



Foster Grandparents

Share Today. Shape Tomorrow.

Get Involved

Operations Handbook



June 2008

MISSION STATEMENT

The mission of the Corporation for National and Community Service is to improve lives, strengthen communities, and foster civic engagement through service and volunteering.

PREFACE

Created in 1993, the Corporation for National and Community Service (the Corporation) engages four million Americans of all ages and backgrounds in service to their communities each year. The Corporation supports service at the national, state, and local levels, overseeing three main initiatives:

- *The Senior Corps, through which adults age fifty-five and older contribute their skills and experience through three programs: the Foster Grandparent Program (FGP), the Senior Companion Program (SCP), and RSVP;*
- *AmeriCorps, whose members serve with local and national organizations to meet community needs and, after their service, receive education awards to help finance college or training; and*
- *Learn and Serve America, which helps link service and education for students from kindergarten through college.*

The Handbook provides ideas and suggestions for effective practices in operating and managing many aspects of local FGP projects. It is a technical assistance document and not a compliance guide. Many of the suggestions refer to specific sections of the Federal regulations that govern the Foster Grandparent Program, but the Handbook does not address all issues covered in the regulations. Sponsors and project directors are required to follow the Federal regulations, published in [Title 45, Chapter XXV, Section 2552](#), of the Code of Federal Regulations (CFR), which are included as [Appendix 2](#). Sponsors and project directors with concerns or questions with respect to compliance should first consult the Federal regulations governing the Foster Grandparent Program and, if necessary, contact the appropriate Corporation State Office.

Senior Corps

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Upon request, this material will be made available in alternative formats for people with disabilities.

Finding Your Way Around in This Handbook

- **Table of Contents:** By clicking on the page numbers for each Chapter or section in the Table of Contents you can go directly to the top of that section.
- **Hotlinks:** Throughout the Handbook are underlined words in blue that represent links to cross referenced material in other parts of the Handbook or to materials posted on both on the Corporation's or other Internet websites. Click on these links to go to the referenced section or website.
- **Search for a Word or Phrase:** This document is available in PDF format, but certain of the Appendices are provided in Word. Depending on whether you have opened an MS Word (.doc) document or are using Adobe Acrobat Reader to view a portable document format (PDF) document, follow the instructions below to find references to a particular word or phrase:
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 1. Run searches to find content in a PDF by using the Search window or the Find toolbar. These can also be accessed from the Edit menu.
 2. Type in the exact word or phrase you are looking for.

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 4. Click **Find Next** or **Find All**.

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DEFINITION OF TERMS

Act is the Domestic Volunteer Service Act of 1973, as amended (Public Law 93-113, 87 Stat. 394, October 1, 1973, 87 Stat. 396. [42 U.S.C. 4950, et seq.](#))

Advisory Council is a group of persons that the project sponsor formally organizes to assure community participation in the project. Projects may also use other organizational structures to achieve this goal. (See Community Advisory Group.)

Allowable Cost refers to a cost that conforms to any limitations or exclusions set forth in the Notices of Grant Award as well as the program regulations at [45 CFR 2552.93](#), which incorporate the OMB Cost Principle Circulars. The OMB Cost Principle Circulars define for all Federal grants which costs are allowable and not allowable.

Annual Income

- For serving volunteers annual income is the total cash and in-kind receipts from all sources over the preceding 12 months including: the applicant or enrollee's income, and the applicant or enrollee's spouse's income if the spouse lives in the same residence. The value of shelter, food, and clothing, must be counted if provided at no cost by persons related to the applicant/enrollee, or spouse.
- For applicants annual income is projected for the following twelve months.

Assignment refers to the activities to be performed by a volunteer after placement at the volunteer station by the FGP project. Assignment also refers to the action taken to designate or assign the volunteer's functions or responsibilities.

Budget is a financial blueprint projecting expenditures for the grant award period. It must include all costs (cash or in-kind) necessary to meet the program work plan's goals and objectives. It will also include both Corporation funds and the sponsor's non-Federal contribution in the budget (cash or in-kind).

Budget Period is the time interval for which funding for a project grant is awarded.

Chief Executive Officer, or CEO, is the Chief Executive Officer of the Corporation appointed under the National and Community Service Act of 1990, as amended, (NCSA), 42 U.S.C. 12501 *et seq.*

Child is any individual who is under 21 years of age.

Children Having Exceptional Needs are those who are developmentally disabled, such as those who are autistic, have cerebral palsy or epilepsy; are visually impaired, speech impaired, hearing impaired, orthopedically impaired, are emotionally disturbed or have a language disorder, specific learning disability, have multiple disabilities, other significant health impairment or have literacy needs. Existence of a child's exceptional need shall be verified by an appropriate professional identified by the sponsor, such as a physician, psychiatrist, psychologist, registered

nurse or licensed practical nurse, speech therapist or educator before a Foster Grandparent is assigned to the child.

Children with Special Needs are those who are abused or neglected; in need of foster care, adjudicated youth, homeless youths, teenage parents, and children in need of protective intervention in their homes. Existence of a child's special need shall be verified by an appropriate professional identified by the sponsor before a Foster Grandparent is assigned to the child.

CFR is the abbreviation for the Code of Federal Regulations, which is the codification of the general and permanent rules published in the Federal Register by the executive departments and agencies of the Federal Government.

Community Advisory Group is an organizational structure determined by the sponsor, termed an “advisory council” in the FGP regulations, comprised of a group of persons that the project sponsor formally organizes to secure community participation in the project.

Corporation is the Corporation for National and Community Service, established under the National Community Service Act (NCSA), as amended, 42 U.S.C. 12501 et seq., which administers the Foster Grandparent Program. The Corporation is sometimes referred to as “CNCS.”

Corporation State Office is the office of the Corporation for National and Community Service serving the state in which a project is located. The Corporation State Office is a grantee’s primary point of contact with the Corporation.

Cost reimbursements are reimbursements provided to volunteers such as stipends to cover incidental costs, meals, and transportation, to enable them to serve without cost to themselves. Also included are the costs of annual physical examinations, volunteer insurance, and recognition which are budgeted as Volunteer Expenses.

Department of Health and Human Services/Payment Management System, abbreviated as HHS/PMS, is an automated service managed by HHS. The PMS is a system that provides grant payment services which include the flow of cash and corresponding disbursement data between awarding agencies and grant recipients.

Direct costs are costs which can be readily associated with a particular budget line item.

Director is the Director of the Senior Corps.

Disability is a physical or mental impairment which substantially limits one or more of such person's major life activities such as: caring for oneself, performing manual tasks, walking, seeing, hearing, speaking, breathing, learning, and working.

Excess Non-Federal is the amount of non-Federal cash and in-kind contributions generated by a sponsor in excess of the required percentage.

FAQs are Frequently Asked Questions

Field Financial Management Center (FFMC), maintains the financial, budgetary, and administrative matters of the Senior Corps. The FFMC is responsible for the receipt, approval and monitoring of all required financial documents from Senior Corps grant programs.

Handbook is this Handbook which contains guidance on implementing program regulations and advice on effective practices.

Handicap is a term sometimes used to describe a disability.

Hard-To-Reach individuals are those who are physically or socially isolated because of factors such as language, disability, or location.

Household refers to related or unrelated persons living under the same roof and sharing common living expenses.

Independent Living refers to a child's capacity to function outside a residential care facility in a family or community setting.

Indian Tribal Government means any Indian tribe, Band, Nation, or other organized group or community (including any Alaskan Native Village or Regional Village Corporation as defined in or established pursuant to the Alaska Native Claims Settlement Act) which is recognized by the United States or the state in which it resides as eligible for special programs and services provided to Indians because of their status as Indians.

Indirect Costs are costs that are incurred for common or joint objectives and cannot readily be associated with a particular budget line item. The cost of operating and maintaining facilities, depreciation, and administrative salaries are examples of the types of costs that may be treated as indirect.

Internal Controls are a process, effected by an entity's management and other personnel, designed to provide reasonable assurance regarding the achievement of objectives in the categories of effectiveness and efficiency of operations, reliability of financial reporting, and compliance with applicable laws and regulations.

In-Home refers to non-institutional assignment of a Foster Grandparent in a private residence, a foster home, or a group home.

In-Kind Contributions refer to budgeted amounts representing the value of non-cash contributions that may be provided by (1) the sponsor; or (2) public agencies and organizations, including Native American organizations; or (3) private organizations or individuals. They represent values of real property, equipment, goods, maintenance, and services that directly benefit the project. Requirements for in-kind contributions are found in [45 CFR 2541.420](#) and [45 CFR 2543.23](#).

In-Service Training refers to group meetings scheduled for an average of four hours each month, arranged by the sponsor to provide Foster Grandparents with expanded knowledge about assignment-related activities, supportive services available to them in the community and special-interest subjects related to the program. Volunteer stations orient the volunteer to the station and provide any in-service training necessary to enhance performance of assignments at the station.

Leave, in referring to volunteers, refers to project-approved volunteer absences, and is administered according to the sponsor's policies for Foster Grandparents, which may allow for accumulation of stipended leave based on hours of service. Other absences are unstipended.

Letter of Agreement is a written agreement among a volunteer station, the project sponsor, the Foster Grandparent, and the person or persons legally responsible for the child served. It authorizes the assignment of a Foster Grandparent in the child's home, defines Foster Grandparent activities, and specifies supervision arrangements.

Local Support refers to contributions to the budget from non-Corporation cash resources, allowable in-kind contributions, or a combination of both. This may include funds from certain other Federal agencies, as permitted by law. These funds are categorized in the project budget plan as non-Federal resources.

Memorandum of Understanding (MOU) is a written statement prepared and signed by the Foster Grandparent Program sponsor and the volunteer station which identifies project requirements, working relationships, and mutual responsibilities.

NCSA, or National Community Service Act, as amended, 42 U.S.C. 12501 et seq., is the act that established the Corporation for National and Community Service.

Non-Corporation Funded Foster Grandparent is an eligible volunteer whose stipend and other costs are supported with non-Corporation resources.

Non-Corporation Stipended Foster Grandparents are volunteers whose stipends are paid by the sponsor from funds other than those provided by the Corporation for National and Community Service.

Non-Stipended Foster Grandparents are persons aged 60 or older with incomes that exceed the Corporation's eligibility guidelines who are enrolled in an FGP project and serve as Foster Grandparents without receiving a stipend.

OMB is the Office of Management and Budget, which oversees and coordinates the Administration's procurement, financial management, information, and regulatory policies. In each of these areas, OMB's role is to help improve administrative management, to develop better performance measures and coordinating mechanisms, and to reduce any unnecessary burdens on the public.

Parent is a natural parent or a person acting in place of a natural parent, such as a child's adoptive parent, natural grandparent or a step-parent with whom the child lives. The term includes otherwise unrelated individuals who are legally responsible for a child's welfare.

Performance Measure is the part of the PFI work plan that includes the results (accomplishments and outcomes) that a grantee selects to fulfill its performance measurement requirements. A strong performance measure contains the result, indicator(s), measure(s), and target.

Placement is the assignment of Foster Grandparents to a volunteer station in response to a request by the volunteer station.

Programming for Impact, abbreviated as PFI, is Senior Corps' approach to developing, assessing, and reporting on outcome-based assignments that achieve measurable results in response to community needs. The five elements of PFI are community need, service activity, inputs, accomplishments, and impact or outcomes.

Project is the locally planned and implemented Foster Grandparent Program activity as agreed to by the Corporation and the sponsor.

Project Period is the three-year period of performance of an FGP grant.

Proprietary health care facilities are health care facilities that are privately owned and operated for profit.

Required Non-Federal Share is the percentage share of non-Federal cash and in-kind contributions required to be raised by the sponsor in support of the grant, including non-Corporation Federal as permitted by law, state and local governments and privately raised contributions. Also called grantee share.

Senior Corps or National Senior Service Corps (NSSC) is the collective name for the Foster Grandparent Program (FGP), the Retired and Senior Volunteer Program (RSVP), the Senior Companion Program (SCP), and Demonstration Programs established under Title II, Parts A, B, C, and E, of the Act.

Service Area is a geographically defined area in which Foster Grandparents are recruited, enrolled, and assigned.

Service-Learning, in the context of Senior Corps programs, is a learning method that allows volunteers to reflect on their volunteer experiences and apply their insights.

Service Schedule is the written delineation of the days and times a Foster Grandparent serves each week.

Sponsor is public agency or private non-profit organization, either secular or faith-based, which is responsible for the operation of a Foster Grandparent project.

Stipend is a payment to Foster Grandparents to enable them to serve without cost to themselves. The amount of the stipend is determined by the Corporation and is payable in regular installments. The amount of the stipend is set by law and is adjusted by the CEO from time to time. In accordance with the Domestic Volunteer Service Act, the stipend is not taxable income.

Trust Act means the National and Community Service Trust Act of 1993 (NCSTA) Pub. L. 103-82, Sept. 21, 1993, 107 Stat. 785.

United States and States mean the several states, the District of Columbia, the U.S. Virgin Islands, the Commonwealth of Puerto Rico, Guam, American Samoa, and the Trust Territories of the Pacific Islands.

Volunteer Assignment Plan is a written description of a Foster Grandparent assignment with a child. The plan defines the impact of the assignment on the child's development as a result of the relationship with a Foster Grandparent and the specific activities to be performed by the Foster Grandparent in the assignment.

Volunteer Service Year (VSY) is a budget term which equals 1,044 hours.

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 hospitals, homes for dependent and neglected children, 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.

CHAPTER 1 INTRODUCTION AND OVERVIEW

1. PURPOSE OF HANDBOOK

This Handbook was developed for the use of sponsors of Foster Grandparent Program (FGP) projects, including executive directors or their designees, FGP project directors and other project staff, Community Advisory Group members, and others involved in managing local projects. It contains suggestions, ideas, and effective practices for managing and operating local projects. These suggestions are based on the experience and ideas of FGP project directors and staff of the Corporation for National and Community Service (the Corporation).

For further guidance on fiscal, programmatic, budgetary, and administrative matters, sponsors and project directors should consult the FGP program regulations [[45 CFR 2552](#)], the Terms and Conditions of the sponsor's Notice of Grant Award (NGA), or their Corporation State Office. **If there is a conflict between the contents of this Handbook and the Federal Regulations or the Terms and Conditions of the NGA, the regulations governing the grant or the Terms and Conditions of the NGA are the controlling authority.**

2. HANDBOOK DESIGN

The Handbook is designed to provide FGP sponsors with ideas and suggestions for operating their FGP projects. Many parts of the Handbook refer to specific sections of the regulations that govern the FGP program in [45 CFR 2552](#), but the Handbook in no way replaces these regulations. Sponsors are required to follow the Federal regulations issued in the Federal Register March 24, 1999, as amended. These regulations, incorporating all amendments issued to date, are included as [Appendix 2](#) of the Handbook, and references to regulations throughout the Handbook are hyperlinked to the electronic version of the Code of Federal Regulations ("eCFR"). [For more details on the CFR, see [Section 8](#)]. Additionally, sponsors who want to clarify official policies should refer to the Terms and Conditions listed in the Notice of Grant Award (NGA) and any official policy guidance issued by the Corporation. The ideas and suggestions included in the Handbook were solicited from sponsors, project directors, and Corporation staff and reflect many years of experience. It is expected that sponsors and project directors will use these ideas to stimulate their own creative thinking and adapt the suggestions to meet their own local needs.

The Handbook is divided into numbered sections, each addressing a specific project management issue. The sections are grouped together thematically into thirteen chapters. The chapter headings are:

1. [Introduction and Overview](#)
2. [Project Operations](#)
3. [Programming for Impact and Performance Measurement](#)
4. [Community Participation](#)

5. [Project Staff](#)
6. [Volunteer Stations](#)
7. [Foster Grandparent Assignments](#)
8. [Foster Grandparents](#)
9. [Foster Grandparent Cost Reimbursements](#)
10. [Project Management](#)
11. [Reports and Recordkeeping](#)
12. [Community Partnerships and Collaboration](#)
13. [Project Self-Assessment](#)

This Handbook will be updated periodically. Suggestions for revisions may be directed to:

Operations Handbooks Coordinator
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Corporation for National and Community Service
1201 New York Avenue, NW
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Or send an e-mail to SeniorFeedback@cns.gov.

3. THE CORPORATION FOR NATIONAL AND COMMUNITY SERVICE-- AN OVERVIEW

The Corporation for National and Community Service (“the Corporation”) was created when President Clinton signed the National and Community Service Trust Act of 1993. Congress stated its expectations for the Corporation in this statement of its purpose (42 U.S.C. § 12501):

- (1) Meet the unmet human, educational, environmental, and public safety needs of the United States, without displacing existing workers;*
- (2) Renew the ethic of civic responsibility and the spirit of community throughout the United States;*
- (3) Expand educational opportunity by rewarding individuals who participate in national service with an increased ability to pursue higher education or job training;*
- (4) Encourage citizens of the United States, regardless of age, income, or disability, to engage in full-time or part-time national service;*
- (5) Reinvent government to eliminate duplication, support locally established initiatives, require measurable goals for performance, and offer flexibility in meeting those goals;*

- (6) *Expand and strengthen existing service programs with demonstrated experience in providing structured service opportunities with visible benefits to the participants and community;*
- (7) *Build on the existing organizational service infrastructure of Federal, state, and local programs and agencies to expand full-time and part-time service opportunities for all citizens; and*
- (8) *Provide tangible benefits to the communities in which national service is performed.*

To fulfill these purposes, the operations of three entities came together to form the Corporation: ACTION (the Federal Domestic Volunteer Agency), which operated service programs dating back to the War on Poverty of the 1960s; the Commission on National and Community Service, which began in 1990; and the Office of National Service, a division of the White House that shepherded the new national service legislation into existence. These organizations came together as the Corporation to offer programs providing service opportunities for Americans of all ages and backgrounds. Together they promote the ethic of service and help solve critical community problems in every state, many Indian tribes, and most territories.

The Corporation organizes its programs into three streams of service: **Senior Corps, Learn and Serve America, and AmeriCorps.**

SENIOR CORPS

Each year Senior Corps taps the skills, talents, and experience of nearly 500,000 persons age 55 and older to meet a wide range of community challenges through three programs: the Foster Grandparent Program, the Senior Companion Program, and RSVP. Foster Grandparents serve one-on-one as tutors and mentors to young people with special needs. Senior Companions help homebound seniors and other adults maintain independence in their own homes. RSVP volunteers help local police departments conduct safety patrols, participate in environmental projects, provide intensive educational services to children and adults, and respond to natural disasters, among many other activities. These programs use a “Programming for Impact (PFI)” approach for designing volunteer assignments to ensure that priority community needs are addressed while the lives of the volunteers are enriched. This approach allows measurement of the accomplishments and impact of volunteer efforts.

Foster Grandparent Program

- *Program Elements.* Since 1965, the Foster Grandparent Program has provided valuable aid to children and youth with special and exceptional needs. Foster Grandparents serve from 15 to 40 hours a week and receive hourly stipends. Foster Grandparents must be 60 or older and meet established income eligibility guidelines. In addition to the stipend, they receive accident, personal liability, and excess automobile insurance; assistance with the cost of transportation; an annual physical examination; recognition; and, as feasible, meals during their assignments.

- *Levels of Participation.* In fiscal year 2007, there were nearly 30,000 Foster Grandparents serving in 341 local projects. These participants provide service to more than 284,000 children with special and exceptional needs.
- *Types of Service.* Foster Grandparents serve in schools, hospitals, drug treatment centers, juvenile offender facilities, Head Start centers, child care centers, and other community and home-based sites. Among their diverse assignments, Foster Grandparents help children who have been abused, neglected, or are otherwise at-risk; mentor troubled teenagers and young mothers; care for premature infants and children with physical disabilities; and teach reading to children who are falling behind their grade level. Foster Grandparents receive training related to working with children and other aspects of their service.
- *Funding.* Local sponsors apply to the Corporation each year for grants to operate Foster Grandparent Programs. In fiscal year 2007, Congress appropriated \$108.6 million for Federal Foster Grandparent Program grants. Budgeted non-Federal contributions of \$42.5 million represented a local investment of 39 cents for every Federal dollar invested in the Foster Grandparent Program, demonstrating the broad support that exists for the Foster Grandparent Program across the country.

Senior Companion Program

- *Program Elements.* Since 1974, Senior Companions have provided assistance to adults with physical, emotional, or mental health limitations, most of whom are elderly. These clients have difficulties with daily living tasks and Senior Companions help them retain their dignity and independence. Senior Companions serve from 15 to 40 hours a week and receive hourly stipends. They must be 60 or older and meet established income eligibility guidelines. In addition to the stipend, they receive accident, personal liability, and excess automobile insurance coverage; assistance with the cost of transportation; an annual physical examination; recognition; and, as feasible, meals during their assignments.
- *Levels of Participation.* In fiscal year 2007, there were approximately 15,200 Senior Companions in service. Through 223 projects, Senior Companions served 57,000 clients.
- *Types of Service.* Among their assignments, Senior Companions help home-bound clients with chores such as light housekeeping, paying bills, buying groceries, and finding transportation to medical appointments. Senior Companions receive training in how to assist persons diagnosed with Alzheimer's disease, stroke, diabetes, mental illness, etc., and when to alert doctors and family members to potential health problems.
- *Funding.* Local sponsors apply to the Corporation each year for funds to operate Senior Companion projects. In fiscal year 2007, the appropriation for SCP grants was \$46.5 million. Budgeted non-Federal contributions of \$32 million represented a local investment of 69 cents for every Federal dollar invested, well over the 10 percent non-Federal share required in the legislation.

RSVP

- *Program Elements.* RSVP, one of the largest volunteer efforts in the nation, has matched local problems with older adults who are willing to help since 1971. RSVP projects link the skills of the volunteers with identified community needs. The volunteers determine how many hours a week they can serve. RSVP volunteers do not receive any monetary incentives or stipend, but the RSVP project may reimburse them for certain out-of-pocket costs associated with their service activities. In addition, RSVP volunteers receive accident, personal liability, and excess automobile insurance, as well as community recognition.
- *Levels of Participation.* Each year nearly 430,000 older adults age 55 and over, provide community service through more than 740 locally sponsored RSVP projects. The amount of service can vary from a few hours a month to almost full-time, with the average hours of service being about four hours a week. Fourteen percent of RSVP volunteers serve at least eleven hours a week.
- *Types of Service.* RSVP volunteers, who serve through nonprofit and public organizations, organize neighborhood watch programs, tutor children and teenagers, renovate homes, teach English to immigrants, teach computer software applications, help people recover from natural disasters, serve as museum docents—and do whatever else their skills and interests lead them to do to meet the needs of their community.
- *Funding.* Local sponsors apply to the Corporation each year for grants to operate RSVP projects. In fiscal year 2007, Congress appropriated \$56.9 million for Federal RSVP grants. Budgeted non-Federal contributions of \$59.7 million represented a local investment of 1.05 cents for every Federal dollar invested in RSVP, demonstrating the broad support that exists for RSVP across the country.

For more information about Senior Corps, visit www.seniorcorps.gov.

LEARN AND SERVE AMERICA

Learn and Serve America provides an "on-ramp" to a lifetime of civic engagement for approximately 1.4 million students each year. The program awards grants to state education agencies, schools, nonprofit groups, and institutions of higher education to engage students in service **to the community as a part of their academic curriculum**. This type of learning, called service-learning, increases academic achievement while developing in young people the habits of citizenship. As part of its goal of making student service and service-learning a common practice across the country, Learn and Serve America provides resources to teachers, faculty members, schools, and community groups. For more information, visit www.learnandserve.gov.

AMERICORPS

AmeriCorps provides opportunities for 75,000 Americans each year to give intensive service to their communities and country through three programs: AmeriCorps State and National, AmeriCorps VISTA, and AmeriCorps NCCC (National Civilian Community Corps). AmeriCorps members recruit, train, and supervise community volunteers, tutor and mentor

youth, build affordable housing, teach computer skills, clean parks and streams, run after-school programs, help communities respond to disasters, and build the capacity of nonprofit groups to become self-sustaining, among many other activities. In exchange for a year of full-time service, members earn a Segal AmeriCorps Education Award of \$4,725 that can be used to pay for college or graduate school, or to pay back qualified student loans. Since 1994 more than 500,000 Americans have served in AmeriCorps.

