to any tax or charge. Cost reimbursements may not be treated as wages or compensation for the purposes of unemployment insurance, temporary disability, retirement, public assistance, workers' compensation, or similar benefit payments or minimum wage laws. 45 CFR 2552.47

**d. Non-Reimbursed Volunteer Expenses**

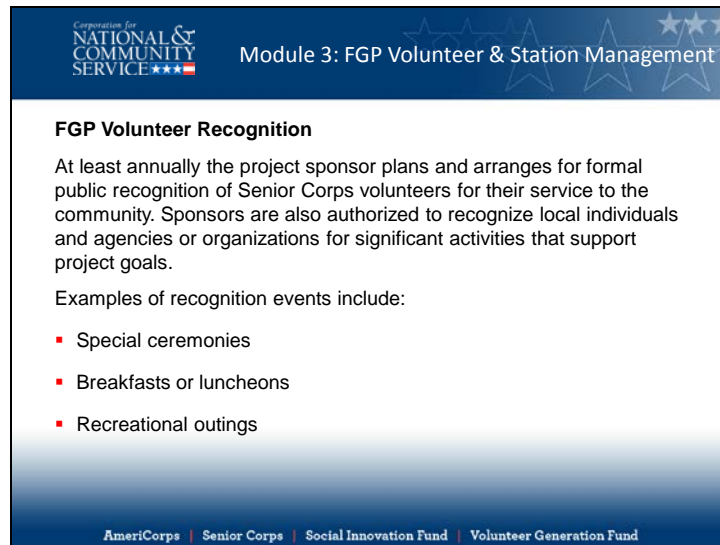
- Volunteer Expense items, including transportation to and from their assignments, meals taken during assignments, recognition activities, and recognition items, which are purchased at the volunteers' own expense and not reimbursed by the project to the

volunteer, are not allowable as contributions to the non-Federal share of the budget. 45 CFR 2552.93

**e. Non-Corporation Funded Foster Grandparents**

- Foster Grandparents whose stipends are funded with non-Corporation resources are entitled to all benefits to which Corporation-funded Foster Grandparents are entitled. 45 CFR 2552.102

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**FGP Volunteer Recognition**

At least annually the project sponsor plans and arranges for formal public recognition of Senior Corps volunteers for their service to the community. Sponsors are also authorized to recognize local individuals and agencies or organizations for significant activities that support project goals.

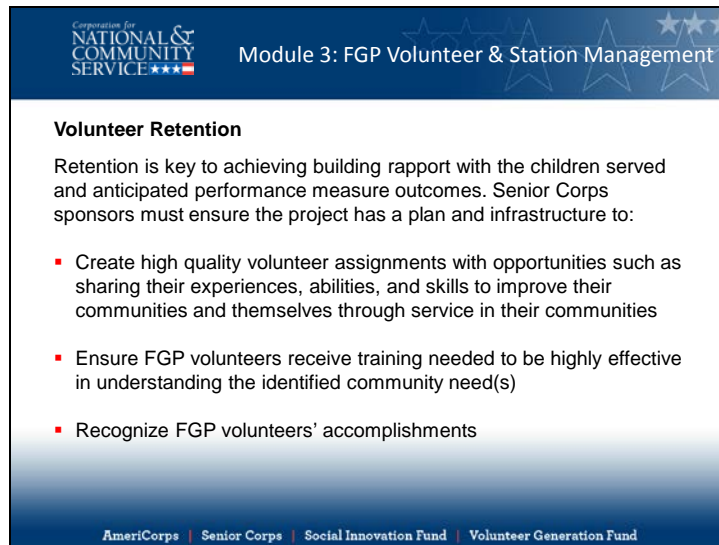
Examples of recognition events include:

- Special ceremonies
- Breakfasts or luncheons
- Recreational outings

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- Informal recognition should be ongoing, such as listening to and acting upon recommendations by volunteers, offering honest praise, and providing assignments that are increasingly satisfying.
- 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.
- The Community Advisory Group 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.
- To emphasize the importance of the occasion, CNCS staff, as well as city and county officials and officers of local organizations may be invited to recognition events.
- CNCS does not supply volunteer recognition materials nor does it require specific recognition materials.

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The slide features a blue header with the Corporation for National & Community Service logo on the left and the title 'Module 3: FGP Volunteer & Station Management' on the right. The main content area is white with a blue gradient at the bottom. It includes a section header 'Volunteer Retention', a paragraph explaining its importance, and a bulleted list of three points. The footer contains the text 'AmeriCorps | Senior Corps | Social Innovation Fund | Volunteer Generation Fund'.