The great majority of AmeriCorps members serve through **AmeriCorps State and National**, which operates in a decentralized manner that gives a significant amount of responsibility to states and local nonprofit groups. Roughly three-quarters of all AmeriCorps grant funding goes to Governor-appointed state service commissions, which award grants to nonprofit groups, who recruit AmeriCorps members to respond to local needs. Most of the remainder of the grant funding is distributed by the Corporation directly to multi-state and national organizations such as Habitat for Humanity, the American Red Cross, City Year, Teach for America, and the Catholic Network for Volunteer Service through a competitive grants process.

AmeriCorps VISTA members work full-time towards ultimately bringing low-income individuals and communities out of poverty through the creation, expansion, and capacity-building of programs in community organizations and public agencies.

AmeriCorps NCCC is a team-based, residential program designed specifically for young adults between the ages of 18 and 24. Approximately 1,100 members serve in AmeriCorps NCCC each year.

For more information about AmeriCorps, visit www.americorps.gov.

4. THE CORPORATION'S STRATEGIC PLAN

The Corporation's [Strategic Plan](#) provides a comprehensive vision for the Corporation to support volunteering and service in America through three interlocking goals of:

- Meeting Critical Needs in Local Communities through Service
- Strengthening Communities to Engage Citizens Locally
- Engaging Americans in a Lifetime of Volunteering and Service

The 2006-2010 Strategic Plan identifies four strategic focus areas where our programs are already leading the way and where the Corporation intends to make an even more profound difference:

- Mobilizing More Volunteers
- Ensuring a Brighter Future for All of America's Youth
- Engaging Students in Communities
- Harnessing Baby Boomer's Experience

Recently, the Corporation expanded the Strategic Plan to include a fifth focus area:

- Supporting Disaster Preparedness and Response

Focus Area 1: Mobilizing More Volunteers

Throughout our history, Americans have valued service. As Alexis de Tocqueville wrote over a century and a half ago, an ethic of service “...prompts [Americans] to assist one another and inclines them willingly to sacrifice a portion of their time and property to the welfare of the state.”

Today, that ethic remains strong. Across our country, Americans of all ages, backgrounds, and abilities donate their time and talents to schools, churches, hospitals, and local nonprofits to improve their communities and serve a purpose greater than themselves. According to data collected over the past 30 years by the U.S. Census Bureau and the Bureau of Labor Statistics, Americans are volunteering at historically high rates, with 61.2 million giving their time in 2006 to help others by mentoring students, beautifying neighborhoods, restoring homes after disasters, and much, much more.

A greater percentage of American adults are volunteering today than at any other time in the past 30 years. Volunteers include late teens, Baby Boomers, and those ages 65 and older. In addition, more and more young people are becoming involved in their communities through school based service-learning and volunteering. The personal intervention of our citizens is an essential aspect of meeting the most pressing needs facing our nation: crime, gangs, poverty, disasters, illiteracy, and homelessness. It is also an important part of maintaining the health of our citizens, as research consistently shows that those who volunteer, especially those 65 years and older, lead healthier lives than those who do not engage in their communities.

Focus Area 2: Ensuring a Brighter Future for All of America’s Youth

Today’s youth face a set of daunting challenges on their way to becoming adults capable of contributing positively to their communities. In particular, youth who grow up in severely distressed communities – neighborhoods characterized by high poverty rates, high crime rates and single-parent homes – are far more likely than other youth to be at risk of school failure, unemployment, criminal or high-risk behavior, and persistent poverty.

The Corporation is dedicated to improving the lives of these and other youth by leveraging national service program resources to meet children’s most pressing academic, health-related, environmental, and social needs. In response to research that shows that one of the principal reasons why many children struggle is the absence of a consistent, reliable, and caring adult in their lives, the Corporation is focusing on increasing the number of mentors nation-wide.

The Corporation is also committed to engaging youth as contributing members of their communities through service. While America’s youth are volunteering at an unprecedented

rate, recent research by the Corporation indicates that youth from disadvantaged circumstances are significantly less likely to participate in volunteer activities (43 percent to 59 percent, respectively). The research also indicates that those who do engage in volunteering and other positive activities are far more likely to be successful at school, to attend college, and to avoid risky behaviors.

Focus Area 3: Engaging Students in Communities

Student service and service-learning produces valuable benefits to local communities and enables young people from kindergarten through college to become active, contributing community members. Through thoughtfully organized service and service-learning, students develop an understanding of the importance and impact of service, strengthen their character, improve their citizenship skills, and enhance their academic performance.

College students across the nation are leading the way forward in service. Both on campuses and in surrounding communities, millions of college students are bringing both passion and skills to bear on a wide range of service activities: teaching and mentoring children from disadvantaged circumstances; improving the environment; providing health education and services; and helping their fellow Americans recover from hurricanes and other disasters.

The Corporation is making significant investments to stimulate and support student volunteering and service-learning on college campuses. Research suggests that college experience and substantial volunteering are associated with higher levels of civic engagement. When colleges and universities incorporate service to the community into academic curriculum, the relationship is even stronger.

Focus Area 4: Harnessing Baby Boomer's Experience

America is on the verge of an unprecedented demographic revolution, with older members of the 77 million-strong Baby Boomer generation approaching age 65. Beginning in 2010, the share of the population 65 and over will climb substantially, resulting in profound implications for our society, including our social service delivery systems, our economy, and our Social Security and Medicare systems.

Engaging Baby Boomers as volunteers can be a national strategy to help defray the costs of some of these systems for the American public as well as to support nonprofit organizations in executing their missions.

Research tells us that Boomers, as a whole, will not withdraw completely from the workplace in "traditional retirement." Instead, they will seek a balance of varied interests including work, leisure, and civic engagement. They bring the advantage of experience and education, and are motivated to make a difference. But they also bring different aspirations for and expectations from their volunteer experiences than members of prior generations, choosing more flexible, high impact volunteer activities. If we want to leverage this asset,

we must educate and support charitable organizations in offering opportunities that meet Boomers expectations and captures their skills.

The Corporation seeks to provide Baby Boomers and other older persons with valuable volunteering opportunities that draw upon their talents, education, and experience. The Corporation's programs are well-positioned to help community organizations attract and retain Boomers with the kind of flexible, high-impact service that they seek.

Independent Living for Seniors. A particular focus of the Corporation's Baby Boomer initiative is to increase the number of frail elderly and people with disabilities receiving assistance from the community to live independently. The Corporation's investment in Baby Boomers' service capacity represents an investment in our nation's future that could save society millions of dollars by reducing the need for expensive professional in-home care or nursing home care. This investment has an added benefit in that older people who receive assistance report lower rates of depression and better ability to function. Moreover, family and other informal caregivers receive the respite they require in order to continue to play a critical role in supplying the bulk of our nation's long-term care. Civic engagement by older adults has added benefits: those who volunteer are more connected with the community, which contributes to the health of the community. Those who volunteer also remain more active, are healthier, and have a more optimistic outlook than those who are not engaged – which contributes to their individual health and may allow individuals to maintain their own independence as they grow older.

Focus Area 5: Supporting Disaster Preparedness and Response

Disasters strike throughout the United States each year, bringing massive property destruction and disrupting millions of lives. The hurricanes of 2005 flooded almost 80 percent of New Orleans and washed away many towns along the coast, leaving hundreds of thousands of Americans without homes. Tornadoes swept through Greensburg, Kansas, in destroying 95% of all structures in the community. Widespread wildfires threatened communities across the country last spring and continue to burn in many drought-stricken areas. Flooding is a constant hazard in hundreds of communities throughout the United States.

While Corporation programs have always supported disaster preparedness and response efforts, they have played a much broader and more extensive role in recent years. This experience demonstrated that national service participants can provide a wide range of preparedness and response roles—management and coordination of volunteers and resources, training and development of coordinated response plans, and providing direct service to affected communities. Under the current National Response Plan (NRP), the Corporation provides:

- Trained volunteer and donations management staff;
- Teams of trained volunteers to assist in response for mass care, housing and human services emergency support; and

- Teams to assist with disadvantaged populations (including seniors, people with disabilities, and low-income communities).

To help meet these responsibilities and better position the Corporation to provide leadership to volunteer management and preparedness efforts, in June 2007 the Corporation’s Board of Directors designated disaster preparedness and response as an agency strategic initiative. While the initiative is still under development, the intent is to build national, state, and local response capacity to use volunteers and plan effectively to provide volunteer support when, where, and how it is needed.

The Corporation seeks to ensure effective community preparedness through coordinated planning and effective response from immediately prior to a disaster through the ongoing support necessary to rebuild affected communities, including their civic, nonprofit, and volunteer infrastructure.

5. RESOURCES OF THE CORPORATION FOR NATIONAL AND COMMUNITY SERVICE

a. Office of the Inspector General (OIG)

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

<p>Contacting the OIG</p> <p>The OIG will accept confidential referrals of fraud, waste, and abuse in Senior Corps or other Corporation programs.</p> <p>Written notifications should be submitted to:</p> <p style="text-align: center;">Inspector General Corporation for National and Community Service 1201 New York Avenue, NW Washington, D.C. 20525</p> <p>By Phone: (202) 606-9390 or the OIG toll-free Hotline: (800) 452- 8210</p> <p>Via email: hotline@cncsoig.gov</p>
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When to Contact the OIG: The OIG should be promptly contacted whenever information is discovered that indicates that there has been waste, fraud, abuse, or any violation of criminal law at a program or at a sub-recipient.

b. Office of Public Affairs

(1) Major Functions

The Office of Public Affairs coordinates communications efforts for the Corporation and its programs. The staff works closely with other offices and departments to enhance and support efforts to reach out to external audiences. The staff is organized into three teams:

Media Relations. Public Affairs plans and executes strategic media relations and message management for the Corporation, its programs, the CEO, and the Board of Directors; acts as its official spokespersons; writes speeches and op-eds to promote national service accomplishments; conducts media training sessions for national service staff and participants; and advises programs on local media relations.

Recruitment-Marketing. Public Affairs plans and executes multi-media marketing efforts for national service programs to support local and national recruitment efforts; produces recruitment materials to reach target audiences; and maintains and promotes the national service web site [www.nationalservice.gov] as a communication vehicle with programs, potential members, the media, and interested citizens.

Publications. Public Affairs establishes and executes national service publishing priorities, sets and enforces editorial and design standards for print materials, develops materials to meet the information and training needs of programs, and oversees the writing, design and production of publications.

Ordering Corporation Publications

Senior Corps projects can obtain Public Affairs materials and publications by ordering on line at www.nationalservicepubs.org/. A media kit is available at www.seniorcorps.gov/about/media_kit/.

(2) Corporation Websites

The Office of Public Affairs, with support from other departments, maintains a family of four websites – NationalService.gov, SeniorCorps.gov, AmeriCorps.gov, and LearnAndServe.gov – with a common look and set of contents. The sites are designed to help customers, including program grantees and other stakeholders, get the information they need as easily and quickly as possible so they can focus their energies on serving community needs.

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

- Search function across all sites
- Phone directory of Corporation staff

- Stories of service
- News from the Field
- Photo library
- Best practices
- Program spotlights
- Interactive guides for finding the “Right Program” (for organizations and individuals)
- Service calendar
- Forms library
- FAQs

Finding what you need on the websites:

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

- [Where do I find out about Senior Corps funding opportunities?](#)
- [How do I submit a grant application?](#)
- [Help, I’m having trouble using eGrants. Who can I contact for help?](#)
- [Where can I find training and technical assistance information?](#)
- [I’m a faith-based organization. Am I eligible to apply for a Senior Corps grant?](#)
- [I’m interested in promoting your programs to my organization’s constituents. Where can I order brochures or other promotional materials?](#)
- [Do you have any national conferences or trainings?](#)
- [How do I find Senior Corps programs in my own community?](#)
- [I’m a grantee and am looking for Senior Corps photos to use in our brochures. Where can I find them?](#)

To find answers to other questions and locate resource documents, here are four options:

- *Browsing:* Depending on what kind of information you are looking for, you can click on “About Us,” “For Organizations,” “For Individuals” or “Our Programs” and browse through the various menus for what you are looking for.
- *Search Engine:* The websites have a powerful search engine which will show results for your search terms in three ways: from the website where you were when you requested the search, from the Corporation’s Newsroom, and from all four Corporation websites (MEGA Search).
- *Site Map:* Click on the “Site Map” link at the bottom of each web page, to see how each website is organized. Then click on the respective link to visit the section of interest.
- *Site Index:* At the bottom of each web page is a link to a “Site Index” listing all the major topics at that site, with links to each of them.

c. Office of Corporate Relations

The Office of Corporate Relations develops and manages partnerships and alliances that strengthen the impact and broaden the reach of national service. It is authorized to solicit and accept private donations which support Corporation programs and initiatives. Additionally, the Office of Corporate Relations takes the lead in producing many events connected to the agency's signature projects such as the National Conference on Volunteering and Service and AmeriCorps Week.

(1) National Partnerships

(a) National and Community Service Initiatives

The Corporation encourages participation in community-wide service activities. The Office of Corporate Relations, in consort with the Office of Public Affairs, works with Corporation programs to support both our signature projects such as MLK Day of Service and AmeriCorps Week, as well as other national service initiatives like National Volunteer Week and Make a Difference Day. These annual national service activities provide opportunities to reach out to both traditional service partners and grantees and organizations with which projects might like to form new partnerships.

- [Martin Luther King Jr. Day](#) is a day of service that reflects Dr. King's life and teaching-- bringing people together around a common bond of service to others. Responding to a 1994 Congressional charge, the Corporation engages Americans across the country to celebrate the King holiday in a way that reflects his proposition that "everybody can be great because everybody can serve," making it a day on, not a day off, a day of action, not apathy, a day of responding to community needs, not a day of rest and recreation. The Corporation provides grants to support service projects that reflect Dr. King's life and teaching.
- [AmeriCorps Week](#) is an annual recognition week designed to bring more Americans into service, thank AmeriCorps members and alumni for their powerful impact, and thank the community partners that help to make service possible. In 2007, AmeriCorps celebrated its 500,000th member. AmeriCorps Week is an ideal time to promote the depth and breadth of the national service family.
- [National Volunteer Week](#), [Global Youth Service Day](#). Held the third week of April, National Volunteer Week is generally book-ended by Earth Day and National Parks Day. Global Youth Service Day, coordinated by Youth Service America, is the annual global event that highlights and celebrates the contributions of youth to their communities through volunteer service.

- [USA Weekend's Make a Difference Day](#) is held each year on the fourth Saturday in October. National service participants have found this a wonderful opportunity to show their organizational strength by leading community service projects on this day, positioning their program as a community resource getting things done. Additionally, many have found this a natural time to kick off their year of service.

Additionally, the Corporation from time to time calls attention to other opportunities for the national service network to partner with other nonprofits, government agencies, businesses, educational institutions, foundations, and faith-based organizations in addressing important national goals. Recent examples include mobilizing support for the victims of the Gulf Coast hurricanes of 2005 and the Mentoring Children of Prisoners initiative.

(b) Corporation Support of Partnerships

- *Outreach* and education programs to businesses and foundations: Building awareness of Corporation programs and offering support to potential funders who express an interest in investing. For example, the Corporation works closely with [Connect America](#), a network of diverse national organizations (businesses, nonprofits, and government agencies) working together to leverage volunteering and other resources to increase individual and collective impact on communities. This is a national movement that will enhance the way organizations address community needs. The [Council on Foundations](#) has produced a variety of publications for their members to encourage investment in high quality programs. Public Affairs also makes presentations, writes articles for publication, and encourages and offers the Corporation's expertise to business groups and organizations that are seeking new ways to support community service initiatives.
- Model national partnerships: Reaching out to national companies and foundations on behalf of local programs. For instance, The [Best Buy/Best Buy Children's Foundation](#) has been a supporter of the Martin Luther King Jr. Day of Service since 2002. The funds that Best Buy donates are used to encourage, educate, and mobilize students in kindergarten through high school as part of the Learn and Serve America program.

Hundreds of companies and nonprofits have made commitments to national programs supporting local initiatives, such as [America's Promise Alliance](#), [Amachi](#), [City Year](#), and [Big Brothers Big Sisters](#).

d. Training and Technical Assistance

The Corporation, through its Office of Leadership Development and Training (OLDT), contracts to provide training and technical assistance for leaders in the national and community service network, including Senior Corps project directors and other sponsor staff. Training topics include: Resource and funds development, performance measurement and evaluation, financial and grants management, disability inclusion, and homeland security.

[National Conference on Volunteering and Community Service](#). This annual event, sponsored by the Corporation and the Points of Light & Hands On Network, is the premier training event for volunteer management, community volunteering, and national service leaders in non-profit organizations, businesses, government agencies, and volunteer centers.

[The Resource Center](#). The Resource Center at www.nationalservice.gov/resources is a “one-stop shopping” site for tools, training, and information about volunteering and national service. The Resource Center provides quick and easy access to training and technical assistance resources for national service programs. All Corporation-funded programs benefit from the Resource Center’s services free of charge.

Following is a summary of available features at The Resource Center:

One Search Engine, Many Databases

Search on a topic throughout the entire website, or narrow your search to a particular kind of resource – such as online documents, sample forms, lending library, effective practices, links to other sites, calendar events, as well as the [Senior Corps Tech Center](#) and the [National Service-Learning Clearinghouse](#).

My Improvement Plan

Get the best resources available to meet **your specific needs** with [My Improvement Plan](#). Experts in the field developed this new way of connecting your program to training and technical assistance. Identify, store, and track the resources you most need to improve your program. Resources are organized into 10 key component areas: the Building Blocks for Effective Service and Volunteer Programs, which include topics such as Board and Advisory Leadership, and Volunteer Management.

Effective Practices—Build Better Programs

Learn how programs solve the same problems you face. Find [effective practices](#) in education, environment, human needs, program management, public safety, and volunteer management. Discover good ideas, implemented and widely replicated processes, and studied findings.

The Online Learning Center

Learn how to improve your program online! At the [Online Learning Center](#), find online courses created specifically for service and volunteer programs, covering topics from financial management to tutor training to technology, with many more topics added on a regular basis.

Training and Technical Providers Listing

The Corporation for National and Community Service has selected and funded a number of expert organizations to provide national service grantees and potential partners with tools, training, and information on a variety of topics. The services of these [training and technical assistance providers](#) range from assistance by phone and e-mail to onsite training and statewide training events.

Senior Corps Tech Center

The [Tech Center](#) offers basic advice related to many common technology challenges -- such as how to use the World Wide Web, e-mail and e-mail discussion lists; choosing hardware and software; backing-up and protecting data from viruses; working with PDFs; and initiating a technology plan. The Tech Center also provides personal support. For more complex problems, the Tech Center offers reference and referral services. It also has a [lending library](#) of resources to help Senior Corps projects use technology to improve programs and services. Senior Corps project staff who need help with technology-related questions or problems can call a toll-free number, -1-800-277-7811, or e-mail to srtech-help@etr.org. The Center's website is www.seniortechcenter.org/.

e. Corporation Support for Baby Boomer Volunteer Recruitment: *The "Get Involved" Campaign*

The Corporation launched a national awareness recruitment campaign in December 2005 called "Get Involved," aimed at the nation's 77 million baby boomers. In collaboration with America's nonprofit community and private-sector organizations that share a commitment to

civic responsibility, the campaign features bilingual newspaper, magazine, radio and television public service announcements (PSAs). Through the PSAs and earned media publicity, boomers are directed to call toll-free 1-800-424-8867 or visit www.getinvolved.gov to find volunteer and community service opportunities that best fit their needs and experience.

Questions?

For further information about the "Get Involved" Campaign or VolunteerMatch, e-mail:

getinvolved_support@volunteermatch.org

or call 415-241-6842

At www.getinvolved.gov, individuals can access a search engine, powered by VolunteerMatch, that provides access to real-time volunteer opportunities tailored to the skills and experience of age 55-plus volunteers. Senior Corps projects are integrated into the overall inventory of organizations seeking volunteers ages 55-plus and are highlighted through the VolunteerMatch search process. Potential volunteers can take advantage of the user-friendly system to express their interests in serving and receive a listing of opportunities that meet their specifications.

f. Research and Policy Development

The Corporation's commitment to supporting the American culture of citizenship, service, and responsibility includes measuring the success and impact of our efforts. Performance reviews, research, and policy analysis help develop and cultivate knowledge that will enhance the overall effectiveness of the Corporation and of national and community service programs.

The Corporation conducts and supports high quality, rigorous social science evaluation research designed to:

- Measure the impact of Corporation's programs and shape policy decisions;
- Encourage a culture of performance and accountability in national and community service programs;
- Provide information on volunteering, civic engagement, and volunteer management in nonprofit organizations; and,
- Assist in the development and assessment of new initiatives and innovative demonstration projects designed to shape future community service policy decisions.

Corporation-supported research studies are available on-line at www.nationalservice.gov/about/role_impact/performance_research.asp.

g. The eGrants System

eGrants is an online system designed to automate the entire grants and project management process from application to closeout.

Sponsors use eGrants to:

- Submit and track grant applications, amendments, continuations and renewals
- Submit Financial Status Reports, Project Progress Reports and other required reports

Corporation Program and Grants Officers use the eGrants system to:

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

Guidance for using the eGrants system is available at www.seniorcorps.gov/egrants/help.asp. The eGrants Help Desk can be reached at Tel 888-677-7849 or by e-mailing egrantshelp@cns.gov. The Help Desk is staffed from 8:00 AM to 6:00 PM Eastern time, Monday through Friday.

6. PURPOSE AND GOALS OF THE FOSTER GRANDPARENT PROGRAM

a. Purpose

Under the authority of the Domestic Volunteer Service Act, the Corporation for National and Community Service provides grants to qualified agencies and organizations for the dual purpose of: engaging persons 60 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 used to support Foster Grandparents in providing supportive, person-to-person service to children having exceptional or special needs.

b. Goals

The goals of the Foster Grandparent Program are to:

- (1) Enable low-income persons aged 60 and over to remain physically and mentally active and to enhance their self-esteem through continued participation in needed community services.
- (2) Enable children with either exceptional or special needs to achieve improved physical, mental, emotional, and social development thereby helping them to reach social, behavioral, developmental, and educational goals.
- (3) Provide a stipend and other benefits which enable eligible persons to participate as Foster Grandparents without cost to themselves;

7. HISTORY OF THE FOSTER GRANDPARENT PROGRAM

The Foster Grandparent Program (FGP) began on August 28, 1965, as a national demonstration effort to show how low-income persons aged 60 or over have the maturity and experience to establish a personal relationship with children having either exceptional or special needs. Under the Office of Economic Opportunity's (OEO) enabling legislation, Sections 205 and 207, Title 20A of the Economic Opportunity Act of 1964, as amended, FGP began as an employment program.

An agreement between OEO and the Administration on Aging (AOA) resulted in the funding of 21 FGP project sponsors. The volunteers were placed in more than 45 institutions. About 800 Foster Grandparents were employed to provide care and attention to children up to five years of age in institutional and community settings.

By 1968 there were 68 FGP projects funded in 40 states and in Puerto Rico, with 4,100 Foster Grandparents enrolled. The Foster Grandparents assisted more than 10,000 children in health, education, welfare, and related settings. OEO funding (no separate FGP authorization existed at this time) amounted to almost \$10 million in Fiscal Year 1968.

Funding authority was transferred to AOA in 1969 under Title 6 of the Older Americans Act, as amended. At this time, FGP became a stipended volunteer program with low-income elderly, ages 60 or over, continuing to serve children up through 17 years of age.

Under Reorganization Plan No. 1 of July 1, 1971, FGP was transferred to the newly created Federal agency, ACTION. During Fiscal Year 1972, the number of projects increased to 133 in 50 states, the District of Columbia, Puerto Rico, and the Virgin Islands. Annual appropriations amounted to \$25 million, supporting over 10,000 Foster Grandparents. The Domestic Volunteer Service Act (DVSA) of 1973 (Public Law 93-113) replaced Title 6 of the Older Americans Act as ACTION's enabling legislation.

The 1976 amendments to the DVSA defined “child” and “children” as any individual or individuals who are less than 21 years of age. Those amendments also included a stipulation that a Foster Grandparent's relationship with a mentally retarded child may, under certain circumstances, be continued after the child reaches the chronological age of 21.

By the end of FY 1989, over 20,000 Foster Grandparents were serving more than 70,000 children with special and exceptional needs through 264 ACTION-funded and 12 non-Federal projects.

In 1993, the Corporation for National and Community Service came into being when President Clinton signed the National and Community Service Trust Act of 1993. Congress stated its expectations for the Corporation through a statement of purpose (42 U.S.C. 12501) that, in part, included using national and volunteer service by Americans of all ages to:

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

By 2007, the Foster Grandparent Program included 341 local projects with approximately 30,000 Foster Grandparents, who, together, continue to make a difference in the lives of children – nearly 780 children on any given day and a total of 284,000 children annually – while enriching their own lives through service.

8. WHAT FOSTER GRANDPARENTS DO

Under professional supervision, Foster Grandparents serve children person-to-person including but not limited to, the following:

Children	Examples of Activities
Children in public schools, state schools, private schools, and alternative schools.	Providing emotional support, helping to develop basic learning skills, tutoring in reading, and helping to prevent or delay children being placed in an institution
Children in Head Start centers, day care centers, or pre-schools enrolling children with special or exceptional needs.	Helping to develop reading readiness; providing emotional support; and assisting with and teaching self-care.
Adolescents and youth in correctional facilities.	Assisting in mitigating the effects of institutionalization by creating a family atmosphere, acting as links to the community, and helping incarcerated youth prepare to reunite with their families, transition to foster care, and assume the responsibilities of adulthood.
Status offenders and delinquent youth offenders.	Helping them remain in the community as an alternative to institutional commitment.
Abused or neglected children	Serving as positive adult role models and providing emotional support and empathy.
Institutionalized children.	Assisting children with self-care, helping to develop motor skills, providing stimulation and learning experiences, and assisting them to achieve independent living whenever possible.

9. THE FEDERAL REGISTER AND THE CODE OF FEDERAL REGULATIONS

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

a. [The Federal Register](#)

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

b. Code of Federal Regulations

The Code of Federal Regulations (CFR) is the codification of the general and permanent rules published in the Federal Register by the executive departments and agencies of the Federal Government. It is divided into 50 titles that represent broad areas subject to Federal regulation. Each volume of the CFR is updated once each calendar year and is issued on a quarterly basis.

Electronic Code of Federal Regulations
– the eCFR

The eCFR is a convenient way to access the latest version of the regulations incorporating all amendments. Regulations cited in this Handbook are linked to the eCFR.

Each title is divided into chapters, which usually bear the name of the issuing agency. Each chapter is further subdivided into parts that cover specific regulatory areas. Large parts may be subdivided into subparts. All parts are organized in sections, and most citations in the CFR are provided at the section level [such as 45 CFR 2552.21]. The Corporation for National and Community Service is found in Title 45, Chapters XII and XXV. The regulations governing the Foster Grandparent Program are in Chapter XXV, Part 2552, which is also cited as “[45 CFR 2552](#).”

The online CFR or “eCFR” provides the public with enhanced access to Government information and is a convenient way to access the latest version or the regulations incorporating all amendments. In the eCFR, amended sections are identified with the date of their publication and a reference to the volume of the Federal Register where they were published. The on-line eCFR is available at <http://eCFR.gpoaccess.gov>.

CHAPTER 2 PROJECT OPERATIONS

10. ELIGIBILITY, AWARDS, AND SPONSORSHIP

a. Sponsor Eligibility

The Corporation awards grants to public agencies, Indian tribes, and secular or faith-based private non-profit organizations in the United States that have authority to accept and the capacity to administer a Foster Grandparent project.

b. Solicitation of Proposals

The Corporation accepts applications for new Federally funded local FGP grants only when new funding is available or when it is necessary to replace a local sponsor. The Corporation will issue a notice of funding availability. Any eligible agency or organization may then apply for a grant. Notices of funding availability (NOFAs) for nationwide competitions for new grants are posted at www.grants.gov/ and at the [New Grant Opportunities](#) page at the Corporation's website www.nationalservice.gov. NOFAs seeking applicants to replace a sponsor are advertised locally.

c. Submission of a Grant Application

Grant applications are submitted in the Corporation's eGrants system, described in [Section 5.g](#) of this Handbook. Applications are submitted following the instructions using the forms included in the [Senior Corps Grant Application](#). The application must be submitted by a representative of the sponsor who has been authorized by its governing body to certify that all data in the application are true and correct, that the application has been duly authorized by the governing body of the applicant, and that the applicant will comply with the assurances submitted with the application, if the assistance is awarded. (See Block 18 of the [Senior Corps Grant Application](#).)

Note that current grant resources, including project staff time, may not be spent on preparing and submitting a new three-year grant. However, project staff may prepare and submit second and third year continuation grant applications and charge the time to the current grant. These are administrative actions required by the Corporation to continue the current grant. [See Appendix 23, FAQ Concerning Fundraising, for further information.]

d. Non-Corporation Funded Grants

There is a long and rich history of state governments and other public entities providing funding for community service projects when there were no Federally appropriated funds available. In recent years the private for profit and non-profit sectors have expressed

increasing interest in supporting Senior Corps programs entirely with funds other than those appropriated to the Corporation by Congress.

The following applies to non-Corporation funded Foster Grandparent projects:

- (1) Any eligible agency or organization (see [Section 10.a](#) above) interested in applying to be a sponsor for an FGP project without Corporation funding will receive technical assistance and materials from the Corporation.
- (2) Applicants must submit a grant application package that contains the same documentation as required of any new Foster Grandparent applicant for a Corporation funded project.
- (3) Upon approval of an application that conforms to all program requirements, the Corporation Grant Officer will issue a Notice of Grant Award (NGA) showing zero Federal dollars.
- (4) Under no circumstance will the issuance of a NGA to a non-Corporation funded sponsor create a financial obligation on the part of the Corporation for project costs, including increases in required payments to volunteers which may result from changes in the Act or in Corporation regulations. This does not preclude the sponsor from applying for Corporation funds, nor does it preclude the Corporation from awarding funds to such sponsor.
- (5) Noncompliance with the NGA may result in suspension or termination of the grant.
- (6) Termination of the grant by the project sponsor or by the Corporation will result in loss of tax-exempt status of Foster Grandparent cost reimbursements. The volunteers will also lose statutory protection from their cost reimbursements being considered in calculating their eligibility for any governmental assistance or services.

e. Characteristics of an FGP Sponsor

Characteristics of a potential FGP sponsor include:

- (1) A dedicated interest in or involvement with efforts to resolve community problems, especially problems of low income, older persons and of children with exceptional or special needs.
- (2) Good working relationships with a variety of community agencies and organizations.
- (3) Experience in developing volunteer service opportunities, particularly those that demonstrate impact.

- (4) A strong base of local financial support for social service programs and the capacity to develop additional sources of local funding.
- (5) An established commitment and past experience in improving the quality of life for low-income older adults or children with exceptional or special needs in the community.
- (6) The capability to employ project staff who have the experience and skill to assume direct responsibility for project management.
- (7) A governing body or agency board which understands and endorses the project's nature and purpose.
- (8) A capability to establish and manage the program that assures fiscal and programmatic quality controls, compliance with Corporation policy and procedures, and reasonable progress toward stated goals.
- (9) Established personnel and compensation policies.

f. “Self-Sponsored” Projects

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

11. SPONSOR RESPONSIBILITIES

a. Regulations Requirements

The sponsor is legally responsible for fulfilling all project management responsibilities necessary to accomplish the purposes of the program and may not delegate or contract these responsibilities to another entity. In accordance with FGP regulations, [45 CFR 2552.22 through 2552.25](#), the sponsor has the responsibility to:

- (1) Focus Foster Grandparent resources on critical problems affecting children with special and exceptional needs within the project's service area.

- (2) Assess in collaboration with other community organizations or utilize existing assessment of the needs of the client population in the community and develop strategies to respond to those needs using the resources of Foster Grandparents.
- (3) Develop and manage a system of volunteer stations by:
 - (a) Ensuring that a volunteer station is a public or non-profit private organization, secular or faith-based, or an eligible proprietary health care agency, that has the capacity to serve as a volunteer station;
 - (b) Ensuring that the placement of Foster Grandparents will be governed by a Memorandum of Understanding (See [Chapter 6](#), “Volunteer Stations,” for further information); and
 - (c) Reviewing volunteer placements regularly to ensure that assigned children are eligible to be served
- (4) Develop service opportunities to support locally-identified needs of eligible children in a way that considers the skills and experiences of Foster Grandparents.
- (5) Consider the demographic make-up of the project service area in the enrollment of Foster Grandparents, taking special efforts to recruit eligible individuals from minority groups, persons with disabilities, and under-represented groups.
- (6) Ensure that a criminal history check is conducted on every Foster Grandparent and covered staff (see [Section 38\(d\)](#) for further details).
- (7) Provide Foster Grandparents with:
 - (a) Assignments that show direct and demonstrable benefits to the children, the community served, the Foster Grandparents, and the volunteer station;
 - (b) Required cost reimbursements specified in 45 CFR 2552.45; and
 - (c) 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.
- (8) Encourage the most efficient and effective use of Foster Grandparents by coordinating project services and activities with related national, state and local programs, including other Corporation programs.

Corporation Strategic Initiatives

The Corporation encourages sponsors to become familiar with its Strategic Plan and, when possible, incorporate the Corporation’s Strategic Initiatives in programming volunteer activities. Click [here](#) to go the Strategic Plan website.

- (9) Conduct an annual appraisal of volunteers' performance and annual review of their income eligibility.
- (10) Develop, and annually update, a plan for promoting senior service within the project's service area. Suggested elements in the plan include:
 - (a) Communicating the importance of the project to the sponsor's Board, the Community Advisory Group, staff, and volunteers;
 - (b) Ensuring that the project has adequate administrative and fiscal support, and resources to effectively fulfill its mission;
 - (c) Playing an active role in promoting the project and its contributions to the community;
 - (d) Meeting regularly with the media, political leaders, funders, civic groups, and others to promote awareness of and support for the project.
- (11) Annually assess the accomplishments and impact of the project on the identified needs and problems of the client population in the community.
- (12) Establish written service policies for Foster Grandparents that include but are not limited to annual and sick leave, holidays, service schedules, termination, appeal procedures, meal and transportation reimbursements.
- (13) Secure community participation in local project operation by establishing an advisory council or a similar organizational structure, which in this Handbook is called a "Community Advisory Group." (See Chapter 4, "Community Participation," for additional information.)
- (14) Assume full responsibility for securing maximum and continuing community financial and in-kind support to operate the project successfully. (See [Section 10.c.](#) below.)
- (15) Provide levels of staffing and resources appropriate to accomplish the purposes of the project and carry out its project management responsibilities.
- (16) Employ a full-time project director (except as otherwise may be negotiated with the Corporation) to accomplish program objectives and manage the functions and activities delegated to project staff. (See Chapter 5, "Project Staff," for further information)
- (17) Consider all project staff as sponsor employees subject to its personnel policies and procedures.

- (18) Compensate project staff at a level that is comparable with other similar staff positions in the sponsor organization and/or project service area.
- (19) Establish risk management policies and procedures covering project and Foster Grandparent activities. This includes background screening of staff and volunteers and provision of appropriate insurance coverage for Foster Grandparents, vehicles, and other properties used in the project. (See [Section 45.d](#), Insurance.)
- (20) Establish record keeping/reporting systems in compliance with Corporation requirements that ensure quality of program and fiscal operations and facilitate timely and accurate submission of required reports, and cooperate with Corporation evaluation and data collection efforts.
- (21) 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 and access to persons with limited English proficiency. (See [Appendix 18](#), Quick Primer on Discrimination.)

b. Other Responsibilities

In addition to these requirements, sponsors should consider it as part of their responsibilities to:

- (1) Locate the FGP office so that it is easily accessible to persons with disabilities.
- (2) Make special efforts to recruit and place persons from minority groups, persons with disabilities, and hard-to-reach populations and groups in the community which are underrepresented. The sponsor should focus recruitment and enrollment efforts on persons not already volunteering.
- (3) Provide for appropriate recognition of the Foster Grandparents and their activities.
- (4) Provide or arrange for cost reimbursements for the Foster Grandparents to be paid in a timely manner.
- (5) Ensure provision by volunteer stations for volunteer safety.

Keep eGrants Updated

Because it is part of the official grant record, sponsor staff should ensure that the sponsor and project information in eGrants is accurate, including:

- Legal name and address of the sponsor organization
- Project name and address;
- Sponsor’s authorized representative’s name, addresses, e-mail, phone numbers
- Project Director’s name, address, e-mail, phone number

Click [here](#) for instructions on updating eGrants account information.

- (6) Comply with Corporation regulations, policies, and procedures.
- (7) Ensure that appropriate liability insurance is maintained for owned, non-owned, or hired vehicles used in the project.
- (8) Develop a realistic transportation plan for the project based on low cost transportation modes.

c. Fund Raising

As listed above under sponsor responsibilities, the sponsor is responsible for securing community financial and in-kind support to operate the project successfully. Certain government-wide requirements apply to fund raising under FGP grants.

Senior Corps sponsors must follow all applicable OMB Cost Principle circulars:

- [OMB Circular A-87](#) for State, Local, and Indian Tribal Governments
- [OMB Circular A-122](#) for Nonprofit Organizations
- [OMB Circular A-21](#) for Educational Institutions).

These OMB circulars apply to grant programs across the Federal Government and do not allow fund raising costs as direct charges under the grant. Specifically, the circulars do not allow the costs of organized fund raising, including financial campaigns, endowment drives, solicitation of gifts and bequests, and similar expenses incurred solely to raise capital or obtain contributions. This means that FGP project staff whose salaries and benefits are 100 percent charged as direct costs to the Federal grant may not engage in fund raising to support the sponsor organization, project costs, or indirect costs. The OMB Circulars are codified in the Code of Federal Regulations at: [2 CFR 220 \(Circular A-21\)](#), [2 CFR 225 \(Circular A-87\)](#), and [2 CFR 230 \(Circular A-122\)](#).

Appendix 23 responds to frequently asked questions related to this topic. This FAQ and links to technical assistance resources to support sponsor fund raising activities are available at www.seniorcorps.gov/for_organizations/manage/fundraising.asp.

d. Subsequent Requirements

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

12. SPECIAL LIMITATIONS

In the event of a question as to the applicability of these limitations, contact the appropriate Corporation State Office.

a. Political Activities [See [45 CFR 2552.121\(a\)](#) and [45 CFR 1226](#)]

- (1) No part of any grant may be used to finance, directly or indirectly, any activity to influence the outcome of any election to public office or any voter registration activity.
- (2) No project may be conducted in a manner involving the use of funds; the provision of services, space, or facilities; or the employment or assignment of personnel in a manner that identifies the project with:
 - (a) Any partisan or non-partisan political activity associated with a candidate, or contending faction or group, in an election; or
 - (b) Any activity to provide voters or prospective voters with transportation to the polls or similar assistance in connection with any such election; or
 - (c) Any voter registration activity except that voter registration applications and nonpartisan voter registration information may be made available to the public at the premises of the sponsor. But in making registration applications and nonpartisan voter registration information available, employees of the sponsor and volunteers may not express preferences or seek to influence decisions concerning any candidate, political party, election issue, or voting decision.
- (3) No Foster Grandparent or employee of a sponsor or a volunteer station may take any action, when serving in such capacity, with respect to a partisan or non-partisan political activity that would result in the identification or apparent identification of the Foster Grandparent Program with such activity.
- (4) The sponsor may not use grant funds in any activity that influences the passage or defeat of legislation or proposals by initiative petition, except as follows:
 - (a) In any case in which a legislative body, a committee of a legislative body, or a member of a legislative body requests a Foster Grandparent, a sponsor chief executive, his or her designee, or project staff to draft, review, or testify regarding measures or to make representation to such legislative body, committee, or member; or
 - (b) In connection with an authorization or appropriations measure directly affecting the operation of the Foster Grandparent Program.
- (5) Prohibitions on Electoral and Lobbying Activities are fully set forth in [45 CFR 1226](#).

b. Restrictions on State or Local Government Employees [[5 U.S.C. 1501, 1502 and 1503](#)]

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

- (1) Use their official authority or influence for the purpose of interfering with or affecting the result of an election or nomination for office;
- (2) Directly or indirectly coerce, attempt to coerce, command or advise a state or local officer or employee to pay, lend, or contribute anything of value to a party, committee, organization, agency, or person for political purposes; or
- (3) Be a candidate for elective office, except in a non-partisan election. (“Non-partisan election” means an election at which none of the candidates are to be nominated or elected as representing a political party any of whose candidates for Presidential elector received votes in the last preceding election at which Presidential electors were selected.)

c. Religious Activities [[45 CFR 2552.121\(g\)](#)]

- (1) Foster Grandparents and project staff funded by the Corporation may not give religious instruction, conduct worship services, or engage in any form of proselytization as part of their duties.
- (2) A sponsor or volunteer station may retain its independence and may continue to carry out its mission, including the definition, development, practice, and expression of its religious beliefs, provided that it does not use Corporation funds to support any inherently religious activities, such as worship, religious instruction, or proselytization, as part of the programs or services funded. If an organization conducts such activities, the activities must be offered separately, in time or location, from the programs or services funded under the Foster Grandparent Program.

d. Non-Discrimination [[45 CFR 2552.121\(f\)](#)]

For purposes of this section, any program, project, or activity to which Corporation-supported Foster Grandparents are assigned is deemed to be receiving Federal financial assistance.

- (1) A sponsor or sponsor employee may not discriminate against a Foster Grandparent, or with respect to any activity or program, on the basis of race; color; national origin, including limited English proficiency; sex; age; religion; political affiliation; or on the

basis of disability, if the Foster Grandparent with a disability is qualified to serve. (See [Appendix 18](#), Quick Primer on Discrimination.)

- (2) Sponsors are required to take affirmative action to overcome the effects of prior discrimination. Even in the absence of prior discrimination, a sponsor may take affirmative action to overcome conditions which resulted in limited participation.

e. Labor and Anti-Labor Activity [[45 CFR 2552.121\(d\)](#)]

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

f. Non-Displacement of Employed Workers and Non-Impairment of Contracts for Service [[45 CFR 2552.121\(b\)](#) and [45 CFR 1216](#)]

Foster Grandparent may not perform any service or duty or engage in any activity which would otherwise be performed by an employed worker or which would supplant the hiring of or result in the displacement of employed workers, or impair existing contracts for service. See [45 CFR 1216](#), also included as [Appendix 3](#), for the Corporation regulations on this subject. These regulations list certain exceptions.

g. Non-Compensation for Services [[45 CFR 2552.121\(c\)](#)]

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

h. Nepotism [[45 CFR 2552.121\(h\)](#)]

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

i. Volunteer Status [[45 CFR 2552.44](#)]

Foster Grandparents are volunteers, and are not employees of the sponsor, the volunteer station, the Corporation, or the Federal Government.

j. Fair Labor Standards [[45 CFR 2552.121\(e\)](#)]

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

EFFECTIVE PRACTICES IN PROJECT OPERATIONS
Ensuring that the Sponsoring Organization Takes a Leadership Role
(Check the [Effective Practices](#) database at The Resource Center for additional ideas)

Effective practices include:

- A. The sponsor's mission is consistent with the objectives of the program.
- B. The sponsor values the project as an integral part of its organizational vision and operations by:
 - 1. Communicating the importance of the project to its Board, staff, and volunteers;
 - 2. Ensuring that the project has adequate administrative and fiscal support;
 - 3. Playing an active role in promoting the FGP project and its contributions to the community;
 - 4. Meeting regularly with media, political leaders, funders, civic groups, and others to promote awareness of and support for the project; and
 - 5. Maintaining communication with the Corporation for National and Community Service State Office and attending state and regional training events where feasible.
- C. The sponsor has a strategic plan that guides the ongoing development and implementation of the project that:
 - 1. Reflects any priorities established for Corporation programs, including those included in the Corporation's Strategic Plan;
 - 2. Incorporates the FGP project into its overall plan for the agency or organization;
 - 3. Describes a geographic service area for the project that is manageable with the available resources;
 - 4. Explains how the sponsor will meet its responsibilities for providing adequate administrative and financial support for the project; and
 - 5. Is annually reviewed and updated.
- D. The sponsor provides strong project leadership by:

1. Employing a project director who demonstrates strong leadership skills in working with project and sponsor staff, volunteers, volunteer stations, and the project's Community Advisory Group;
 2. Establishing and, with the project director, maintaining strong working relationships with related community agencies, organizations, and leaders; and
 3. Managing and providing financial and administrative support to the project.
- E. The sponsor creates and sustains a strong working relationship with the project by:
1. Ensuring that sponsor leadership and the project director establish and maintain a good working relationship based on clear communication and mutual support;
 2. Designating a member of the staff who has clearly defined responsibilities for project oversight and support;
 3. Developing and maintaining clear lines of reporting between project staff and the sponsor representative; and
 4. Asking project staff to make periodic presentations on project operations to the sponsor's Board members, other sponsor staff, and volunteers.

CHAPTER 3 PROGRAMMING FOR IMPACT AND PERFORMANCE MEASUREMENT

13. INTRODUCTION TO PROGRAMMING FOR IMPACT

Older volunteers have a tremendous amount of knowledge, skill, and experience to contribute to our communities through the enriching experience of service. The need to design and implement service projects that are fulfilling to the volunteers and beneficial to the communities served is more important now than ever before. In addition, foundations and other funders are demanding results for their financial investments. Federally-supported programs are expected to demonstrate that they are a wise investment of public funds. The Corporation for National and Community Service is required to report accomplishments to Congress under the Government Performance and Results Act (GPRA).

In 1996, the Senior Corps established Programming for Impact (PFI) as its programming framework. PFI is an approach that focuses on community needs, accomplishments, and impact in planning and development volunteer placements. It measures responsiveness to community needs and thereby raises the importance and visibility of older volunteers as valuable resources that justify investment from the public and private sectors.

The PFI is an example of a “logic model” – a type of tool that provides a concise visual representation of activities that are the core of your project. Using PFI, sponsor staff identify the *community need* to be addressed, the *service activity*, the *anticipated inputs*, the *anticipated accomplishments*, and the *anticipated impact* of services provided. The primary purpose of this process is to develop, track, report, and improve program services.

The chart below highlights the component similarities between PFI and other logic models.

Programming for Impact and Logic Model - Terminology					
Programming for Impact	Community Need	Service Activity	Inputs	Accomplishments	Impact
Logic Model	Community Need	Activity	Inputs	Outputs	Outcome

Programming for Impact is an important tool for Senior Corps programs for many reasons:

- a. The Senior Corps Programs are “great products” with a story to tell.
 - (1) Sponsors, volunteers, volunteer stations, and communities should all know the full potential of senior volunteers to meet the needs of our communities.
 - (2) Project directors should know and document how senior volunteers expand services, save money, help channel resources to meet the needs of individuals.
 - (3) Programming for Impact enables all to take pride in accomplishments and quality.
- b. It is important to attract diverse funding resources.
 - (1) Competition for public and private dollars is intense.
 - (2) Organizations that demonstrate impact, making programs tangible by describing expected and actual outcomes and tracking accomplishments, are attracting more funds.
 - (3) More and more influential and important funders are calling for documented impact in projects that they support.
 - (4) Congress (Senior Corps’ major funder) is requiring demonstration of accomplishments and impact through the GPRA.
- c. Program expansion will increasingly rely on demonstrating impact.
- d. Quality can be improved through Programming for Impact. The process:
 - (1) Provides information that can develop and improve programs;
 - (2) Benefits agencies and their long-range planning, providing information essential for decision-making; and
 - (3) Encourages accountability and cost-effectiveness, enabling sponsor staff, volunteer stations, volunteers, and the community to focus on programs that make a difference.

14. IMPACT-BASED WORK PLANS

Impact-based work plans are used by Senior Corps grantees to design their programs using the Programming for Impact approach. They are set up in a “logic model” format.

The elements of the work plan are:

- *Community Need.* This is the priority community issue or problem that the Senior Corps volunteers' service activities will address. The need should be measurable and include a reliable source to establish the compelling nature of the need.
- *Service Activity.* This is what the Senior Corps volunteers do to address the community need. In essence, it is the assignment description for the volunteers. It clearly defines who the direct recipients of the service are, as well as background information and the name of the program through which the volunteers provide service.
- *Inputs.* These are the resources a project applies to create or sustain service efforts. Inputs include, but are not limited to, the number of volunteers providing the service, the hours of service devoted to the activity by some time period (week or month), the financial resources (in terms of volunteer, administrative, and other costs) that will be expended on the activity, and any volunteer training.
- *Accomplishments (or outputs).* These are the immediate results or products of the services provided by the Senior Corps volunteers. Accomplishments tell what was done in some quantified fashion. They include the number of persons helped, the amount of something that was created, the number of times an activity was performed, and the extent to which a program or service was expanded.
- *Impacts (or outcomes).* These are the measurable changes in the community, persons served, or agency that occurred as a result of the service activity. Impacts or outcomes are measures of effectiveness of the program in the community or with those served, or they are measures of cost-effectiveness which show how much money the service activity saved in the community.