**Volunteer Retention**

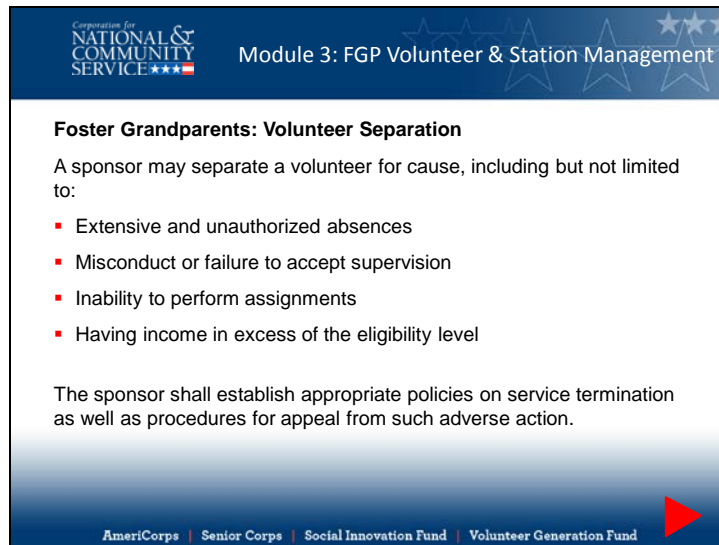
Retention is key to achieving building rapport with the children served and anticipated performance measure outcomes. Senior Corps sponsors must ensure the project has a plan and infrastructure to:

- Create high quality volunteer assignments with opportunities such as sharing their experiences, abilities, and skills to improve their communities and themselves through service in their communities
- Ensure FGP volunteers receive training needed to be highly effective in understanding the identified community need(s)
- Recognize FGP volunteers' accomplishments

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One way to address volunteer retention is to periodically assess the quality of the FGP program through surveys, questionnaires and ongoing training for volunteers. Utilizing information from volunteers and the community to inform your program can assist in building a strong program and increase volunteer retention.

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The slide features a blue header with the Corporation for National & Community Service logo on the left and the title 'Module 3: FGP Volunteer & Station Management' on the right. The main content area is white with a blue gradient at the bottom. It includes a section header, a paragraph, a bulleted list, another paragraph, and a footer with logos and a red arrow pointing right.

**Foster Grandparents: Volunteer Separation**

A sponsor may separate a volunteer for cause, including but not limited to:

- Extensive and unauthorized absences
- Misconduct or failure to accept supervision
- Inability to perform assignments
- Having income in excess of the eligibility level

The sponsor shall establish appropriate policies on service termination as well as procedures for appeal from such adverse action.

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Policies covering volunteer separation and appeals should answer the questions:

- What reasons could cause separation? (examples: Unauthorized absences, misconduct, inability to perform assignment)
- Can the volunteer be reassignment?
- What is the procedure for terminating a volunteer and documenting actions?
- What is the procedure for appeal?

It is important to maintain volunteer records to insure that only active volunteers are included in reporting of volunteer data to CNCS reports.

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**Foster Grandparents: Common Compliance Findings**

- Over-income volunteers
- No documentation of pre-service and/or in-service training
- No evidence of annual physical on file
- No annual performance evaluation on file
- No evidence of required criminal background check on file

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CNCS staff check Volunteer Station and Volunteer Files for information relevant to these common findings when conducting a compliance monitoring review.

Documentation and Recordkeeping are discussed more in Module 4.



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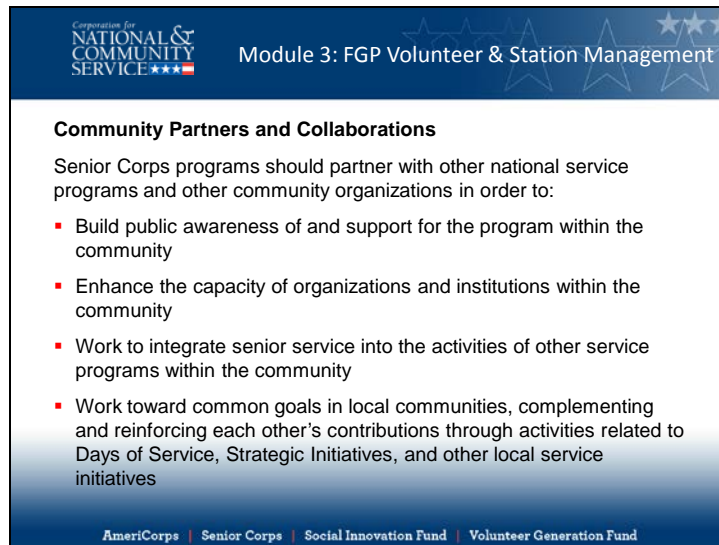
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## Community Partners and Collaboration

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**Community Partners and Collaborations**

Senior Corps programs should partner with other national service programs and other community organizations in order to:

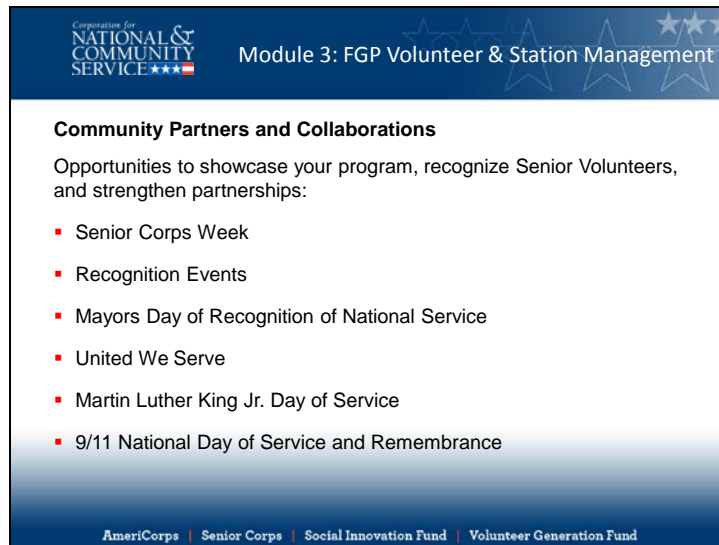
- Build public awareness of and support for the program within the community
- Enhance the capacity of organizations and institutions within the community
- Work to integrate senior service into the activities of other service programs within the community
- Work toward common goals in local communities,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

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Projects should seek out partnerships with other National Service projects, and community partners, to coordinate common volunteer activities and share resources when all are working to alleviate the similar community needs. Volunteers, volunteer stations, and Advisory Councils are key partners in the success of an FGP project.

Check with your CNCS Program Officer to find other National Service programs in your area.

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**Community Partners and Collaborations**

Opportunities to showcase your program, recognize Senior Volunteers, and strengthen partnerships:

- Senior Corps Week
- Recognition Events
- Mayors Day of Recognition of National Service
- United We Serve
- Martin Luther King Jr. Day of Service
- 9/11 National Day of Service and Remembrance

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Senior Corps Week is a week-long initiative designed to create awareness and to recognize and thank volunteers for the impact they make in their communities. Marketing Strategy includes radio and TV PSAs, Satellite/Radio media tour to run during Senior Week (featuring celebrity spokesperson), advertising on bus/metro, window sticker for distribution to programs

For Senior Corps Week projects are encouraged to:

- Outreach to local radio and television stations to encourage PSA air time
- Work with other national service programs to recognize senior service
- Have local and state proclamations issued
- Host recognition events
- Encourage community partners to recognize senior service
- Share your activities with your CNCS State Office

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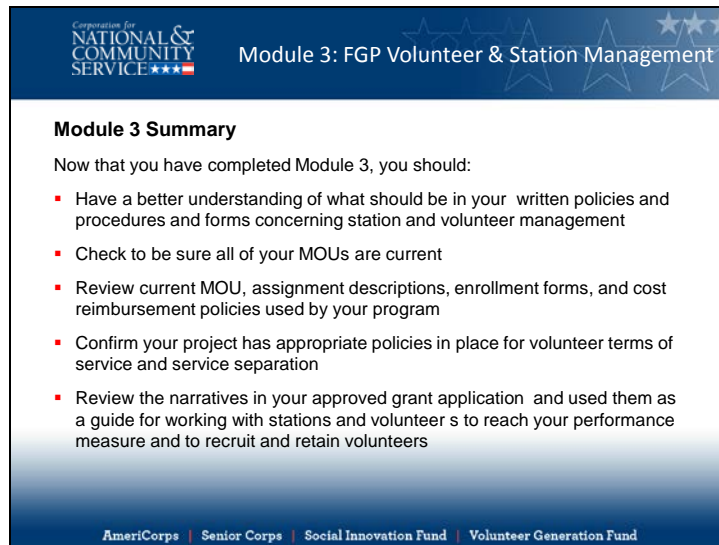
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Summary

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**Module 3 Summary**

Now that you have completed Module 3, you should:

- Have a better understanding of what should be in your written policies and procedures and forms concerning station and volunteer management
- Check to be sure all of your MOUs are current
- Review current MOU, assignment descriptions, enrollment forms, and cost reimbursement policies used by your program
- Confirm your project has appropriate policies in place for volunteer terms of service and service separation
- Review the narratives in your approved grant application and used them as a guide for working with stations and volunteers to reach your performance measure and to recruit and retain volunteers

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If you have not completed the Preparation Assignment, please take some time to complete it. Once you have completed the Preparation Assignment and Presentation 3 you are ready to conclude the 3rd Module by consulting with your program officer regarding any question you may have about the information covered in Module 3.

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Module 3: FGP Volunteer & Station Management

**Preparation for Module 4: Budget, Reports and Fiscal Management**

Prior to Presentation 4 please complete the following Preparation Activities:

- Review the Budget Narrative of your current grant.
- Refer to Module 4 Preparation Activities in the New Project Directors' Orientation Syllabus for the complete list of activities.



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Please complete the Preparation Activities listed in the NPDO Syllabus for Module 4 before you view Module 4.

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**Congratulations!**

You have successfully completed  
Module 3 of the  
New Project Directors' Orientation!

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Congratulations! You've successfully completed Module 3 Presentation of the New Project Director's Orientation! Thank you for your participation.