Grant Application Requirement

The Senior Corps grant application requires that 90 percent of Foster Grandparents must be placed in outcome/impact based assignments.

15. THE CORPORATION'S PERFORMANCE MEASUREMENT INITIATIVE

Since 2003, the Performance Measure Initiative has applied to all programs administered by the Corporation for National and Community Service. In Senior Corps, the Corporation's performance measurement initiative builds on the strengths and experience of Senior Corps' PFI approach. Performance measurement does not replace the PFI approach; indeed, it enhances it.

All existing Senior Corps grantees as well as applicants for new funding identify performance measures in work plans in their grant applications. For the specific requirements, see the instructions for the [Senior Corps Grant Application](#).

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

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

16. IMPLEMENTING PROGRAMMING FOR IMPACT

To implement Programming for Impact, see the instructions for completing work plans and identifying performance measures found in the [Senior Corps Grant Application](#). Additional guidance, examples of Senior Corps work plans with performance measures, measurement instruments, and other resources, including Senior Corps' Performance Measurement Toolkit, are available at from the Corporation's performance measurement technical assistance provider, Project Star. Click on [here](#) to go to the Senior Corps page at Project Star or contact a coach by calling (800) 548-3656. For questions, contact the Corporation State Office.

CHAPTER 4 COMMUNITY PARTICIPATION

17. LOCAL OWNERSHIP

- a. Foster Grandparent projects are community-based projects, usually with some Federal funding. There must be a real sense of local ownership and a spirit of partnership among the community, the sponsor, and the Corporation.
- b. Community participation is generated by individuals, groups and organizations such as volunteer stations, local funding sources, civic and service clubs, the media, friends and family of volunteers and those with whom they work, other programs of the sponsor, schools, private non-profits, businesses, community leaders, and others who value the activities, accomplishments and impacts of the project and the volunteers.

18. COMMUNITY ADVISORY GROUP

a. Program Requirement

The scope and extent of participation by the many entities that make up a community will vary considerably from project to project. But all projects can benefit from the involvement of a focused and sustained core group that provides perspectives and active assistance from the larger community. This is the structure that the program regulations require the sponsor to organize to secure community participation in the project [[45 CFR 2552.24](#)]. For the sake of easy reference, this structure has been termed the Community Advisory Group in this Handbook.

b. Role

Subject to the requirements in the program regulations regarding the purpose and composition of this group, sponsors have complete flexibility concerning the structure and operation of this body. Depending on local community circumstances, the Community Advisory Group may be used by the sponsor to:

- Assist in assessing community needs;
- Assist in fund raising and resource development;
- Support the development of a service ethic in the community;
- Advise on volunteer recruitment, retention, and recognition strategies;
- Suggest candidates for project staff positions;
- Link the project with other community service resources, including faith-based organizations;
- Advise on programming for impact and performance measurement;
- Assess project accomplishments and impact, including progress toward meeting performance measures;

- Assess satisfaction of volunteers and volunteer stations;
- Suggest ways the project can gain increased visibility and recognition in the community; and/or
- Advise on how trends in the community are affecting seniors.

c. Membership

The Community Advisory Group must have a membership that includes people:

- Knowledgeable of human and social needs of the community;
- Competent in the field of community service, volunteerism, and children's issues;
- Capable of helping the sponsor meet its administrative and program responsibilities including project assessment, fund-raising, publicity, and programming for impact;
- With interest in and knowledge of the capability of older adults; and
- Who reflect the demographics of the service area.

EFFECTIVE PRACTICES IN COMMUNITY PARTICIPATION

(Check the [Effective Practices](#) database at The Resource Center for additional ideas)

A. To secure community participation the sponsor:

1. Establishes recruitment and nominating processes that include criteria for selection of members of the community participation council or group. The criteria should address a) needed skills and expertise, b) the representation of various constituencies, and c) the need for members who have an interest in and knowledge of the capabilities of older persons as viable and valuable community resources;
2. Develops and establishes procedures for discussing and assessing project development, operations, accomplishments, and impact on the community;
3. Regularly attends meetings of the project's community participation council or group;
4. Consistently communicates information between the sponsor's Board and the project's community participation council or group;
5. Helps to recruit qualified members to the council and fosters their professional development.

B. The members of the Community Advisory Group:

1. Regularly attend and actively participate in meetings;
2. Actively engage in an on-going effort to assess changing community needs and help the project meet the identified needs;
3. Assist with promotion of community awareness of the project and its impact on the community through speaking engagements, working with the news media, personal affiliations, etc.;
4. Help to draft an annual strategic plan, and set short- and long-range targets for resource development and mobilization, volunteer recruitment and recognition, and generating community awareness and support;
5. Attend community fund (e.g. United Way) allocation meetings and other funder meetings with sponsor and project staff, as applicable;
6. Support the sponsor and the project through involvement in resource development and mobilization, publicity, impact programming efforts, volunteer station development, volunteer recruitment, and issues analysis;

7. Solicit community impact and recommendations regarding project operations, accomplishments and impact, and communicates this information to project staff and to the sponsor;
8. Attend and assist with FGP events (i.e., recognition activities, national days of service, etc.);
9. Visit stations, volunteers, and those they serve, and meet with community supporters; and
10. Annually assess projects in terms of accomplishments and impact of the project and how they meet the identified needs and problems of the volunteer stations and assigned children, as well as in terms of volunteer satisfaction.

CHAPTER 5 PROJECT STAFF

19. GENERAL PROVISIONS

The project director must be an employee of the sponsor subject to the sponsor's personnel policies and practices. Sponsors may also directly employ project staff to support the project director, as well as consultants and contractors, provided that the sponsor does not delegate or sub-contract responsibility for fulfilling project management requirements. [[45 CFR 2552.22](#) and [45 CFR 2552.25](#)]

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

20. STRUCTURE

The program regulations require that the sponsor employ a project director and other staff appropriate to accomplish the purposes of the project. See [45 CFR 2552.25 \(b\) - \(e\)](#) for details regarding staffing levels and compensation for staff. The number of project staff may range from a project director and secretary-bookkeeper in a small project to a project director, a number of coordinators, a secretary, a van driver, and a record keeper in a large project.

In structuring the staffing pattern the following should be considered:

- a. Size of the service area
- b. Number, kind, and location of volunteer stations
- c. Number of Foster Grandparents
- d. Geographic distribution of Foster Grandparent assignments
- e. Types of Foster Grandparent placements and assignments (more project staff time is sometimes needed to administer and monitor Foster Grandparents with in-home assignments)
- f. Specific needs of the children served
- g. Availability of supplemental state or Federally subsidized full-or part-time staff and volunteer staff
- h. Availability of funds

**Senior Community Service
Employment Program
(Title V, Older Americans Act)**

In a number of areas, [Senior Community Service Employment Program](#) enrollees are available and can be used to supplement grant-funded staff.

- i. Programming for Impact/Performance Measurement requirements

Projects are also encouraged to consider their need for consultant or evaluation services and budget these accordingly.

21. PERSONNEL POLICIES FOR PROJECT STAFF

- a. The program regulations require that project staff be covered by sponsor personnel policies [45 CFR 2552.25]. At a minimum, policies should address salaries and fringe benefits, probationary periods of service, suspensions, resignations, hours of service, annual and sick leave, holidays, terminations, and grievance procedures.
- b. Compensation levels for project staff, including wages, salaries, and fringe benefits should be comparable to like or similar positions in the sponsor organization and/or the project service area [45 CFR 2552.25(e)].
- c. The sponsor should prepare a job description for each project staff position to promote the recruitment of qualified applicants and to specify each position's authority and responsibility. It is recommended that an annual performance evaluation be completed for all staff.

d. Criminal History Checks

The National Service Criminal History Check Requirement, discussed below in connection with selection of Foster Grandparents, also applies to project staff who have contact on a recurring basis with children, individuals age 60 and older, and persons with disabilities. Click [here](#) to go to Section 38.d for the specific requirements.

Among the technical assistance resources the Corporation has made available on this subject is the *Staff Screening Tool Kit (Third Edition)* developed by the Nonprofit Risk Management Center, which is available for download at www.nationalservice.gov/screeningtoolkit.

22. PROJECT STAFF ROLES

a. Project Director

- (1) The sponsor assigns responsibility of the project's daily management to a project director. A project director functions as a working project manager, actively involved with community organizations, Foster Grandparents, and volunteer stations. The project director serves as the representative of the sponsor in signing and approving official project documentation, including project reports, memoranda of understanding, and letters of agreement for in-home assignments. The sponsor may establish

procedures for internal review and approval of project director actions, in accordance with its standard policies and procedures.

- (2) The FGP project director serves full time, except as negotiated otherwise with the Corporation. A full-time project director may not serve concurrently in another capacity, paid or unpaid, during established working hours. A sponsor may negotiate the employment of a part-time project director with the Corporation when it can be demonstrated that such an arrangement will not adversely affect the size, scope, and quality of project operations. The project director may participate in activities to coordinate program resources with those of related local agencies, boards, or organizations. [45 CFR 2552.25]
- (3) In the case it becomes necessary to dismiss a project director for cause, sponsors should follow their established personnel policies and procedures. When such action is apparent, the sponsor must immediately notify the Corporation, stating the reason(s) for the action. When necessary, provisions for temporarily continuing operations without a project director should also be submitted to the Corporation in writing.
- (4) Under direction of the sponsor's executive director /CEO or designee, the project director's duties typically include, but are not limited to:
 - (a) Planning and developing all phases of project operations.
 - (b) Selecting, training, supervising, and evaluating project staff.
 - (c) Recruiting, selecting, orienting, and placing Foster Grandparents with volunteer stations.
 - (d) Providing coordinated pre-service orientation, in-service instruction, and overall supervision of Foster Grandparents with volunteer station professional staff.
 - (e) Maintaining appropriate fiscal program records and reports.
 - (f) Developing and maintaining close coordination with volunteer stations, including development of volunteer assignment plans.
 - (g) Enhancing the total project effort through active involvement with community organizations, other national service programs, where appropriate, and programs for children with either special or exceptional needs.
 - (h) Implementing Programming for Impact and performance measurement principles and approaches in program development, volunteer placement, and project assessment.

<p>See Appendix 4 for a sample position description for an FGP Project Director</p>

- (i) Keeping Community Advisory Group members informed and soliciting their advice on matters affecting project operation and providing staff assistance to the Community Advisory Group.
- (j) Working in cooperation with sponsor staff, Community Advisory Group members and volunteer station staff to obtain resources for the project. (See, however, [Section 11.c](#), concerning the restrictions established by the OMB Cost Principles Circulars on charging time spent on organized fund raising to grant funds.)
- (k) Providing advice and information to Foster Grandparents.
- (l) Appraising Foster Grandparent performance.
- (m) Assessing appropriateness and performance of volunteer stations.
- (n) Attending training conferences conducted or authorized by the Corporation.
- (o) Preparing and submitting continuation applications and requests for amendments in eGrants. (Note that preparation of an application for a new three-year Senior Corps grant is considered fund raising. While the project staff may work on preparing a new three-year grant application, time spent doing so must be charged to excess non-Federal funds or other sponsor resources.)

b. Coordinators

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

Coordinator responsibilities may include:

- (1) Coordinating project activities including recruitment, in-service training, supervisory arrangement, and other activities in cooperation with the project director and appropriate volunteer station staff.
- (2) Coordinating Foster Grandparent assignments including assisting volunteer station staff to develop volunteer assignment plans and volunteer activities and monitor progress toward achieving the expected outcomes and impact specified in assignment plans.
- (3) Enhancing the total project effort through active involvement with community organizations, other national service programs, and other senior and volunteer programs.
- (4) Providing information and support to Foster Grandparents.

- (5) Assessing appropriateness and performance of volunteer stations.
- (6) Attending training conferences conducted or authorized by the Corporation as funding allows.

23. VOLUNTEER SUPERVISION

a. Staff Responsibility

The project staff's general responsibility regarding the supervision of Foster Grandparents is to:

- (1) Ensure that volunteer stations designate a staff member to provide day-to-day supervision of Foster Grandparents while on assignment and that supervision is effective.
 - (2) Concur with the volunteer station staff's selection of children for assignment to each Foster Grandparent.
 - (3) Ensure maintenance of person-to-person relationships between Foster Grandparents and children to whom they are assigned.
 - (4) Provide orientation and regular in-service training to explain policies, enhance skills related to assignments, provide information concerning community services available to low-income older persons, and arrange for group discussion to share experiences and address issues.
- b. Specific supervisory practices vary from project to project and derive from project oversight obligations identified in the Memorandum of Understanding and in individual volunteer assignment plans.

Examples are:

- (1) Clarifying with volunteer stations the arrangements for days and hours of service and the agreed-upon activities defined in the Memorandum of Understanding.
- (2) Making periodic site visits to volunteer stations and in-home sites to monitor the satisfaction of the Foster Grandparents with their assignments and the progress of children in reaching established objectives; determining, in coordination with the volunteer station, whether or not the services of the Foster Grandparents are appropriate to the child's needs or whether the volunteer should be reassigned.

EFFECTIVE PRACTICES FOR BUILDING PROJECT STAFF

(Check the [Effective Practices](#) database at The Resource Center for additional ideas)

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

- A. Sponsor leadership and the project director establish and maintain a productive working relationship based on clear communication and mutual support;
- B. The project director has clearly defined responsibilities for project operations and support;
- C. The sponsor develops and maintains clear lines of reporting between project staff and the sponsor's executive and fiscal staff;
- D. The sponsor develops a written job description for each project staff position and annually reviews all job descriptions for any changes in roles or responsibilities;
- E. The sponsor provides staff with high quality supervision and support to maximize job performance;
- F. The sponsor provides project staff with an orientation to the Senior Corps, the Foster Grandparent Program, and the project prior to their assuming project responsibilities;
- G. The sponsor provides project staff with opportunities to enhance their understanding of and skills in meeting the exceptional and special needs of children in the community;
- H. The sponsor encourages project staff to showcase their expertise as national and community service professionals by presenting at conferences, workshops, or community forums;
- I. The sponsor includes project staff in professional development opportunities available to all other agency staff;
- J. The sponsor ensures that each project staff member sets performance goals for his or her work on an annual basis and is evaluated annually on that basis;
- K. The sponsor includes the project director as an integral member of the agency's staff;
- L. The sponsor recognizes the achievements of project staff through specific activities and/or events comparable to other agency staff;

- M. The sponsor seeks ethnic, racial, cultural, and skills diversity in volunteer teams and/or working groups that address project planning, operations, and assessment; and
- N. The sponsor seeks the participation of individuals from diverse ethnic and racial backgrounds and with a variety of skills in project management and decision-making.

CHAPTER 6 VOLUNTEER STATIONS

24. INTRODUCTION

a. Characteristics of Volunteer Stations

A volunteer station is a public agency, secular or faith-based private non-profit organization, or proprietary health care organization that accepts the responsibility for assignment and supervision of Foster Grandparents. Each volunteer station must be licensed or otherwise certified, when required, by the appropriate state or local government. Informal groups do not qualify as volunteer stations. [[45 CFR 2552.12\(z\)](#)]

- (1) Individual private homes may not be volunteer stations. In-home assignments are made only through a volunteer station.
- (2) Volunteer stations should be operating within the project's service area as defined in the approved grant application.
- (3) As noted above, licensed proprietary health-care organizations or facilities may be volunteer stations. All such placements must limit volunteer assignments to those appropriate for Foster Grandparents. Placements must not displace paid employees and must avoid other staff or clerical assignments which would accrue to the profitability of the proprietary health-care organization.

b. Types of Volunteer Stations

Potential volunteer stations include but are not limited to the following types of agencies or organizations, if they serve eligible children as defined in the FGP regulations:

Before/After School Programs	Hospitals/ Medical Center
Clinics	Juvenile Corrections Programs
Courts	Long Term Care Facilities
Day Care Centers	Mental Health Facilities
Developmental Disability Centers	Native American Schools
Educational Pre-Schools	Public/Private Schools
Foster Care Agencies	Rehabilitation Centers
Head Start Centers	Sheltered Workshops
Home Health Care Providers	Shelters
Hospices	Teen Pregnancy Programs

c. Sponsor as Volunteer Station

A sponsor may serve as a volunteer station, provided this has been approved by the Corporation State Office as part of a work plan submitted with a grantee's application.

d. Volunteer Station Cash or In-Kind Support of Volunteers

In accordance with the [45 CFR 2552.121\(c\)](#), a Foster Grandparent volunteer station may contribute to the financial support of the Foster Grandparent Program. However, this support may not be a required precondition for a potential station to obtain Foster Grandparent service. If a volunteer station agrees to provide funds to support additional Foster Grandparents or pay for other Foster Grandparent support costs, the agreement must be stated in the Memorandum of Understanding with the station. The sponsor must withdraw services if the station's inability to provide monetary or in-kind support to the project under the Memorandum of Understanding diminishes or jeopardizes the project's financial capabilities to fulfill its obligations.

e. Volunteer Station Roster

A current roster of volunteer stations must be included with each grant renewal or continuation application. Applications are submitted following the instructions and using the forms included in the [Senior Corps Grant Application](#). A format for this roster is provided by the Corporation. The roster includes the name of the station and city where located, the name of the volunteer station supervisor and contact information, the number of volunteers placed at the station, and the types of activities, using standardized service categories.

25. VOLUNTEER STATION ROLES AND RESPONSIBILITIES**a. Volunteer Assignment Plans**

The Foster Grandparent regulations in [45 CFR 2552.72](#) require individual volunteer assignment plans for all Foster Grandparents (see [Appendix 9](#) for a sample Volunteer Assignment Plan). These plans resemble a "job description." Assignment Plans must be approved by the project director on behalf of the sponsor and accepted by the volunteer.

(1) Development of Volunteer Assignment Plans

The following steps are recommended to develop volunteer assignment plans:

- (a) Identify prospective children;
- (b) Document the specific need(s) of the child as verified by an appropriate professional;

- (c) Describe the activities the Foster Grandparent will perform, the schedule for their performance, and the supervisory relationship between the volunteer and the volunteer station;
 - (d) Describe the expected results of the Foster Grandparent's activities;
 - (e) Describe the expected impact on the child of attaining the expected results; and
 - (f) Document the Assignment Plan in a format such as the sample plan in [Appendix 9](#), showing by their respective signatures the acceptance of the plan by the Foster Grandparent and approval by project staff.
- (2) Management of Assignment Plans
- (a) Volunteer assignment plans should be reviewed periodically to ensure that they remain current and appropriate for the Foster Grandparents and their clients.
 - (b) Annually, a review of each Foster Grandparent's impact should be performed, which examines:
 - (1) The child's needs;
 - (2) The service activities performed, adjustments made, and potential areas for improvement;
 - (3) Adherence to planned schedule and adjustments made;
 - (4) Results or accomplishments achieved; and
 - (5) Impact on the child.

b. Letters of Agreement for In-Home Assignments

- (1) According to [45 CFR 2552.62](#), volunteer stations managing in-home placements must develop a Letter of Agreement authorizing and describing the Foster Grandparent's activities in each home. (See [Appendix 7](#) for a sample letter of agreement.) The requirement for Letters of Agreement is incorporated in the Memorandum of Understanding with the volunteer station. This agreement constitutes an individual volunteer assignment plan and contains a statement authorizing a Foster Grandparent assignment in the child's home and designating the activities to be performed. The statement also defines arrangements for days and hours of service and specifies the plan for supervision of the Foster Grandparent. The child's parent or person legally responsible for the child, the sponsor staff, the Foster Grandparent, and the volunteer station representative sign the statement.

- (2) Projects working with organizations which have obtained Letters of Agreement, or equivalent written agreements with their individual home-based clients, may sign general letters of agreement covering all of the organization's clients, rather than obtaining individual agreements for each child. The Memorandum of Understanding with the volunteer stations must reference any such agreements.

c. Volunteer Station Participation in Training Events

- (1) During the initial orientation of volunteers, project staff are encouraged to involve volunteer station staff in the program overview and explanation of services and volunteer activities. This may be accomplished through group presentations in formal classroom exercises and station site visits.
- (2) Project staff are also encouraged to utilize volunteer station staff and other community resource professionals to cooperatively plan and implement monthly in-service training events.
- (3) Foster Grandparent assignments at some volunteer stations will necessitate training over and above the 40-hour orientation and average four hours of monthly in-service training.

d. Volunteer Station Supervision of Foster Grandparents

Volunteer stations are responsible for the daily supervision of Foster Grandparents on assignment. The quality of supervision or support is the most critical factor, after the assignment itself, in contributing to the success of the Foster Grandparent experience. Supervision should be on-going and constructive. Supervision includes:

- (1) Developing individual volunteer assignment plans.
- (2) Providing regular and on-site supervision of Foster Grandparent performance on assignments.
- (3) Monitoring of volunteer activities regularly to ensure that Foster Grandparents and children are satisfied with the assignment and to determine the continued appropriateness of the assignment.
- (4) Helping Foster Grandparents arrange for services that benefit children.
- (5) Annually completing written volunteer performance appraisals.
- (6) Referring Foster Grandparents to project staff for possible reassignment, transfer, or termination.

- (7) Carrying out other responsibilities identified in Memorandum of Understanding, Letters of Agreement, and individual plans.

e. Volunteer Station Responsibilities Concerning Transportation

- (1) Volunteer stations are responsible for arranging Foster Grandparent travel between different assignments with the same station and for associated costs, unless otherwise provided in the Memorandum of Understanding.
- (2) Volunteer stations pay all transportation and associated costs for any Foster Grandparent activities with children, such as field trips, unless otherwise provided in the Memorandum of Understanding.

g. Other Volunteer Station Responsibilities

- (1) Assisting in the provision of appropriate volunteer recognition activities.
- (2) Providing for volunteer safety.
- (3) Monitoring the volunteers' well-being and providing support during stressful assignments.
- (4) Keeping records and preparing reports required by the sponsor, including:
 - (a) Volunteer timesheets.
 - (b) Updates and accomplishments relating to the written volunteer assignment plans.
 - (c) Data and information to document and report accomplishments and impacts for the children.
 - (d) Volunteer performance reports.
 - (e) Testimonials and examples of how Foster Grandparents meet the needs and improve the lives of children served as well as of impact on the capabilities of the volunteer station and its staff to carry out the station's mission and/or achieve its goals, objectives, responsibilities to clients, etc.

26. PREPARATION OF THE MEMORANDUM OF UNDERSTANDING

a. Purpose

The Memorandum of Understanding, which must be negotiated prior to placing volunteers, describes program requirements, working relationships, and mutual responsibilities of the station and the sponsor. 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 program regulations at [45 CFR 2552.23\(c\)](#). (See [Appendix 5](#) for a sample Memorandum of Understanding.)

b. Renegotiating and Updating

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

c. Content

The Memorandum of Understanding should include:

- (1) Type, name, street and e-mail addresses, and telephone and fax numbers of the volunteer station.
- (2) A brief description of Foster Grandparent assignments.
- (3) The projected number of Foster Grandparents to be placed with the volunteer station.
- (4) The number of children to be assisted by Foster Grandparents.
- (5) The volunteer station's agreement to provide specific written individual volunteer assignment plans for each volunteer prior to assignment.
- (6) Name of the primary volunteer station professional responsible for day-to-day supervision of Foster Grandparents and a description of supervisory arrangements.
- (7) Volunteer station and sponsor contributions to Foster Grandparent cost reimbursements (stipends, meals, insurance, transportation, recognition, physicals, and uniforms) and/or other project costs.
- (8) Provisions for ensuring that the National Service Criminal History check is completed for all Foster Grandparents prior to beginning their service with children.
- (9) The volunteer station's agreement to periodically review each child's continued need for a Foster Grandparent and to recommend phase-out or reassignment of a Foster Grandparent as necessary.
- (10) The volunteer station agreement to submit required information and reports.

- (11) Provisions for the safety of the Foster Grandparents while on assignment.
- (12) Special local conditions which have a bearing on Foster Grandparent assignments.
- (13) A listing of all geographic locations/sites, other than private homes, where Foster Grandparents will serve through the volunteer station and the number of volunteers placed at each site.
- (14) Provisions for Letters of Agreement for in-home assignments (See [Appendix 7](#) for sample Letter of Agreement).
- (15) The volunteer station's responsibilities in relation to implementing Programming for Impact and performance measurement.
- (16) Assurance that the station will not discriminate against FGP volunteers, or in the operation of its program, on the basis of race; color; national origin, including limited English proficiency; sex; age; political affiliation; religion; or on the basis of disability if the volunteer is a qualified individual with a disability.
- (17) Assurance that the station provides reasonable accommodation for people with disabilities (including those with mobility, hearing, vision, mental and cognitive impairments or addictions and diseases) to participate in programs and activities (see [Appendix 18](#), Quick Primer on Discrimination).

27. MANAGEMENT OF VOLUNTEER STATIONS

- a. Foster Grandparents may be placed with more than one volunteer station, depending on the need for service and individual Foster Grandparents' capabilities.
- b. It is strongly recommended that each volunteer station have a minimum of three Foster Grandparents. This facilitates plan development, training, supervision, transportation arrangements, and other management activities.
- c. The sponsor should appraise all volunteer stations regularly to determine continued viability. Assessments should include types of clients served, supervision and training provided Foster Grandparents, and other support.

EFFECTIVE PRACTICES FOR DEVELOPING STRONG VOLUNTEER STATIONS

(Check the [Effective Practices](#) database at The Resource Center for additional ideas)

I. Effective Practices for Developing Appropriate Volunteer Stations

The sponsor develops a system of volunteer stations that:

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

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

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

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

III. Effective Practices for Working with Volunteer Stations to Achieve Accomplishments and Impact for Children Served by Foster Grandparents

- A. The sponsor and project staff make informed decisions about the children to be served and the volunteer stations that provide placement opportunities for Foster Grandparents. The project:
1. Identifies the needs and priorities that the project will address and the agencies that serve them;
 2. Uses data to document the nature and scope of the needs and why they have been selected, and works with volunteer stations on data collection methods;
 3. Consults staff, Foster Grandparents, the volunteer stations, and the Community Advisory Group (or other vehicle for community participation) in determining priority community needs on which the project will focus;
 4. Identifies volunteer stations based on well-defined criteria that ensure the project focuses on most important community needs;
 5. Works with each volunteer station to determine the service efforts to which Foster Grandparents will be assigned; and
 6. Identifies and communicates its anticipated accomplishment and impact goals for the children to the volunteer station supervisors.
- B. The project works with volunteer stations to collect data that measures progress in achieving the anticipated accomplishments and impacts on the clients. The project and volunteer stations:
1. Work together to determine the types of data needed to measure progress in achieving its accomplishments and impact goals;
 2. Use the written volunteer assignment plans as an important source of data on service provision to each client assigned to a Foster Grandparent and the impact of the assignment on the client's achievement and maintenance of independence;
 3. Determine, prior to initiating service efforts, the benchmarks it will use as the standards for measuring progress;
 4. Collaborate to develop and implement an information system that utilizes existing data whenever possible, produces the information needed to demonstrate project accomplishments and impact; and allows information to be easily retrieved;

5. Consistently and accurately provide the needed data;
6. Use the assessment to adjust Foster Grandparent service assignments and the project's portfolio of volunteer stations;
7. Work together to use the information related to accomplishments and impact to identify the strengths and weaknesses of the project's programming; and
8. Work together to modify volunteer assignments to more effectively meet the identified needs.

CHAPTER 7 FOSTER GRANDPARENT ASSIGNMENTS

28. CRITERIA FOR FOSTER GRANDPARENT ASSIGNMENTS

Volunteer station professional staff select the children to be served and prepare a volunteer assignment plan for the Foster Grandparents to use as a general guide in serving their assigned children. Project staff, on behalf of the sponsor, and the Foster Grandparent must concur with each assignment. Confidentiality concerning the identity and needs of the specific children served must be respected. For example, the sample assignment plan included as Appendix 9 suggests that for reasons of confidentiality a pseudonym may be used to identify individual children. All assignments must meet the following criteria:

- a. Assignments and activities must involve person-to-person supportive relationships with the children served. Each Foster Grandparent must be assigned to individual children in order to develop a personal relationship with each child.
- b. Assignments may not include administrative support service to the volunteer station.
- c. Individuals served by Foster Grandparents must be children with special or exceptional needs.
- d. A Foster Grandparent must serve from 15 to 40 hours per week. See [Section 41](#), “Terms of Service,” for greater detail.
- e. It is strongly recommended that each volunteer station have a minimum of three Foster Grandparents. This facilitates supervision, transportation arrangements, other management activities, and supports team building among volunteers. Having at least three volunteers also provides the volunteer station with a level of support that justifies the station’s investment in the volunteers.
- f. Assignments and activities should serve the dual purpose of providing a high quality experience that will enrich the lives of the volunteers and meet critical community needs, providing specific outcomes for the children served.
- g. Foster Grandparents may assist small groups when, by doing so, they can continue to directly serve the needs of their assigned children.

29. SELECTION OF ASSIGNMENTS

- a. Assignments and terms of service, including the service schedule, should reflect individual Foster Grandparent preferences, abilities, and needs of children. Project and volunteer station staff should ensure that a range of service opportunities are available to provide a choice of assignments for Foster Grandparents.

- b. Because Foster Grandparents are a limited resource, assignments should be carefully selected, taking into account community priorities for children with special and exceptional needs, such as their potential to achieve significant improvements in their lives.
- c. Foster Grandparents should be assigned to children who are manageable in terms of size, strength, and behavior.

30. IN-HOME ASSIGNMENTS

a. Careful Planning with Volunteer Station

In-home assignments of Foster Grandparents require planning by the sponsor and by volunteer station professional staff in cooperation with child and parent. Where a Foster Grandparent serves a child in-home and within the context of the child's family, volunteer activities must primarily and directly benefit the child.

b. Volunteer Station Responsibilities

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

- (1) Provide necessary training for Foster Grandparents regarding their specific assignments.
- (2) Ensure the accessibility of the supervisor and frequent and regularly scheduled meetings with the Foster Grandparents to review activities, problems encountered, and progress made. Traditional forms of supervision are difficult in home settings; frequent meetings with volunteer station staff are a critical part of Foster Grandparent supervision.
- (3) Visit the Foster Grandparent in-home with the assigned child on a scheduled basis.
- (4) Structure Foster Grandparent activity in a way which does not place the Foster Grandparent in the position of competing with the child's parent(s) for the affection of the child.
- (5) Ensure that the parent is secure in the ability of the volunteer to serve the child in their absence.
- (6) Follow other specific conditions that may be included in the Letter of Agreement or volunteer assignment plan.

c. Respite Care Assignments

On rare occasions it may be in the best interest of the child for a Foster Grandparent to provide in-home respite care without the primary caregiver being present. The volunteer station's professional staff and the sponsor should jointly make this determination. Respite assignments should be carefully and frequently monitored to ensure the safety and well-being of the child and the volunteer. Project staff should ensure that respite care is consistent with the purposes of the Foster Grandparent Program and not merely a convenience to the parents; it is not "baby-sitting."

31. APPROPRIATE ACTIVITIES

Illustrative examples of appropriate Foster Grandparent activities to assist children with special or exceptional needs include:

- a. Tutoring children with literacy or English language learning needs.
- b. Providing children in public, state, or private schools; Head Start centers; or day care centers with emotional support and assistance in developing basic learning skills.
- c. Helping adolescents and youth in correctional facilities to mitigate the effects of institutionalization, acting as a community link, and helping incarcerated youth prepare for independent living.
- d. Assisting status offenders and delinquent youth offenders to remain in the community as an alternative to institutional commitment.
- e. Assisting in the prevention of juvenile delinquency.
- f. Helping abused or neglected children, and children affected by drugs, HIV/AIDS, or homelessness, regain stability through contact with older adults and providing these children with emotional support and empathy.

32. INAPPROPRIATE ACTIVITIES

Some examples of inappropriate Foster Grandparent activities include:

- a. Serving in staff roles.
- b. Performing clerical, household, or custodial functions.
- c. Serving as babysitters.
- d. Acting as substitute teachers, teacher's aides, group leaders or other similar positions that would detract from the person-to-person relationship.

- e. Supervising of children or staff.
- f. Disciplining or punishing children in any way.

33. CHILDREN SERVED BY FOSTER GRANDPARENTS

a. Age of Children

Children assigned to Foster Grandparents must be under 21 years of age.

When a Foster Grandparent is assigned to a mentally retarded child, the assignment may continue beyond the child's 21st birthday, provided the following conditions specified in [45 CFR 2552.82](#) are met:

- (1) The Foster Grandparent was assigned to the child before the child reached 21 years of age.
- (2) The volunteer station professional staff responsible for the child's care certifies that continued assignment is in the best interest of both the Foster Grandparent and the child.
- (3) The Foster Grandparent, sponsor, volunteer station professional staff, and the child's parent or person legally responsible for the child, agree to the continued assignment.

In cases where the assigned Foster Grandparent becomes unavailable to serve a particular mentally retarded individual, the sponsor may select another Foster Grandparent to continue the service.

b. Selection of Children to be Served

Volunteer station professional staff are responsible for, and project staff must concur in, the selection of individual children to be served by each Foster Grandparent in accordance with the criteria and definitions in the FGP regulations for children with exceptional needs [[45 CFR 2552.12\(f\) and \(g\)](#), [45 CFR 2552.62\(b\)](#), and [45 CFR 2552.81](#)]. In an educational setting, the professional may be an educator, counselor, or other appropriate professional. In a health setting, the professional may be a physician, psychiatrist, psychologist, registered nurse or licensed practical nurse, physical therapist, or similar professional. In these and other settings, the primary requirement is that the person evaluating the child's need has had professional training in a field directly related to the child's need.

34. TERMINATION OF ASSIGNMENTS

- a. When possible, plans should be made to phase-out the Foster Grandparent-to-child relationship gradually to avoid a sudden disruption. Under the following conditions,

discontinuance of a relationship should be arranged with the guidance of volunteer station professional staff when a:

- (1) Child's need for individual attention through a person-to-person relationship diminishes.
 - (2) Relationship is no longer satisfying for the Foster Grandparent.
 - (3) Child becomes unmanageable in terms of size, strength, or behavior.
 - (4) Child reaches age 21 (see [Section 33.a.](#) for exception).
 - (5) Conflict between the Foster Grandparent and the child's parent is apparent.
 - (6) When the Foster Grandparent's physical or mental condition is detrimental to themselves or to the child(ren) served.
- b. Regardless of the cause of termination of an assignment, the decision must be made jointly by project and volunteer station staff, with input of the Foster Grandparent, if appropriate.
- c. Sponsors are asked to keep the Corporation State Office fully informed in cases of terminations, voluntary or otherwise, that have potential legal implications for FGP staff or the project.

EFFECTIVE PRACTICES IN FOSTER GRANDPARENT ASSIGNMENTS

(Check the [Effective Practices](#) database at The Resource Center for additional ideas)

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

The project:

- A. Ensures variety among volunteer stations such that volunteer assignments appeal to a diverse group of volunteers and accommodate varying volunteer skills and interests;
- B. Works with volunteer stations to involve volunteers in developing volunteer assignments;
- C. Routinely notifies volunteers of new volunteer assignments that are developed or become available; and
- D. Ensures that volunteer stations provide volunteer assignments that challenge volunteers to be advocates on behalf of their children and/or the community.

II. Effective Practices for Ensuring the Safety of Foster Grandparents

The project:

- A. Addresses all relevant safety issues, including service conditions at volunteer stations, and ensures that Foster Grandparents are familiar with their volunteer stations' safety policies and procedures prior to permitting volunteers to begin their assignments;
- B. Works closely with volunteer stations to ensure that Foster Grandparents are provided with pre-service and ongoing training on safety issues;
- C. Works jointly with volunteer stations to assess, on a regular basis, safety issues related to Foster Grandparent service; and
- D. Promptly and effectively responds to Foster Grandparent emergencies and complaints and designates a staff person to respond to such concerns.

III. Effective Practices for Communicating with Foster Grandparents

- A. The project clearly communicates with Foster Grandparents about their roles and responsibilities by:

1. Developing with the Foster Grandparent and volunteer station a written volunteer assignment plan that specifies the needs of the client and the role and activities of the Foster Grandparent in delivering the needed services (See [Appendix 9](#) for a sample Volunteer Assignment Plan. [The Senior Corps Performance Measurement Toolkit](#) also contains useful materials for developing assignment plans and reviewing/measuring results and impact);
 2. Providing volunteers with a written description of the conditions and terms of volunteer service, including annual and sick leave, holidays, service schedules, and cost reimbursements;
 3. Ensuring that Foster Grandparents know their key contacts and sources of assistance or help during their service, and how to contact them; and
 4. Routinely addressing roles and responsibilities of Foster Grandparents during in-service training.
- B. The project conducts annual performance appraisals with each Foster Grandparent that provides feedback and guidance in key areas such as: reliability, initiative, actual progress, and outcomes for children.

CHAPTER 8 FOSTER GRANDPARENTS

35. ELIGIBILITY TO BE ENROLLED

a. Age and Physical Examination Requirements

Foster Grandparents must be 60 years of age or older and determined by a physical examination to be capable of serving children with exceptional or special needs without detriment to either themselves or the children served, and be willing to abide by the program requirements. [[45 CFR 2552.41\(a\)](#)]

b. Non-Discrimination

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\(b\)](#)]

c. Income Eligibility Requirement

To be enrolled and receive a stipend, a Foster Grandparent cannot have an annual income, from all sources, exceeding the income eligibility guideline for the state in which he or she resides [[45 CFR 2552.42](#)]. Current income eligibility levels – including high costs areas – are posted at the Senior Corps Web site, www.seniorcorps.gov, or contact the Corporation State Office).

d. Non-Stipended Foster Grandparents

Persons aged 60 or older with incomes that exceed eligibility guidelines may be enrolled in FGP projects as “non-stipended Foster Grandparents” under certain conditions. [45 CFR 2552.101](#) provides that over-income persons may be enrolled in an FGP project as non-stipended Foster Grandparent volunteers in communities where there is no RSVP project, or where agreement is reached with the RSVP project that allows for the enrollment of non-stipended volunteers in the FGP project.

Non-stipended Foster Grandparents should be encouraged to serve between 15 and 40 hours a week and at least nine months per year, and, to the extent possible, to serve a minimum of two children on a regular basis. The volunteers are entitled to all Foster Grandparents cost reimbursements except for the stipend. According to [45 CFR 2552.104](#), Corporation grant funds may not be used to pay any costs associated with implementing the program regulations concerning non-stipended Foster Grandparents, including volunteer expenses and administrative costs. (See [45 CFR Section 2552.102](#), for other conditions which pertain to non-stipended Foster Grandparents.)

36. RECRUITMENT OF FOSTER GRANDPARENTS

a. Preparation

- (1) Before Foster Grandparents are recruited, a sponsor must have a signed Memorandum of Understanding with one or more volunteer stations, and should have developed, in conjunction with the volunteer stations, position descriptions listing the essential functions of each available Foster Grandparent position for sharing with prospective applicants. (See [Appendix 20](#) for a sample Foster Grandparent position description.)
- (2) Recruitment of eligible Foster Grandparents is a project responsibility. Community Advisory Groups and volunteer stations may also assist in recruitment, as may current Foster Grandparents on their own time.
- (3) A comprehensive recruitment plan should be developed that includes year-round recruitment and utilizes a variety of recruitment methods. This plan should identify specific needs of the program such as recruiting male volunteers, speakers of needed languages, or volunteers from an identified area. Planning for Foster Grandparent recruitment should include consideration of the following information:
 - (a) Location and numbers of older persons who are low income, socially isolated, disabled or who belong to particular minority groups.
 - (b) Location of “active adult” or retirement communities, senior citizen housing, clubs, senior centers, and other settings where older people gather or receive services.
 - (c) Local employers of income and age eligible, or soon to be eligible, Baby Boomers in both the private and public sectors, as well as independent businesses and trades people.
 - (d) Distance (in miles and time) between the homes of potential Foster Grandparents and places of assignment.
 - (e) Modes and estimated costs of available public, private, or specialized transportation.
- (4) Special efforts should be made to recruit and assign minority, disabled, and hard-to-reach individuals and groups which are under-represented in the project. Traditionally more women than men have been involved in the program. Projects are encouraged to be creative in finding ways to attract men to become Foster Grandparents.
- (5) FGP stresses the recruitment and enrollment of eligible persons not already volunteering.

- (6) Recruitment or selection of a Foster Grandparent may not be based on any requirement of employment experience or formal education. [[45 CFR 2552.41](#)]

b. Choice of Methods

A variety of recruitment methods may be used to reach either broad audiences or specific populations. The most feasible choice will depend on:

- (1) The availability of recruitment resources (the project's website, ethnic newspapers, access to radio and television, public service time, outreach workers, etc.).
- (2) Community acceptance of volunteer and Federally funded programs.
- (3) The degree to which communication links exist with low-income older persons, particularly members of minority, handicapped, and hard-to-reach groups.

c. Suggested Recruitment Methods

- (1) Contacting agencies and organizations frequented by older persons such as senior citizen centers, and nutrition projects;
- (2) Asking presently enrolled Foster Grandparents for referrals;
- (3) Making presentations or providing materials for distribution at retirement preparation programs of local employers.
- (4) Contacting religious organizations, citizens groups and other community agencies including volunteer stations;
- (5) Contacting other Corporation-supported programs;
- (6) Recruiting persons on waiting lists for the Senior Community Service Employment Program (Title V of the Older Americans Act);
- (7) Advertising through websites, web-based volunteer recruitment systems including Volunteer Match (see 36.e, below) the sponsoring agency's newsletter, newspaper articles, public service radio or television interviews, or "spot" public announcements;
- (8) Contacting older persons individually.

d. Targeting Recruitment

Targeting recruitment where there is the best possibility of obtaining the most publicity and results, may result in organizations or locations being included where older persons are

presently serving as volunteers. Projects should, however, avoid recruiting volunteers away from organizations where they are already volunteering and thus negatively impacting the project's reputation in the community.

e. Web-Based Recruitment and Volunteer Match

(1) Project Websites

Increasing numbers of FGP projects have developed appealing websites designed to provide basic information about volunteer opportunities and how to express interest in volunteering. Technical assistance for creating project websites is available from Senior Corps Tech Center and links to many websites of Senior Corps projects are available as examples at www.servicesites.org/.

(2) Matching Services

In addition, projects can take advantage of several matching services. Information about the Get Involved Campaign, sponsored by the Corporation and powered by VolunteerMatch is available in [Section 4\(e\)](#) of this handbook. Other web-based recruitment resources can be found at www.seniortechcenter.org/web/recruiting_online.php.

(3) "VolunteerMatch Community Leader" Subscriptions

Through a contract between the Corporation and VolunteerMatch, all Senior Corps grantees have "VolunteerMatch Community Leader" subscriptions that allow users to manage many dimensions of volunteer recruitment and service through a full suite of recruiting tools, including:

- Enhanced listings type and a special identifying icon.
- Ability to keep listings at the top of the search results pages by reposting easily and more frequently.
- Advanced tools to:
 - Add photos, logos or graphics to listings.
 - Ask volunteers for important information before they contact you.
 - Give volunteers a personal welcome when they sign up for your opportunity.
 - Attach up to three documents to accompany referral confirmation.
 - Duplicate and modify your opportunity listings
 - Download your opportunity and referral data and manage it with your own spreadsheet software.

(4) Benefits of using VolunteerMatch

VolunteerMatch is the largest active network of volunteer recruiters – with more than 125,000 visitors to its site each week. Thousands of volunteers self-refer to organizations through VolunteerMatch every day. VolunteerMatch offers the ability to reach out and communicate with volunteers who may not know about an organization. The more visible your project is on VolunteerMatch, the more volunteers you can recruit.

f. Internet-Based Social Networking/Virtual Communities

The internet is a place to find information and interact with others. The internet is a new community resource for users. It allows you to network in new ways - within your community, with Senior Corps peers, and more. Social Networking tools can be used to build new types of networks, to more efficiently communicate and manage, and to take the message of your project and volunteers to new audiences.

Some of the emerging “mainstream” social networking tools include:

- Blogs
 - A website, usually maintained by an individual, with regular entries of commentary, descriptions of events, or other material such as graphics or video, used to communicate information and receive feedback.
- Online Collaborative and Discussion Groups
 - A discussion group format to connect with people, access information, and communicate effectively over email and on the web.
 - You control the members of the discussion group.
 - No hardware or software to buy, install or maintain.
 - Access from anywhere, even from mobile devices.
- Social Networking Sites
 - Any Web site that enables users to create public profiles within that Web site and form relationships with other users of the same Web site who access their profile.
 - Social networking sites can be used to describe community-based Web sites, online discussions forums, chatrooms and other social spaces online.
 - Some examples are Eon, Facebook, MySpace, and YouTube.
- Online Volunteer Recruitment Sites
 - Online network that connects volunteers with nonprofit organizations.
 - Resource for volunteers to search for volunteer opportunities in their neighborhood, community, city and nationally.
 - When volunteers see your listing, they simply click on it to directly connect with your organization and get involved.

- E-Mail Discussion Lists
 - An automatic mailing list server developed by Eric Thomas.
 - E-mail is addressed to a LISTSERV mailing list and is automatically broadcast to everyone on the list.
 - Similar to a newsgroup or forum, except that the messages are transmitted as e-mail and are therefore available only to individuals on the list.
- Chat Rooms
 - A virtual room where a chat session takes place.
 - You can control who is invited to use the chat room.
 - Used to brainstorm ideas, discuss plans, and create virtual communities.
 - An example is Second Life
- Webinars
 - A specific type of web conference.
 - Typically one-way, from the speaker to the audience with limited audience interaction, such as in a webcast.
 - A webinar can be very collaborative and include polling and question & answer sessions to allow full participation between the audience and the presenter.
 - In some cases, the presenter may speak over a standard telephone line, pointing out information being presented on screen and the audience can respond over their own telephones, preferably a speaker phone.
 - Used for educational, training and information distribution purposes.

37. SELECTION OF FOSTER GRANDPARENTS

a. Interviewing Potential Foster Grandparents

- (1) After expressing interest in the project, potential Foster Grandparents should be scheduled for interviews with project staff as soon as possible. The initial interview should be private and confidential, allowing adequate time for discussion.
- (2) Interview techniques should relate to project goals and the applicants' backgrounds, hobbies, and special interests.
- (3) Suggested interview topics include:
 - (a) Roles, assignments, and types of activities.
 - (b) Volunteer cost reimbursements and obligations/ responsibilities.
 - (c) Income eligibility requirements.
 - (d) Description of each volunteer station and specific types of assignments available at each.

- (e) Special needs of children to be served.
- (f) Interests of the applicant and motivation to serve.
- (g) Background information on the potential volunteer including work and volunteer history.
- (h) Professional supervision available.
- (i) Transportation arrangements available.
- (j) Whether the applicant is confident that he or she is able to perform the duties and functions of a Foster Grandparent with, or without, reasonable accommodations.

b. Determining Income Eligibility

- (1) During or after the interview the prospective Foster Grandparent's income is reviewed for the purpose of establishing eligibility (see [Appendix 6](#) for a sample application form). In this review, the project director must ascertain the applicant's "income from all sources." According to [45 CFR 2552.43](#), this term refers to total cash receipts before taxes from all sources, including:
 - (a) Money, wages and salaries before any deduction, but not including food or rent in lieu of wages;
 - (b) Receipts from self-employment or from a farm or business after deductions for business or farm expenses;
 - (c) Regular payments for public assistance, Social Security, Unemployment or Workers Compensation, strike benefits, training stipends, alimony, child support, and military family allotments, or other regular support from an absent family member or someone not living in the household;
 - (d) Government employee pensions, private pensions, and regular insurance or annuity payments; and
 - (e) Income from dividends, interest, net rents, royalties, or income from estates and trusts.
- (2) For eligibility purposes, income does not refer to the following money receipts:
 - (a) Any assets drawn down as withdrawals from a bank, sale of property, house or car, tax refunds, gifts, one-time insurance payments or compensation for injury;

- (b) Non-cash income, such as the bonus value of food and fuel produced and consumed on farms and the imputed value of rent from owner-occupied farm or non-farm housing.
 - (c) Food stamps.
- (3) Income Eligibility Guideline:
- (a) The income eligibility guideline for each state is the higher amount of either:
 - 1. 125 percent of the poverty line; or
 - 2. 135 percent of the poverty line in certain areas identified by the Corporation as being higher in the cost of living [see [45 CFR 2552.42\(a\)](#)].
 - (b) For applicants to become stipended Foster Grandparents, annual income is projected for the following 12 months, based on income at the time of application.
 - (c) For serving Foster Grandparents, annual income is counted for the past 12 months and includes the applicant or enrollee's income and that of his or her spouse, if the spouse lives in the same residence. Sponsors must count the value of shelter, food, and clothing, if provided at no cost to the applicant, enrollee, or spouse.
 - (d) Allowable medical expenses are to be deducted from annual income in determining income eligibility. "Allowable medical expenses" are annual out-of-pocket medical expenses for health insurance premiums, health care services, and medications (prescription or over-the-counter) provided to the applicant, enrollee, or spouse which were not and will not be paid by Medicare, Medicaid, other insurance, or other third party, and which do not exceed 50 percent of the applicable income guideline. Long term care insurance premiums are considered to be an allowable medical expense.
 - (e) When volunteers are recruited from more than one state to serve in a common project, the income eligibility level of the state in which each Foster Grandparent resides applies.
 - (f) Once enrolled, a Foster Grandparent remains eligible to serve and to receive a stipend so long as his or her income does not exceed the prescribed income eligibility guideline by 20 percent. The sponsor must review income eligibility annually. (See [Appendix 16](#) for sample annual income review form.)
 - (g) When more than one eligible member of a household serves as a Foster Grandparent or Senior Companion, both members are entitled to receive a stipend.
- (4) See [45 CFR 2552.42-43](#) for further details ([Appendix 2](#)).

c. Selection Criteria

- (1) Ownership of or access to a private automobile should not be a project-wide requirement but may influence selection in sparsely populated areas or for particular assignments.
- (2) A full complement of Foster Grandparents will have a variety of personal skills and strengths. Since the project will be expected to plan a variety of assignments at volunteer stations, emphasis will be on matching a potential Foster Grandparent with an already planned, suitable, and available assignment.
- (3) Selection criteria should give priority to eligible older persons who are highly motivated and have the greatest need to serve. Other criteria to consider when selecting Foster Grandparents include:
 - (a) Interest in and ability to develop a supportive person-to-person relationship with children with exceptional or special needs on a regular basis;
 - (b) Ability to serve 15 to 40 hours a week;
 - (c) Willingness to accept professional supervision; and
 - (d) Flexibility in accepting assignments, including private homes, wherever most needed.

d. Criminal History Checks**(1) The National Service Criminal History Check Requirement****(a) New Applicants**

As of November 23, 2007, grantees must perform criminal history checks for all candidates to become Foster Grandparents and or to be employed as grant-funded staff who will have contact on a recurring basis with children, individuals age 60 and older, and persons with disabilities. For these individuals grantees must conduct State criminal registry checks and National Sex Offender Public Registry (NSOPR) checks.

(b) Serving Foster Grandparents and Staff

For Foster Grandparents and covered grantee staff who began serving before November 23, 2007, only the NSOPR check is required. However, the grantee may choose to conduct criminal history checks on other non-covered individuals as an effective risk management tool, and may include this as a program operating cost (volunteer support expense) in their grant budget proposal. In addition, if a Foster

Grandparent who was serving on November 23, 2007, leaves a program and begins service with another program, the new program must conduct both a state criminal registry and NSOPR check on the individual.

(2) Ineligible Individuals

An individual who is registered, or required to be registered, on a State sex offender registry, is ineligible to serve. Grantees may adopt other disqualifying offenses. An individual who refuses to consent to a criminal registry check is also ineligible to serve. Individuals for whom the State criminal registry results are pending may be enrolled, but may not have unsupervised access to vulnerable populations until the results are complete.

(3) Documentation

Grantees must document in writing that (1) the applicant's identity was verified by examining the applicant's government-issued photo identification card and (2) that the required criminal history checks were conducted. Grantees must maintain the results of the criminal history check in a secure location and document in writing that the grantee considered the results in selecting the applicant.

(4) Alternative Search Procedures.

The Corporation is prepared to approve requests for alternative search procedures where a duly authorized State or local body has established substantially equivalent requirements that are designed to protect one or more vulnerable populations that are covered by the criminal history check requirement. Requests for approval of alternative search procedures must be submitted to the Corporation's Office of Grants Management. Contact the Program Officer in the Corporation State Office for instructions on how to submit such requests.

Additional information on National Service Criminal History Checks, including the Final Rule, an FAQ document, and links to technical assistance resources, is posted at www.nationalservice.gov/for_organizations/manage/history_checks.asp. Among the available technical assistance resources is the *Staff Screening Tool Kit (Third Edition)* developed by the Nonprofit Risk Management Center, which is available for download at www.nationalservice.gov/screeningtoolkit.

38. ENROLLMENT OF FOSTER GRANDPARENTS

a. Enrollment Records

Once the selection process is completed, the Foster Grandparent is formally enrolled in the program. Concurrently, the applicant or staff should complete an enrollment form. (See [Appendix 8](#) for a sample Foster Grandparent enrollment form.) Foster Grandparents must sign the form which should include designation of beneficiaries for insurance purposes and indication of personal automobile liability coverage, if applicable. Volunteer records should be updated as necessary and at least annually to ensure information is current. (See [Appendix 21](#) for a sample Volunteer Update Form.)

b. Physical Examination

Foster Grandparents must have a physical examination prior to assignment and annually thereafter. If enrollees are found to be physically unable to serve, or service would be a detriment to themselves or the children served, enrollment must be ended. See [Section 35.a](#) for further details on volunteer physical examinations.

c. Reserve Foster Grandparents

- (1) Eligible persons not selected to serve as Foster Grandparents should be counseled and referred to other community agencies which provide opportunities for older persons, including the [Senior Community Service Employment Program](#), other Corporation programs, and other volunteer organizations.
- (2) Projects may orient a limited number of reserve Foster Grandparents to serve as substitutes or replacements for enrolled Foster Grandparents who leave the program and for those who are ill or are on extended leave.
- (3) Although the use of short-term substitutes may be required occasionally, caution is advised in this practice. Frequent shifting of individual Foster Grandparents and children detracts from the close person-to-person relationship that is the core of the program.
- (4) Attrition rates in Foster Grandparent projects are usually quite low. The rate of short-term Foster Grandparent absences will vary. New sponsors may want to plan for 5-10 percent over the budgeted number of Foster Grandparents as reserves. Local experience will provide a sponsor with a more accurate basis for determining reserves.

39. ORIENTATION AND TRAINING OF FOSTER GRANDPARENTS

a. Basic Requirement

The sponsor provides not less than 40 hours of orientation to Foster Grandparents – of which 20 hours must be pre-service orientation – and an average of four hours monthly of in-service training.

b. Purpose

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 Foster Grandparents with new information relative to their assignments and personal welfare.

c. Planning Considerations

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.

d. Pre-Service Orientation

- (1) The goals of pre-service orientation are to:
 - (a) Introduce the Foster Grandparents to the Corporation, the Corporation's Strategic Plan, the Corporation's programs in general, the Foster Grandparent Program in particular, the sponsor, and the local FGP project.
 - (b) Provide information on project policies, appeal procedures, timesheets, insurance, and other administrative details.
 - (c) Acquaint the Foster Grandparents with project sponsor staff, station staff, and with other Foster Grandparents.
 - (d) Give Foster Grandparents 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.

- (e) Familiarize Foster Grandparents with the physical, mental, educational, or psychosocial problems of children and the objectives of their assignments.
 - (f) Promote discussion of the roles and activities involved in being a Foster Grandparent.
 - (g) Provide new Foster Grandparents with information about available community services which will enable them to be better advocates for assigned children and help with their personal needs.
- (2) Classroom Topics and Training Techniques

The following is a suggested list of subjects intended to clarify program objectives and enhance Foster Grandparents' skills:

(a) Policies and Procedures

Foster Grandparent Program guidelines, assignment plans, sponsor's service policies and appeal procedures, timesheets, reimbursement for meals and transportation and insurance.

(b) Team and Skill Building Exercises

Open class discussion on how Foster Grandparents view their roles; role playing (Foster Grandparent and children); elementary counseling techniques; questions and answers with experienced Foster Grandparents; assertiveness training; active listening; team building/accepting supervision; communication skill-building exercises.

(c) Advocacy

Reporting the status of children's physical and mental health to supervisors; mobilizing community resources; revitalizing/developing links between child and child's family.

e. Evaluation/Graduation of Foster Grandparents

- (1) At the conclusion of orientation, project staff is encouraged to have Foster Grandparents complete a pre-service orientation evaluation questionnaire.
- (2) Many Foster Grandparent projects conduct a graduation ceremony which may include a pot-luck luncheon and presentation of an award certifying completion of pre-service orientation.

40. SERVICE-LEARNING

a. What is Service-Learning?

Service-learning, in the context of Foster Grandparent programs, is a learning method that allows volunteers to reflect on their volunteer experiences and apply their insights. Volunteers are active participants in reflection processes as facilitators and discussion leaders.

Service-learning grew out of the field of experiential education, and is based on the following principles:

- People can learn most effectively when their learning grows out of and connects to their experiences.
- People can learn most effectively when they are actively involved with whatever they are learning (through doing, talking, reading, interacting with others, exploring, writing, making things).
- Learning is enhanced when people have the time to regularly reflect on their experiences.

One of the basic premises of service-learning is that service is, and should be, of benefit to both the one being served and to the one serving, and that both service and learning must be emphasized if thoughtful learning is to happen.

Another basic premise is that learning does not only happen in the classroom, and is not only for the young. People of all ages continue to learn, and continue to improve, refine, and expand understanding of self, relationships, and social issues. Service-learning is a vehicle to ensure that lifelong learning is available to Foster Grandparents.

b. What Service-Learning Can Do for Projects

By making service-learning part of the Foster Grandparent project, the project director will help to ensure that volunteers will learn from what they do, in a thoughtful and reflective manner. By incorporating service-learning, project directors can help volunteers apply what they learn back to what they do, increasing the strengths and impacts of the project.

Service-learning can help Foster Grandparent projects make a difference in the lives of their volunteers, by helping them to stay mentally and physically active; use or learn skills they might not otherwise; present challenges to build on; and apply wisdom and knowledge they have acquired – thereby validating such wisdom.

Service learning also helps projects make a difference in their communities. Volunteers who regularly reflect on their service, and who regularly ask themselves, “What difference did we

make?” are more likely to care about the overall success of the project. They are more likely to perceive community needs, and more likely to come up with new possibilities for action, as well as creative solutions to stumbling blocks. They are more likely to increase the accomplishments and impacts of the project.

c. Reflection: The Core of Service-Learning Opportunities

One of the essentials for service-learning is that volunteers have regular time for reflecting on their volunteer experiences. Reflection can take several forms:

- Writing, including journal entries, letters, or group summaries
- Videotaping or audiotaping, then playing back for discussion and comment
- Creative outlets such as drawing, making scrapbooks or commemorative albums
- Group projects and discussions

d. Effective Practices for Incorporating Service-Learning into the Project’s Ongoing Operations

Following are some suggestions to incorporate service learning into ongoing project operations:

- (1) Understand the value of service-learning and use it as an approach to raise the quality of service provided by the volunteers.
- (2) Work with volunteer stations to integrate service-learning techniques, as appropriate, into training sessions and events that Foster Grandparents attend.
- (3) Regularly provide opportunities for Foster Grandparents to reflect on their volunteer experiences and apply insights to their service, client advocacy roles, social issues and their own lives.
- (4) Employ a variety of reflection methods to facilitate learning and exchange that take many forms, and may include journal writing, drawing, role-playing, role exchange or reversal, or group discussion.
- (5) Tap service-learning experts, leaders and resources in the community to ensure excellence and adherence to quality principles.
- (6) Employ service-learning to challenge volunteers to be creative in finding solutions, possibilities for action, intervention ideas, and new ways to make a difference.
- (7) Develop and/or utilize tools that elicit the suggestions and preferences of the volunteers into the reflection designs and activities.

- (8) Create opportunities for volunteers to be active participants in reflection processes as facilitators or discussion leaders.
- (9) Apply reflection information to actively learn from the volunteers about their needs, requests, or concerns.
- (10) Apply reflection as a method to keep volunteers connected to one another and form a peer network that can be tapped for support, expertise, and ideas.
- (11) Encourage volunteers to apply service-learning to their interactions with clients as appropriate and as their grounding in service-learning grows.
- (12) Employ service-learning principles to promote life long learning and encourage volunteers to build on life experiences and wisdom, validating their roles as change agents and community resources.
- (13) Share knowledge gained, successes and lessons learned with other Senior Corps projects and colleagues to advance the state-of-the-art in service-learning with older adult volunteers.

For further information on service-learning, visit the [National Service-Learning Clearinghouse](#).

41. TERMS OF SERVICE

The program regulations on terms of service are found in [45 CFR 2552.51 through 2552.53](#).

a. Weekly Hours Requirement

Foster Grandparents serve a minimum of 15 hours per week and a maximum of 40 hours per week. A Foster Grandparent may not serve more than 2088 hours per year. Within these limitations, a sponsor may set service policies consistent with local needs. [[45 CFR 2552.51](#)]

The sponsor should develop a variety of volunteer stations that afford opportunities for year round placements, nine-month placements, summer placements, and various weekly scheduling requirements.

b. Travel Time, Meal Time, Training, Official Meetings, Recognition

Travel time between the volunteer's home and place of assignment may not be considered part of the service schedule and is not stipended. Travel time between individual assignments is part of the service schedule. Meal time may be part of the service schedule if meals are part of the volunteer assignment plan, taken with the child(ren) served, and are deemed by the sponsor and the volunteer station to be beneficial to the assigned child(ren). Additionally, attendance at pre-service orientation, in-service training, Community Advisory Group

meetings, and recognition events is also considered as part of the service schedule. (See [Appendix 13](#) for a sample service schedule.)

c. Sponsor Service Policies

Service policies must be provided in writing to Foster Grandparents. These policies should include, but are not limited to, probationary periods, resignations, annual and sick leave, holidays, service schedules, prohibited activity, meal and travel reimbursements, and appeal procedures. The policies should also cover the volunteer's annual performance appraisal, annual income review, and the requirement for an annual physical examination.

42. VOLUNTEER SEPARATION

A sponsor may separate a volunteer for cause, including but not limited to, extensive or unauthorized absences, misconduct, inability to perform assignments, or having income in excess of the eligibility level. Separation should not occur until the Foster Grandparent is given opportunity to file a grievance and/or appeal the action in accordance with the sponsor's service policy.

EFFECTIVE PRACTICES IN MANAGING FOSTER GRANDPARENTS

(Check the [Effective Practices](#) database at The Resource Center for additional ideas)

I. Effective Practices to Ensure Satisfaction among Foster Grandparents in their Service to the Community

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

- A. Ensuring that Foster Grandparents have opportunities to express their concerns, interests, and observations about the project to the FGP staff and the volunteer station;
- B. Involving Foster Grandparents in the operation and appraisal of assignments and project operations;
- C. Soliciting comments and/or recommendations from the Foster Grandparents related to their experiences in serving children, and incorporating relevant information into the project as applicable;
- D. Adopting specific strategies to retain a diverse group of Foster Grandparents; and
- E. Identifying and promptly addressing any issues or problems that impact the retention of Foster Grandparents from a broad range of backgrounds.

II. Effective Practices to Help Foster Grandparents Develop their Capacity to be Community Leaders and Spokespersons

The project:

- A. Encourages the volunteers to recognize and take pride in the value of their service to the community;
- B. Provides Foster Grandparents opportunities to serve in roles and develop skills that enhance their personal lives and the project, such as serving on the Community Advisory Group;
- C. Provides opportunities for Foster Grandparents to facilitate training with other Foster Grandparents;
- D. Involves Foster Grandparents in promoting the project to the community, such as through media appearances; and

- E. Acknowledges and values the strengths and skills of Foster Grandparents through ensuring that assignments are challenging and match the Foster Grandparents' interests and abilities.

III. Effective Practices for Acknowledging the Contributions of Foster Grandparents

The sponsor and project director:

- A. Plan and implement individual and group recognition activities;
- B. Ensure that volunteer stations regularly recognize Foster Grandparents as contributors to the stations' ability to deliver services;
- C. Provide at least one annual recognition event for Foster Grandparents which has significant community support and involvement;
- D. Recognize, document, and publicize outstanding Foster Grandparent achievement;
- E. Consider collaborating with other area Senior Corps programs on recognition efforts; and
- F. Consider non-traditional forms of recognition, especially for culturally diverse and Boomer volunteers.

CHAPTER 9 FOSTER GRANDPARENT COST REIMBURSEMENTS

Foster Grandparents are provided with cost reimbursements and other benefits. Within the limits of a project's approved budget, and in accordance with the [45 CFR 2552.46](#) and written Senior Corps policy guidance to projects, volunteers are provided stipends, transportation, meals, accident and liability insurance, annual physical examination, uniforms when appropriate, and recognition activities. Cost reimbursements are budgeted as "Volunteer Expenses," and the two terms may be used interchangeably.

43. ADMINISTRATION OF COST REIMBURSEMENTS

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

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\(f\)](#)] 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 Corporation's 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\(e\)](#)]

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](#)]

Cost Reimbursements and Income Disregard Provisions

In cases where authorities are not familiar with or question the "income disregard" provisions in the Domestic Volunteer Service Act, the Corporation State Office can provide a memo from the Corporation's General Counsel that provides specific citations and explains that the stipend provided to Foster Grandparents may not be counted as income.

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\(d\)](#)]

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](#)]

44. VOLUNTEER COST REIMBURSEMENTS DETAILED**a. Stipend**

Foster Grandparents serve from 15 to 40 hours a week, usually five days a week. They receive a stipend payable in regular installments. For the current rate per hour, contact the Corporation State Office.

The Corporation establishes the stipend amount consistent with the availability of program funds and at a level that will permit and encourage eligible low-income older persons to serve as volunteers without cost to themselves. The stipend is paid for the hourly service schedule that Foster Grandparents spend with their children, for earned leave, if applicable, and for attendance at official project events, e.g., orientation, in-service training, Community Advisory Group meetings (as members or official observers), recognition events, and travel time between individual assignments. Travel time between the volunteer's home and place of assignment may not be considered as part of the service schedule and is not stipended. However, travel time between assignments is a part of the service schedule. Meal time may be part of the service schedule only if meals are part of the volunteer assignment plan, are taken with the individual served, and if the sponsor and the volunteer station deem the taking of meals together to be beneficial to the child. [See [45 CFR 2552.45\(a\)](#) and [45 CFR 2552.52.](#)]

b. Transportation**(1) General Principles and Practices**

- (a) Foster Grandparents are provided transportation or receive assistance with the cost of transportation to and from volunteer assignments and official project activities, including orientation, training, Community Advisory Group meetings, and recognition events.

- (b) Transportation considerations weigh heavily in deciding how many children can be assisted and where volunteers are assigned. Convenient and less costly transportation is promoted when assignments are developed in areas where Foster Grandparents live and children are located.
 - (c) It is important to consider both costs and convenience, as well as volunteer service schedules, in developing a cost-effective travel solution.
 - (d) Project vehicle costs, vehicle driver's salary and fringe benefits, and vehicle insurance are budgeted as travel costs under volunteer expenses in the FGP grant application.
 - (e) Contracted transportation, if it is the most flexible and economical, may be budgeted for volunteers.
 - (f) The purchase cost, operation, and maintenance of vans or mini-buses may be budgeted only if they provide the most flexible and economical transportation available.
 - (g) The cost of transporting FGP volunteers between their homes and places of assignment and to official FGP functions may be budgeted. Transportation costs for volunteers having to park at a volunteer station or at an official FGP function may be budgeted. Parking costs are allowable as an in-kind contribution only if they are normally charged.
- (2) Reimbursement of Volunteers for Transportation

(a) Volunteer Drivers

Reimbursement of Foster Grandparents who drive their own cars is based on a cost-per-mile rate set for Foster Grandparents by the sponsoring organization. Sponsors are responsible for ensuring they are not paid more than their actual travel expenses up to the sponsor-established limits. Volunteers may not be reimbursed on a per-capita basis for transporting other volunteers. (See [Appendix 19](#) for a sample form volunteers can use for requesting mileage reimbursement.)

(b) Public Transportation Users

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

(c) Car Pool Drivers

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

(d) Use of Project Funds for Assignment-Related Transportation

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 2552.45\(f\)\]](#). Otherwise, such expenses are the responsibility of the volunteer station.

(e) Certification and Documentation

Foster Grandparents and volunteer station staff are required to sign a statement certifying that transportation costs to be reimbursed to the volunteer were in conjunction with volunteer service and to provide details of the reimbursement. Vouchers are subject to Corporation audit.

Note: Volunteers who do not incur travel expenses (e.g., those who walk to their assignments, ride on free public transportation, or are passengers in car pools) are not eligible for reimbursement.

c. Meals

Within the limits of available resources and project policy, Foster Grandparents receive assistance with the cost of meals taken during their service schedule. Project staff arrange for or assist with the cost of one meal per day for Foster Grandparents during orientation and training, and, as feasible, on days when volunteer service is provided. Project directors should make special efforts to reach agreements for volunteer stations to provide meals as a local contribution to project budgets.

(1) Congregate Meals

Local congregate nutrition programs, funded under Title III of the Older Americans Act, operate in schools and through religious and other public and private non-profit organizations. Grantees may not utilize Title III funds or non-Federal funds used to match Title III funds to meet the required Corporation non-Federal cost share. However, grantees may count as a local contribution any meals provided to volunteers paid for with funds other than Title III Federal or matching funds. [\[45 CFR 2541.240 and 2543.23 \(a\) \(2\)\]](#)

(2) Non-Congregate Meals

Meal arrangements become more difficult for Foster Grandparents assigned to in-home children. Volunteers who plan to eat between assignments may be far removed from nutrition centers and volunteer stations which have meal facilities. Options are for Foster Grandparents to share a meal with a child, bring their own “brown bag” lunch, or eat at a restaurant and be reimbursed for the cost of their meal. Meals provided to children served are not an allowable budget cost.

(3) Reimbursement Amount for Meals

The amount of reimbursement for meals should be normally based on actual expenses, consistent with costing procedures developed by the sponsor, rather than a flat daily rate. However, reimbursement of “brown bag” lunches prepared by Foster Grandparents may be based on a flat rate established by the sponsor. The basis for the rate should be included in the grant application budget narrative and based on actual costs or fair market value. Any changes made during the period of the grant award will require prior approval of the Corporation. Foster Grandparents and volunteer station staff are required to sign a statement certifying that meals for which reimbursement is to be paid to the volunteer were taken in conjunction with volunteer service. Vouchers are subject to Corporation audit. (See [Appendix 19](#) for a sample form for use in requesting meal reimbursement.)

d. Insurance

Foster Grandparents must be provided with accident, personal liability, and, when appropriate, excess automobile liability insurance. [[45 CFR 2552.45](#)] The minimum levels of this insurance are specified by the Corporation, and may be subject to change from time to time. The Corporation State Office can provide up-to-date information. The insurance coverage must be in excess of and noncontributing with any other valid and collectible insurance the volunteers have. In other words, the accident and excess automobile liability coverage are intended to provide higher levels of insurance for volunteers, starting where other insurance coverage for them stops. They are excess, not primary, insurance. This is true, too, for personal liability; but volunteers are often not covered by personal liability insurance, in which case the Corporation-specified personal liability insurance becomes primary insurance with no deductible.

(1) Accident Insurance

- (a) Accident insurance must cover Foster Grandparents for personal injury during travel between their homes and places of assignment, during their volunteer service, during meal periods while serving as a volunteer, and

**Foster Grandparents and
Workers Compensation**

Foster Grandparents *are not* employees and *are not* covered by Federal or state workers compensation insurance. [[45 CFR 2552.47](#)]

while attending project-sponsored activities, such as recognition activities and Community Advisory Group meetings.

Protection must be provided against claims in excess of any benefits or services for medical care or treatment available to the volunteer from other sources, including:

1. Health insurance coverage.
 2. Other hospital or medical service plans.
 3. Any coverage under labor-management trustee plans, union-welfare plans, employer organization plans, or employee-benefit organization plans.
 4. Coverage under any governmental program or provided by any statute.
- (b) When benefits are approved in the form of services rather than cash payments, the reasonable cash value of each service rendered must be considered in determining the applicability of this provision. The benefits payable must include the benefits that would have been payable had a claim been duly made. The benefits payable must be reduced to the extent necessary so that the sum of such reduced benefits and all the benefits provided for by any other plan must not exceed the volunteer's total expenses.
- (c) The sponsor must provide Foster Grandparents with the following accident insurance coverage:
1. \$25,000 or more for accidental medical expenses.
 2. \$50 for repair or replacement of damaged eyeglass frames and \$50 for replacement of broken prescription eyeglass lenses or contact lenses.
 3. \$500 for repair of dentures; \$500 per tooth for treatment of injury to natural teeth, limited to a total of \$900.
 4. \$2,500 for accidental death or dismemberment.

(2) Personal Liability Insurance

Protection must be provided against claims in excess of protection provided by other insurance. The sponsor must provide third-party protection for volunteers against injury or property damage claims arising out of their volunteer service activities. For each sponsoring organization, the amount of protection must be \$1,000,000 for each occurrence of personal injury or property damage and must be in excess of any other valid and collectible insurance, and \$3,000,000 annual aggregate.

(3) Excess Automobile Liability Insurance

(a) To avoid a gap in coverage between that provided by the Foster Grandparent’s personal vehicle insurance and liability claims in excess of that coverage, the sponsor must provide Excess Automobile Liability Insurance coverage of not less than \$500,000 each accident for bodily injury and/or property damage.

(b) The sponsor will provide protection against claims in excess of the greater of either:

1. The liability insurance volunteers carry on their own automobiles; or
2. The limits of the applicable state Motor Vehicle Financial Responsibility Law; or
3. In the absence of a state financial responsibility law, \$50,000.

<p>Excess Automobile Liability Insurance</p> <p>Excess automobile liability insurance is required only for Foster Grandparents who drive their own cars to and from their place of assignment. Verify that volunteer drivers have valid licenses and basic liability insurance.</p>

(4) Liability Insurance on Personal Vehicles of Foster Grandparents

(a) This insurance is a Foster Grandparent's personal expense and is not reimbursable to the volunteer by the project. Foster Grandparents who use their personal vehicles to drive from home to their place of assignment or in connection with project-related activities must keep their automobile liability insurance in effect for their own protection.

(b) The volunteer's personal vehicle liability insurance must equal or exceed:

1. The limits of the state Motor Vehicle Financial Responsibility Law; or
2. In the absence of a state financial responsibility law, \$50,000 for each accident.

e. Annual Physical

(1) To be a Foster Grandparent an individual must 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 to himself/herself or to the children served [[45 CFR 2552.41\(a\) \(2\)](#)].

(2) The project staff are responsible for describing Foster Grandparent activities to the medical professional. Based on the examination, the examining medical professional provides a certification that the individual examined is fit to serve, free of any condition or disability that would be detrimental either to himself/herself or to the children served, or be a significant hindrance in performance of the activities described. Projects

should retain this certification in the volunteer's file to document fulfillment of this eligibility requirement.

- (3) Project staff are encouraged to negotiate with volunteer stations, local health units, public health departments, or private physicians to provide physical examinations to Foster Grandparents as non-Federal, in-kind project support whenever possible. It should be explained that the Corporation requires such annual examinations as a benefit to the Foster Grandparents. Community Advisory Group members, or sponsor staff may be in a position to persuade individuals or groups in the community, including volunteer stations, to provide examinations or funds to cover the cost.
- (4) Costs of supplemental tests or medications are the Foster Grandparent's personal responsibility.

f. Uniforms or Smocks

When volunteer stations require Foster Grandparents to wear special uniforms or smocks, these may be provided at project expense if these expenses are described in the Memorandum of Understanding with the volunteer station, sufficient funds are available to cover these expenses, and all other requirements identified in the Notice of Grant Award are met. Otherwise, volunteer stations are responsible for such costs.

g. Recognition

Appropriate recognition is provided for Foster Grandparents. [[45 CFR 2552.46](#)]

- (1) At least annually, the FGP project sponsor plans and arranges for formal public recognition of Foster Grandparents' service to the community. Sponsors are also authorized to recognize local individuals and agencies or organizations for significant activities that support Foster Grandparent project goals.
- (2) Informal recognition should be on-going. This includes listening to and acting on recommendations by Foster Grandparents, offering honest praise, and providing assignments that are increasingly satisfying.
- (3) 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.
- (4) 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.

- (5) To emphasize the importance of the occasion, Corporation Field and Headquarters staff, as well as city and county officials and officers of local organizations, may be invited to recognition events.

45. LEGAL REPRESENTATION

Counsel may be employed and counsel fees, court costs, bail, and other expenses incidental to a Foster Grandparent's defense may be paid in a criminal, civil, or administrative proceeding when such a proceeding arises directly out of the performance of the Foster Grandparent's activities. [45 CFR 1220](#) establishes the circumstances under which the Corporation may pay such expenses. Consult the Corporation State Office for guidance.

CHAPTER 10 PROJECT MANAGEMENT

46. INTRODUCTION TO GRANTS MANAGEMENT

a. Basic Requirement

Sponsors must manage grants awarded to them in accordance with Foster Grandparent Program regulations, [45 CFR Part 2552](#), and their Notice of Grant Award (NGA). Contact the Corporation State Office for additional technical assistance on fiscal management of an FGP grant.

Financial Management Training

An on-line course, “Key Concepts of Financial Management,” which can be accessed at [The Resource Center: Online Courses](#), provides a basic introduction to grants management considerations applicable to all Corporation grantees.

In accordance with [45 CFR Part 2541.200](#) for State Local and Tribal Governments and [45 CFR Part 2543.21](#) for Non-profit Organizations that identify standards for financial management system requirements, sponsors should develop an efficient accounting system that must be capable of:

1. Distinguishing grant versus non-grant related expenditures
2. Identifying costs by budget period
3. Identifying costs by budget category
4. Differentiating between direct and indirect costs (administrative costs)
5. Maintaining Federal and required non-Federal share separately
6. Recording in-kind contributions as both revenues and expenses

b. Cost Control and Budget Monitoring

Project support provided under a Corporation grant must be furnished at the lowest possible cost consistent with the project's effective operation. [[45 CFR 2552.93](#)] Project Directors should work with the sponsor's fiscal staff and periodically compare the budget to actual costs.

c. Budgeting Costs

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

- (1) Specific costs are either allowable or unallowable. Only allowable costs may be included in the Corporation share or the

Terminology Note

In eGrants, “grantee share” and “applicant share” are used to refer to the required non-Federal share of the grant.

“Local share,” as used in the program regulations, also refers to the required non-Federal share.

grantee share of the budget. Only amounts approved by the Corporation may be expended.

- (2) Notices of Grant Award as well as the program regulations at [45 CFR 2552.93](#) incorporate the OMB Cost Principles Circulars, which distinguish between costs that are allowable and costs that are not allowable for all Federal grants. Grantees should review the appropriate Circulars: [A-21](#) for Educational Institutions; [A-87](#) for State, Local, and Indian Tribal Governments; and [A-122](#) for Non-Profit Organizations. Grantees are responsible for obtaining copies of these circulars, either by calling the Office of Management and Budget's Information Line at 202-395-3080, or by downloading them from the OMB web site: http://www.whitehouse.gov/omb/grants/grants_circulars.html.
- (3) The OMB Cost Principles Circulars do not apply to funds that are not included in the grant as part of the Corporation share or the required non-Federal share. Thus the circulars do not apply to funds budgeted as Excess non-Federal or to other sponsor resources outside the grant.

Additional requirements in the program regulations also determine cost allowability. Below are listed several cost items about which questions commonly are raised. Questions regarding costs not included in the listing below should be referred to the Corporation State Offices.

- (a) Equipment or supplies for volunteers on assignment are not allowable, unless these expenses are described in the Memorandum of Understanding with the volunteer station and there are sufficient funds available to cover these expenses and meet all other requirements identified in the Notice of Grant Award. [[45 CFR 2552.45\(f\)](#)]
- (b) The following insurance costs are not allowable:
 1. Public liability insurance for sponsors (except for space that the FGP project occupies that is separate from the main sponsor offices).
 2. Primary insurance for volunteers' or project staff's personal vehicles.
 3. Health insurance for volunteers.
- (c) Costs for recruitment of personnel and volunteers required for the performance by the organization under the award are allowable, including costs of recruiting hard-to-reach volunteers, such as those belonging to ethnic groups that may not be reachable by standard methods of recruitment. Corporation funds should not be budgeted for newspaper, radio, or TV advertising normally donated as a public service.

- (d) Only compensation paid to staff who are engaged in activities that directly support the performance of the award is allowable. Sponsors should familiarize themselves with proper documentation requirements in accordance with OMB Cost Principles (A-122 for Non-profit organizations, A-87 for State, Local and Tribal Governments and A-21 for Universities). See [Section 54](#) for more information.
- (e) When project staff are employed in the operation of two or more Senior Corps projects, the staff members’ salaries and fringe benefits must be budgeted on a prorated basis in each project’s budget, based on the projected allocation of time to each project,. Grantees must document actual time spent on each grant, and only actual time should be reported. There is more information on documenting time in [Section 54\(c\)](#).
- (f) The costs of criminal history checks on volunteers or prospective volunteers are allowable. However, wherever possible, these costs should be paid by volunteer stations. When paid by the project, such costs must be budgeted as Volunteer Support Expenses because these costs are program operating expenses.

Summary of Relevant OMB Circulars				
Topic	Purpose	Educational Institutions	Non-Profit Organizations	State and Local Governments
Uniform Administrative Requirements	Standards of consistency and uniformity of grants to various institutions	45 CFR 2543 and Circular No. A-110	45 CFR 2543 and Circular No. A-110	45 CFR 2541 and Circular No. A-87
Cost Principles	Principles for determining the costs of grants and other agreements with non-profit organizations	Circular No. A-21	Circular No. A-122	Circular No. A-133
Audits	Standards for obtaining consistency and uniformity among Federal agencies for the audits of states, local governments, and non-profit organizations expending Federal awards.	Circular No. A-133	Circular No. A-133	Circular No. A-133

d. Direct and Indirect Costs

(1) Definitions

Direct costs are costs which that are readily associated with a particular budget line item while indirect costs are costs that are incurred for common or joint objectives and are not readily associated with a particular budget line item. Federally approved indirect cost rates are generally expressed as a percentage of the direct costs.

(2) Cognizant Federal Agency

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

(3) Process for Establishing an Indirect Cost Rate

When a grantee has no cognizant Federal agency:

- (a) The grantee submits to the Grant Officer, through the Corporation State Office, an indirect cost proposal in accordance with the applicable OMB cost principle circular; and
- (b) The Grant Officer reviews the proposal against the applicable OMB guidance and makes a determination of the applicable rate.

(4) Limitation on Indirect Costs

In accordance with the Senior Corps Grant Application, the base for indirect costs in Senior Corps programs is limited to Volunteer Support Expenses. Volunteer Expenses are not included in the base for indirect cost rates. Reasonable payroll expenses may be budgeted as direct costs for the payment of volunteer cost reimbursements.

47. ROLE OF THE CORPORATION GRANT OFFICER

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

The Grant Officer for a given grant is a member of the Corporation's Grants Management Staff based in the Field Financial Management Center. The Grant Officer is the representative of the Corporation in financial, budgetary, and administrative matters of Senior Corps. The Grant Officer maintains the official Corporation file for each grant awarded and/or administered by his/her grants unit. The Grant Officer has overall responsibility for the receipt, approval, and monitoring of all required financial documents from Corporation grant programs. Only the Grant Officer, acting as the agent of the Federal Government, has the authority to:

- Award a grant.
- Modify the terms of a grant.
- Issue written instructions to the grantee to start or stop work.

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

The Grant Officer is ultimately responsible for determining the allowability and reasonableness of grant costs proposed or incurred, except in certain circumstances related to the resolution of audit findings. The Grant Officer appoints the individual designated by the State Program Director to be the Project Manager for the Grant. The Project Manager named in the NGA is the representative of the Grant Officer for the purpose of monitoring the programmatic performance of the grant and advises the Grant Officer of all activities that may adversely affect performance. Grantees should first consult with the Project Manager prior to seeking approvals where the Grant Officer has the ultimate approval authority.

48. BUDGET MANAGEMENT

a. Budget Categories

- (1) Costs are separated according to whether the proposed source of project support is Federal or non-Federal. In context of the budget, “Federal” means “Corporation,” and “non-Federal” means “sources other than the Corporation” including certain other Federal agencies, as authorized by law or by the source of funds.
 - (a) “Required non-Federal.” This is the part of the total non-Federal budget used to meet the 10 percent non-Federal share requirement. Any additional amount that the grantee wants to include as part of the required non-Federal share of the total project cost should also be under this category. Costs included under this category must meet all the cost requirements established by the Corporation;
 - (b) “Excess non-Federal.” This is the part of the total non-Federal budget that is in excess of the 10 percent non-Federal share requirement. Inclusion of excess non-Federal costs is not required. If excess non-Federal funds are budgeted, they must support the purpose of the project, consistent with the Domestic Volunteer Service Act. It is generally recommended that as long as costs are allowable, sponsors should budget those costs as part of the required non-Federal share so they can be easily reported on the project’s Financial Status Report.

NOTE: The term “non-Federal support or share” may also be referred to as “non-Corporation” support, “local” support, or “grantee” share.

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

(a) “Volunteer Expenses” is a limited category which includes only the following costs:

1. Stipends
2. Transportation
3. Meals
4. Insurance;
5. Physical examinations
6. Recognition Items and Activities
7. Uniforms or smocks

NOTE: In the context of Senior Corps project budgeting, the term “Volunteer Expenses” is synonymous with the term, “cost reimbursements,” and these terms may be used interchangeably.

(b) “Volunteer Support” includes all allowable costs other than those included above in Volunteer Expenses, including volunteer training costs.

b. Budget Criteria

(1) In accordance with the [45 CFR 2552.92](#), the total of volunteer expenses (cost reimbursements) for Foster Grandparents, including stipends, insurance, transportation, meals, physical examinations, recognition, and uniforms or smocks (as appropriate) must be equal to at least 80 percent of the Corporation share of the grant award. Federal and non-Federal resources may be used to make up this sum.

(2) A Corporation grant may be awarded for up to 90 percent of the cost of development and operation of a Foster Grandparent Program project. The sponsor is required to contribute at least 10 percent of the total project cost.

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

(b) Corporation approved in-kind contributions may constitute part or all of the non-Federal share requirement. Requirements for in-kind contributions are found in [45 CFR 2541.420](#) for local and state governments and [45 CFR 2543.23](#) for institutions of higher education, hospitals and non-profit organizations.

Terminology Note

In the context of Senior Corps project budgeting, the term “Volunteer Expenses” is synonymous with the term, “cost reimbursements,” and these terms may be used interchangeably. “Volunteer Benefits” is also sometimes used to describe these cost items.

- (c) The Corporation may allow exceptions to the non-Federal share requirement (10 percent of the total cost) in cases of demonstrated need such as:
1. Initial difficulties in the development of local funding sources during the first three years of operations;
 2. An economic downturn, the occurrence of a natural disaster, or similar events in the service area that severely restrict or reduce sources of local funding support; or
 3. The unexpected discontinuation of local support from one or more sources that a project has relied on for a period of years.
- (d) A sponsor proposing to contribute less than the required non-Federal share must provide the Corporation with an acceptable written justification for the lower level of support. The justification is submitted for consideration through the Corporation State Program Director.
- (e) All non-Corporation funding expended for allowable costs will be counted as required non-Federal share with the following exceptions:
1. Non-Federal support already committed to meet non-Federal support requirements of any other Federally assisted program or project may not be budgeted as part of the non-Federal support of the Foster Grandparent project. [[45 CFR 2541.240](#) and [2543.23 \(a\) \(2\)](#)]
 2. Funds from Federal agencies other than the Corporation, including Federally funded in-kind resources, may not be budgeted as part of the sponsor's required non-Federal share, except those funds specifically authorized by law. The burden is on the sponsor to document for the Corporation that any funds or in-kind resources from another Federal agency are authorized to be used to make up the non-Federal share of a grant from the Corporation.

Non-Compensation for Services

The authorizing statute for the Foster Grandparent Program – the Domestic Volunteer Service Act (DVSA) – prohibits charging Foster Grandparent beneficiaries for volunteer services. This prohibition is restated in the “Compensation for Services” provision in the Foster Grandparent Program regulations at [45 CFR 2552.121\(c\)](#) and applies not only to the client but also to the client’s legal guardian, family members, or friends.

This provision prohibits soliciting donations from beneficiaries of the services of Foster Grandparents or any other actions by the project that could create the impression that volunteers’ services are linked in any way to financial support from a beneficiary.

3. Direct benefit items, including transportation, meals, physical examinations, uniforms and recognition items purchased at the volunteer's own expense and not reimbursed, are not allowable as contributions to the non-Federal share of the budget. Federal and/or non-Federal funds may be used to reimburse these costs.
- (3) Corporation grant awards are made for a specified dollar amount, and if the sponsor obligates or expends Corporation funds for costs that exceed the amount of the Corporation award, the costs are not allowable.
- (4) For non-stipended Foster Grandparents, the volunteer station or the FGP project must use funds other than Federal or required non-Federal to pay for the cost of volunteer expenses and volunteer support costs. [See [45 CFR 2552.104](#)]. These expenses could include insurance, transportation, physicals, meals and recognition costs, and other volunteer expenses, as specified in a Memorandum of Understanding with the volunteer station.
- (5) The number of individuals serving as Foster Grandparents may vary from time to time to accomplish the number of budgeted volunteer service years.

c. Budget Non-Compliance

(l) Required Non-Federal Share

If a sponsor has failed over the multi-year project period to meet the required statutory 10 percent non-Federal share requirement, the sponsor must take one of the two following actions:

- (a) Reimburse the Corporation the full amount of the deficiency, ***but only if so directed by the Grant Officer.***
- (b) Submit a written request for a waiver to the Corporation's State Program Director. This written request must be submitted with the final Financial Status Report (FSR) and must include:
 1. Why the requirement was not met.
 2. What specific attempts were made to achieve the required non-Federal percentage.
 3. A plan to provide the required non-Federal share in the current grant period, assuming the sponsor has received a new multi-year award.

(2) Excess Non-Federal

The sponsor may include in the Excess Non-Federal category all contributions (cash and in-kind) generated by the sponsor in support of the grant in excess of the required non-Federal share. This category can include contributions which cannot be budgeted as required non-Federal share.

Sponsors are not penalized for failure to achieve the budgeted amount of excess support unless it affects the volunteer cost reimbursements ratio or volunteer service years. Failure to meet the total budget, including the excess amount, will be examined in light of the overall effect on the project's accomplishment of its goals and objectives. [[45 CFR 1235](#)]

(3) Volunteer Expenses Ratio

When, over the multi-year project period, a grantee is unable to meet the requirement that the total of cost reimbursements for Foster Grandparents must be equal to at least 80 percent of the Corporation Federal share of the grant, the grantee must:

- (a) Notify their assigned State Program Specialist and Grants Management Specialist
- (b) Make arrangements to return funds to the Corporation
- (c) Revise the Financial Status Report to decrease the amount of Federal funds reported expended
- (d) Submit a Federal Transaction Cash Report decreasing the amount of Federal funds reported disbursed
- (e) Develop a plan to ensure the requirement is met in the next multi-year project period

d. Management of Volunteer Service Years (VSYs)

The possibility of a volunteer serving between 15 to 40 hours per week gives project directors considerable flexibility in establishing service schedules that meet volunteer and volunteer station needs. At the same time, it highlights the importance of carefully managing volunteers to meet the project's budgeted VSYs.

(1) Counting Foster Grandparents

There are three distinct ways of grouping volunteers for purposes of counting them:

(a) Enrolled Volunteers

This is the combined total of Foster Grandparents on both active and inactive volunteer status. The total includes all the Federally funded volunteers and non-Federally funded volunteer needed to meet the budgeted VSYS. The enrolled total is the figure best used to estimate the number of physical examinations and recognitions that must be budgeted annually.

(b) Active Volunteers

This is the total of Foster Grandparents actually serving or who served within the pay period when the count is made. It includes volunteers normally on active service but temporarily on paid leave. The annual average active total, less the average number of persons on leave, is the figure used to estimate the number of volunteer meals, transportation costs, and insurance costs to be budgeted annually.

(c) Stipended Volunteers

This is the total of active Foster Grandparents who will receive a stipend for services rendered during the pay period when the count is made. Volunteers who are normally active and stipended but who are temporarily on leave are counted as stipended. An annual average stipended total is used to estimate the amount of stipend funds to be budgeted annually.

(2) Volunteer Service Year

(a) Corporation budget procedures use the following standards to express one full volunteer service year or VSYS:

1. 1,044 hours annually
2. 261 days annually (at 4 hours per day)
3. 52.2 weeks annually (at 20 hours per week)

(b) The standardized stipend cost per VSYS is calculated by multiplying the number of hours served by the current cost per hour for the stipend (1,044 hours x \$2.65 per hour). Each VSYS uses \$2,766.60 (\$2,767) in stipend funds each year

(c) One VSYS does not equal one volunteer unless each volunteer serves 1,044 hour per year. You will need to adjust the number of volunteers required to equal a VSYS, depending on the number of hours, between the minimum of 15 and maximum of 40, served weekly.

- (d) Volunteer hours should be reported on a cumulative basis over the budget year (the one year period) not the project period (the three year period). For example, Year 1 may yield 21,028 volunteer hours during the first FSR period, from January until June. From July until December, the second FSR period, 18,972 volunteer hours may be the total. The beginning balances for Years 2 and 3 should be zero.
- (e) All of an individual's service time plus all stipended leave (as provided for in the sponsor's policies governing earned leave) cannot exceed, in the aggregate, 2088 hours annually. An individual Foster Grandparent may serve up to 2088 hours, or two VSYS, in 12 months.

e. Management of Stipend Funds

Sponsors should not rely on the Corporation to cover an over-expenditure of stipend funds. At the same time, full expenditure of stipend funds available should be a management aim. During the first year of project operation, start-up time and delays that influence the project's ability to start recruiting volunteers can prevent full utilization of the stipend monies available.

(1) Factors Influencing Expenditure of Stipend Funds

Sponsors should attempt to avoid large fluctuations in the number of Foster Grandparents on board during the budget period. However, the following factors may make it difficult to maintain a consistent number of Foster Grandparents active at all times:

- (a) Volunteer attrition rates.
 - (b) Extended leaves-of-absence.
 - (c) Delays in orientation scheduling due to weather and resulting in placement delays.
 - (d) Less than full year assignments in educational settings.
 - (e) Difficulties in recruiting eligible volunteers.
- (2) Suggestions for Management of Stipend Funds through Management of Stipended Hours.

Successful management of stipended hours and funds requires that quarterly or monthly projections be developed taking into account non year-round sites, unstipended leave, and attrition rates.

(a) Estimate Stipended and Unstipended Absences

Sponsors should estimate the effect volunteer absences will have on the actual total of hours stipended.

1. Stipended Absences

The sponsor's FGP project policies relating to volunteer leave will be a guide for accurately estimating stipended absences. Reviewing volunteer service schedules and interviewing individual volunteers will support accurate estimates as to when Foster Grandparents will take stipended leave.

2. Unstipended Absences

Predictable unpaid absences may occur for individual Foster Grandparents when, for example:

- A. There are school vacations for which the sponsor's leave policy allows no stipend for the Foster Grandparent's time off; or
- B. An individual Foster Grandparent's assignment at a less than 12 months facility (a variety of institutional and school assignments may fit this pattern).

Unpredictable unstipended absences may result, for example, from a volunteer's exceptionally lengthy illness or personal matters which require emergency attention, which exceed the allowances in the sponsor's leave policy.

(b) Compare Planned Hours with Actual Hours

Stipend expenditures may be managed through careful monitoring of hours of service as follows:

Step #1: Determine the total number of hours of Foster Grandparent service planned and budgeted:

For a 60-VSY project, the stipend funds must be at most 60 multiplied by the current annual amount of the stipend, or \$165,996.

Find the number of hours funded by either multiplying 60 VSYs times 1,044 (hours) or by dividing the total amount of stipend funds by the cost per hour. The result from either method is 62,640 hours.

Step #2: Determine the number of hours budgeted per pay period:

Divide the total hours by the number of stipend pay periods annually. The total pay periods will be either 26 or 52.2 annually.

If there are 52.2 pay periods, then the total hours (62,640 in this example) divided by 52.2 equals 1,200 hours for which funding is provided each week.

Step #3: Monitor the actual running total of service time plus stipended leave.

Whenever the weekly total of service time plus stipended leave is below the 1,200 weekly allotment of hours, the sponsor has an excess in hours available for paying stipends. Whenever the running total is above the weekly allotment, the sponsor creates a deficit in hours. Reviews conducted each pay period will enable projections to be made as to the rate of expenditure, and cumulative expenditures, in terms of hours.

(c) Estimate Annual Reserve of Stipendable Hours

With estimates in hand for hours of stipended and unstipended leave, the sponsor will be able to estimate from the beginning of the budget year whether there will be a net excess in hours funded over actual hours to be stipended. A net excess, it may be considered a reserve, which the sponsor should plan to draw upon immediately. Adjustments in enrollment to fully utilize the estimated reserve should be made as early as possible in the budget period because these adjustments become increasingly impractical as the budget period progresses.

It is possible, it is allowable, and it is encouraged to have more individuals actually serving and stipended at a given time than there are VSYs budgeted, so long as there is an estimated reserve of volunteer service hours available within budget.

f. Options When a Grantee Cannot Sustain its level of Budgeted VSYs

(1) Voluntary Relinquishment

A grantee's approved budget includes the level of volunteer activity it agrees to generate with Corporation funding, and the total Federal amount is referenced in the NGA. However, sometimes a grantee finds itself unable to deliver the budgeted level of Federally funded VSYs. Whatever the cause of the shortfall, this means that funds appropriated by Congress for volunteer services will not be used for their intended purpose.

A grantee in this situation has two possible options to help maximize the utilization of programmed funds. Grantees should contact their Corporation State Office as soon as possible if they are considering either option.

(a) Voluntary Temporary Relinquishment of VSYS

Temporary relinquishment is appropriate when, due to temporary circumstances, a grantee anticipates falling short of its budgeted VSYS level for the current budget period. Temporary relinquishment is the process of temporarily reducing the grant budget for stipends and other volunteer expenses associated with the anticipated Federal VSYS shortfall. The budget is reduced for the current 12 month budget period, after which, assuming the cause of the shortfall is remedied, the budget reverts to the grantee's base VSYS level.

(b) Voluntary Permanent Relinquishment of VSYS

Permanent relinquishment should be considered when the grantee determines that changing circumstances have made it impossible to sustain the budgeted Federal VSYS level. In the case of permanent relinquishment, the grant is reduced by an amount corresponding to the total grant budget, divided by the budgeted number of VSYSs, multiplied by the number of VSYSs being relinquished. For example, if there are 50 VSYSs, and the Federal share of the award is \$225,000, the Federal cost per VSYS is \$4,500. If the grantee is relinquishing 3 VSYSs, the grant budget would be reduced by \$13,500 (3 times \$4,500).

By choosing to relinquish VSYSs it is unable to use, a grantee helps ensure that as many eligible volunteers can serve as possible.

(2) Corporation-Initiated Reduction of VSYSs

When a grantee's Financial Status Report indicates that it has been unable to meet a minimum VSYS achievement threshold based on its budgeted level of VSYSs, the Corporation State Office will send an "initial notice" letter advising that grant funding is subject to being reduced if the next FSR reflects a continuing shortfall. The minimum achievement threshold for grants with 67 or more budgeted VSYSs is 97 percent of the budgeted VSYSs. For grants with fewer than 67 budgeted VSYSs, the minimum achievement threshold is within 2 VSYSs of the budgeted VSYSs. When the next FSR indicates that the grantee has still not met the minimum achievement threshold, the Corporation State Office is required by Corporation policy to initiate reduction in funding by the amount of the shortfall. As in the case of permanent relinquishment of VSYSs, reduction in funding is based on the total grant budgeted, divided by the budgeted number of VSYSs, multiplied by the number of VSYSs being reduced.

For further information on relinquishing VSYs or the Corporation's policies on maintaining the budgeted level of VSYs, please contact the Corporation State Office.

49. GRANT AMENDMENTS AND REBUDGETING

During implementation of a grant, a grantee may decide to make adjustments to the approved application. Grantees have considerable flexibility, but the following changes require prior Corporation approval and amendment of the NGA:

- A change in the scope of service or a substantial change in goals and objectives.
- A reduction in the budgeted volunteer service years or the approved stipend line item.
- Creation of a new budget line item where there will be a need for additional funds.
- A change of the geographic service area.
- Transfer of funds budgeted for direct costs to indirect costs.
- Extension or reduction of the budget or project period.

In addition, for grantees receiving more than \$100,000 of Corporation funds per year, prior approval is required if cumulative changes exceed 10% of the total budget. For grantees receiving \$100,000 or less, the percentage change is not a factor in determining requirements for submission of a formal rebudgeting amendment.

50. ACCESSING GRANT FUNDS

All Senior Corps grantees are paid through the Department of Health and Human Services (HHS) Payment Management System, abbreviated as PMS. Senior Corps grantees must establish an account with the HHS/PMS that allows them to draw down funds. When a grant is awarded in eGrants, the grant is recorded in the Corporation's accounting system and transmitted to PMS which maintains an account for each grant. Grantees draw funds from that account. Information on using the PMS is found on-line at www.dpm.psc.gov/grant_recipient/shortcuts/shortcuts.aspx?explorer.event=true

a. Steps in Setting up a PMS account

- (1) For grantees without a PMS account, the Grants Officer sends the grantee a letter informing the grantee that it needs to fill out an 1199A Direct Deposit Form, which records the agreement of the grantee and its bank designating the bank that will receive funds for the grantee. Also enclosed in the original letter is a contact information sheet.
- (2) The Corporation forwards the completed 1199A Form to HHS, at which point HHS will assign the grantee a suffix and PIN.
- (3) HHS notifies the Corporation of the grantee's assigned suffix and PIN through e-mail, and simultaneously, sends a certified letter to the grantee with the same information.

b. How grantees request funds through PMS SMARTLINK

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

Funds should only be drawn down for immediate cash needs or on a reimbursement basis. Grantees should develop written policies and procedures for draw downs so that they are done on a consistent basis and a clear audit trail exists.

At any time, Corporation grants officers can log on to the PMS directly or view authorized, disbursed, and advanced amounts in eGrants.

Grantees may:

- Draw down funds on a reimbursement basis;
- Draw down funds that they will be using in the immediate future, usually considered to be within three days of receipt; or
- Maintain Federal funds to be used beyond the three-day period in an interest bearing account (See “Interest Earned on Advances” below).

Help and training for grantees using the PMS is available at:

www.dpm.psc.gov/grant_recipient/shortcuts/shortcuts.aspx?explorer.event=true

c. Federal Cash Transactions Report – PSC 272

Grantees report on funds by submitting quarterly Federal Cash Transaction Reports (PSC 272) directly to PMS. The PSC 272 report is an overview of the cash status of the account. It contains data provided by PMS to the recipient and the net disbursement amount as

calculated by the recipient. The Federal Cash Transaction Report is similar to a checking reconciliation. At the end of the grant the PSC 272 report MUST reconcile with the SF 269 Financial Status Report and the amount drawn down. If these three numbers are not identical, the grant cannot be closed. The hard copy version of the Federal Cash Transaction Report is included as [Appendix 22](#).

Help on completing the PSC 272 is available at:

www.dpm.psc.gov/grant_recipient/psc_272_reports/272_general.aspx?

d. Interest Earned on Advances

Grantees are required to maintain advances of Federal funds not used within 3 days in an interest bearing account. The project will be allowed to retain the first \$250.00 per year to cover administrative expenses. Interest earned above this amount must be remitted annually in a check made payable to the U.S. Treasury, to the Department of Health and Human Services, Payment Management System, P.O. Box 6021, Rockville, MD 20852.

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

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

51. SUSPENSION, TERMINATION, AND DENIAL OF REFUNDING

The rules on grant suspension, termination, and denial of refunding procedures are contained in the regulations at [45 CFR 2552.31](#).

52. AUDIT REQUIREMENTS

a. A-133 Audit

Recipients of Federal grant awards are required to have audits performed in accordance with the Single Audit Act, as amended. [OMB Circular A-133](#), Audits of States, Local Governments, and Non-profit Organizations, provides guidance on audit requirements pursuant to Public Law 104-156 (the Single Audit Act Amendments of 1996, enacted July 5, 1996). Effective January 1, 2004, Circular A-133 established that grant recipients that expend \$500,000 or more of Federal funds in a year must have an independent auditor

perform a single or program-specific audit for that year that meets the requirements of OMB Circular A-133. Thus these audits do not apply to organizations expending less than \$500,000 in total Federal funds in a given year.

When applicable, an A-133 audit requires the sponsor to have an audit of its entire organization conducted by an independent auditor that essentially determines:

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

Audits performed under A-133 are to be sent to the [Federal Audit Clearinghouse](#) at the following address:

Federal Audit Clearinghouse
Bureau of the Census
1201 East 10th Street
Jeffersonville, IN 47132

b. Other Audits

In the case of sponsors whose total Federal funding falls below the \$500,000 threshold established by the requirements of OMB Circular A-133, the sponsor's policies apply. A sponsor whose total annual agency Federal expenditures are less than the A-133 threshold may charge *a pro-rata share* of the cost of an annual audit to the grant. Sponsors must provide copies of any audit report partially or wholly charged to the grant to the Corporation State Office and the Grant Officer. Grantees need to follow applicable Federal, state and local requirements for financial reporting and audits for their type of organization.

In conclusion, familiarize all staff with grant regulations, OMB Circulars and Grant Guidelines to ensure compliance. Keep good documentation that demonstrates that costs are reasonable, necessary, allocable, allowable, and adhere to grant guidelines. Ensure that there is a clear audit trail for all financial reports from accounting system to data submitted. If you have a question, contact your Corporation State Office or Grant Officer.

10 Steps to Help Avoid Common Audit Findings

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

1. Make sure current Memorandums of Understanding are on file for all volunteer stations where volunteers are serving.
2. Maintain documentation on file, updated annually, that shows that all enrolled volunteers are age and income eligible.
3. Ensure there are assignment plans on file for all volunteers.
4. Document the eligibility of beneficiaries of volunteer services, preferably in the assignment plan and maintain these in the volunteer files.
5. Retain supporting source documentation for all volunteer local travel reimbursements.
6. Ensure all grant funded staff complete time sheets that are kept on file. Time sheets should clearly show that any time spent on non-grant or unallowable activities, such as fund raising or working on other sponsor projects, has been appropriately allocated to other sponsor accounts.
7. Have all stipended volunteers complete signed time sheets that justify payment of volunteer stipends. Keep these on file.
8. Document receipt and valuation of all in-kind contributions counted toward the required non-Federal share of the grant.
9. Submit all required reports, such as Financial Status Reports, Project Progress Reports, on time.
10. Document your organization's policies and procedures, including internal financial controls, in a manual or handbook.

EFFECTIVE PRACTICES FOR SECURING NON-CORPORATION FINANCIAL AND IN-KIND SUPPORT

(Check the [Effective Practices](#) database at The Resource Center for additional ideas)

The sponsor:

- A. Secures, in cash or in-kind contributions, amounts that regularly exceed the required non-Corporation support for the project;
- B. Develops and maintains a diversified non-Federal funding base from the private sector, the non-profit community, and state and local government;
- C. Has a commitment to secure non-Corporation support for the project which is incorporated into the sponsor's resource development plan;
- D. Includes the project as a designated department in annual giving campaigns such as United Way;
- E. Demonstrates the project's role as an extension of its core services by directing opportunities, such as grants, specifically to the project;
- F. Has an established long range resource development and mobilization program that includes the project as a key program to be supported;
- G. Designates one or more sponsor staff members not paid with grant funds to help generate the needed support;
- H. Actively engages its Board in developing non-Federal resources for the project;
- I. Works collaboratively with the project's entity for community participation as leaders in mobilizing resources for the project;
- J. Keeps project staff informed of the financial status of the project;
- K. Makes consistent progress toward expansion of the Foster Grandparent Program project with other than Federal funds.
- L. Learns from other sponsor's models for building successful partnerships and ways of addressing Senior Corps-specific resource development and mobilization challenges.
- M. Shares strategies and tactics with their Corporation State Office and with colleagues in other programs via the NSSCTALK electronic discussion group.
- N. Submits examples of effective practices to the Corporation's Effective Practices Collection at www.nationalserviceresources.org/epicenter/topics/

CHAPTER 11 REPORTS AND RECORDKEEPING

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

53. REPORTS

Every recipient of a Federal grant is expected to submit reports on the expenditure of all funds identified within the Notice of Grant Award (NGA). The NGA contains standard Terms and Conditions that apply to all grantees, as well as special Conditions, as applicable, for a specific grantee. (See [Appendix 15](#) for standard NGA Terms and Conditions.). For reporting related to Federal grant funds drawn down by the grantee, click [here](#) to go to Section 50.

Financial reports provide information to Corporation Grant Officers and Project Managers about the total dollars expended. For Senior Corps grants, scope of performance information is also reported, as line items on the reports provide a breakdown of how funds are disbursed among different project activities, such as administration and direct support of volunteer activities.

a. Financial Reports

- (1) Financial Status Report (FSR), Standard Form (SF) 269A

The Financial Status Report (FSR) is typically due on a semi-annual basis for each grant as specified in the NGA. (See [Appendix 12](#) for a sample FSR.) Senior Corps grantees submit FSRs in eGrants. The FSR is used to report the following transactions: previous period, current period, and total outlays; funds expended for volunteer support and expenses by Federal versus non-Federal expenses; unliquidated obligations; and several types of volunteer data.

New Federal Financial Report

The Office of Management and Budget (OMB) has published its intent to implement a government-wide “Federal Financial Report (FFR), which will replace the FSR currently used. Updated information will be provided when details are final.

Typically, NGAs issued by the Corporation for National and Community Service for Senior Corps contain the following Conditions regarding Financial Status Reports:

- Grantees report expenditures semi-annually from the start date of the grant on SF 269A “Financial Status Report,” by submitting in eGrants an electronically signed

form within 30 days of the end of each reporting period, as specified in the Terms and Conditions of the NGA.

- FSRs describe expenses on a cumulative basis over the performance period of the grant.
- Projects completing the final year of their grant must submit a final FSR that is cumulative over the entire grant period. This FSR is due 90 days after the close of the grant.
- Late submission of the FSR may result in the Corporation placing a temporary hold on grant funds if the report is not submitted within 45 calendar days after the established due date. (Note: An established due date includes an extended due date, when applicable.)

(2) Requests for Advance or Reimbursement using HHS/PMS

The Corporation contracts with the Department of Health and Human Services (HHS), which oversees the [Payment Management System \(PMS\)](#) used to pay grantees. Organizations that have a grant directly from the Corporation have an account with the Department of Health and Human Services Payment Management System that allows them to draw down funds. Funds should only be drawn down for immediate cash needs or on a reimbursement basis. Grantees should develop written policies and procedures for draw downs so that they are done on a consistent basis and a clear audit trail exists. Click [here](#) for Frequently Asked Questions concerning the Payment Management System.

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

The PMS requires organizations to prepare a quarterly Federal Cash Transaction Report (SF 272). The SF 272 report, found in [Appendix 22](#), is an overview of the cash status of the account. It contains data provided by PMS to the recipient and the net disbursement amount as calculated by the recipient. The Federal Cash Transaction Report is similar to a checking reconciliation. At the end of the grant the SF 272 report MUST reconcile with the SF 269 Financial Status Report and the amount drawn down. If these three numbers are not identical, the grant can not be closed.

References and Reminders:

- Corporation State Offices are the primary contact and resource for questions about financial reporting. The Corporation State Office is supported by the Grants Management Office in the FPMC.
- Keep the Corporation State Office Project Manager apprised of any questions, concerns, issues, or developments related to the grant.

- Use these two source documents to review specific requirements and procedures for financial reporting:
 - Notice of Grant Award (NGA) Terms and Conditions, including any Special Conditions
 - Foster Grandparent Program regulations [[45 CFR 2552.93](#)]
- Funds returned to the Corporation at the closeout of the grant relationship with the Corporation or for disallowance of grant costs are to be forwarded to the Corporation Collection Officer in the FFMC, *but only as directed by the Grant Officer*.
- Delays in submitting FSRs may cause advance or reimbursement requests to be delayed until the overdue FSR is received.

b. Project Progress Report (PPR) - OMB Control Number: 3045-0033

See [Appendix 10](#) for the PPR form.

(1) Part 1: Project Progress Report

The Project Progress Report (PPR), Part 1, is prepared by the project director and submitted in eGrants semi-annually, unless noted otherwise on the Notice of Grant Award (NGA). The purpose of the PPR is to allow the project to report on key activities and progress in implementing work plans and performance measures. The due date is no later than 30 days after the end of the reporting period.

(2) Part 2: Data Supplement/Project Profile of Volunteer Activity (PPVA) Survey

This survey and report is submitted annually and covers the 12 month period from July 1 to June 30. The sponsor completes the survey in eGrants, providing a statistical profile of the Foster Grandparents serving during the period, including volunteer demographics and project activities.

Note: Late submission of either part of the Project Progress Report may result in the Corporation placing a temporary hold on grant funds if the report is not submitted within 45 calendar days after the established due date. (Note: An established due date includes an extended due date, when applicable.)

c. National Accomplishment Survey - OMB Control No. 3045-0049

The purpose of the survey and its reports is to capture specific accomplishment data using standard indicators. A random and representative sample is used. The data is reported as part of the Government Performance and Results Act (GPRA) requirements, as well as disseminated to projects for their own use. This survey does not follow a standard schedule.

Corporation State Offices inform FGP grantees at the start of each fiscal year if the survey is to be deployed in the upcoming year.

54. RECORDKEEPING

As required by [[45 CFR 2552.25\(g\)](#)], the sponsor must develop recordkeeping/reporting systems in compliance with Corporation requirements that ensure quality of program and fiscal operations and facilitate timely and accurate submission of required reports. The sponsor's records also document compliance with regulatory, programmatic, and fiscal requirements and must be available to the Corporation staff to review on compliance monitoring site visits (See [Section 55](#)) or in case of audit. [See also [45 CFR Part 2541.200](#) for State Local and Tribal Governments and [45 CFR Part 2543.21](#) for Non-profit Organizations for documentation requirements.]

In the event of a sponsor change, the previous sponsor will receive instructions from the Corporation State Office on making available selected project data to the new sponsor.

Records may be kept in hard copy or electronic form.

a. Sponsor Records on Volunteer Stations

The project should maintain a file on each volunteer station containing:

- (1) A current, signed Memorandum of Understanding.
- (2) Letters of Agreement where there are in-home assignments through the volunteer station.
- (3) A listing by name of the Foster Grandparents placed with the volunteer station.

b. Sponsor Records on Individual Foster Grandparents

- (1) The project should maintain a file on each Foster Grandparent containing:
 - (a) A signed enrollment form including name, address, telephone number, and date of birth.
 - (b) A signed Designation of Beneficiary (for insurance purposes).
 - (c) The name of the Foster Grandparent's volunteer station.
 - (d) The Foster Grandparent's service schedule and verification of actual hours served.
 - (e) A copy of the current written volunteer assignment plan.

- (f) A certification of fitness to serve based on the most recent annual physical examination (must have been updated within past 12 months).
 - (g) The most recent annual income eligibility review (must have been updated within the past 12 months).
 - (h) The Foster Grandparent's annual performance appraisal.
- (2) Due to the personal nature of the information, the Corporation recommends that volunteer records be kept in locked files.
 - (3) Personal information about volunteers should be disclosed only with the express prior written permission of the volunteer.
 - (4) Records may be subject to state law or local ordinance governing access to records.

c. Data Collection and Retention (including Financial Data)

- (1) *Periodic Data Collection:* Accuracy and timeliness of reports are facilitated by collecting and recording data needed on a monthly basis.
- (2) *Keep Records of How Data was Collected:* Data reported has to be verifiable.
- (3) *Retain Records:* Data collected, including financial records, must be retained for at least three years from the date the grantee submits the final FSR for the project period or three years past the last audit, whichever is most recent. For exceptions, see [45 CFR Part 2541.420](#) or [45 CFR Part 2543.53](#).
- (4) *Volunteer Timesheets:* Sponsors are required to ensure that timesheets or electronic time and attendance records are maintained that display the actual hours served by each volunteer. To ensure accountability, the timesheets or electronic time and attendance records should be signed or validated by the individual volunteer, the responsible volunteer station supervisor, and the project supervisor or director.
- (5) *Salary and Wage Documentation:* Following is a summary of the requirements for documenting project staff time and attendance from the OMB Cost Principle circulars.

[2 CFR 230 \(Circular A-122\)](#) for Non-Profit Organizations states that documentation for activity reporting for non-profits must:

- (a) Reflect an after-the-fact distribution of the employee actual activity (non budgeted)
- (b) Account for the total activity of each employee
- (c) Be prepared at least monthly and must coincide with one or more pay periods

- (d) Be signed by the employee or supervisor having first hand knowledge and certified by an authorized sponsor official.

2 CFR 225 (Circular A-87) for State, Local and Indian Tribal Governments states that organizations must complete a semi-annual certification for staff who spend 100% of their time on the grant. Employees who only spend a portion of their time on the grant need to document the actual time spent on grant activities. Budget estimates do not qualify as support for expenditure, except on an interim basis, provided that:

- a) The estimates produce reasonable approximation of the actual activity performed;
- b) Quarterly comparison to actual activity is performed; and
- c) Budget estimates are revised at least quarterly to reflect changed circumstances.

2 CFR 220 (Circular A-21) for Educational Institutions states that salaries, wages, and fringe benefits are allowable to the extent that the total compensation to individual employees (a) conforms to the established policies of the institution and (b) those policies are consistently applied. The charges for work performed directly on sponsored agreements and for other work allocable as facilities and administrative (F&A) costs must determined and supported as defined in the Circular.

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

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

The donation letter justifies the valuation of personal services, material equipment, building, and other non-cash donations. The letter should include: the name and signature of the donor, the date, the location of the donation, a description of the item/service donated, and the estimated value of the donation. Grantees should acknowledge the contribution with a receipt that includes the name of donor, date, and location of donation, a description of item/service, and the estimated value. A copy of the receipt should be kept in the sponsor's files.

- (7) ***Reimbursement Claims:*** Documentation for all Volunteer Expenses related to transportation, meals, and/or other costs claimed during the period of volunteer service

may be included on individual timesheets. (See [Appendix 16](#) for a form that incorporates hours of service, mileage, and meal expenses.) If collected separately these costs must also be verified as related to the volunteer's service by signatures of the volunteer, the volunteer station supervisor, and the project director.

Expense documentation for audit purposes must:

- (a) Contain the volunteer's name, number or other identifying information used by the project.
- (b) Specify the type of expense reimbursement such as mileage or meals.
- (c) Specify the amount to be reimbursed.
- (d) State the reason for reimbursement.
- (e) Include documentation of the expense required by the sponsor.
- (f) Specify the date the expense was incurred.
- (g) Provide a way for the volunteer to certify that the expense was incurred during service hours.

Reminder

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

55. HOW TO PREPARE FOR A COMPLIANCE MONITORING SITE VISIT

Corporation State Offices are required to conduct a Compliance Monitoring visit to each project site at least once every six years. Monitoring planning assessments, operational issues, or training and technical assistance needs may warrant on-site compliance visits and/or training and technical assistance visits in the interim years. Site visits are conducted for the following purposes:

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

The Corporation State Office will send a letter prior to the site visit confirming the visit and provide a copy of the "Senior Corps Guide for Compliance Monitoring and Quality Assurance Site Visits" (also called simply the "Compliance Monitoring Guide") to the sponsor's Chief Executive Officer (CEO) or Executive Director (ED) and the project director. The CEO/ED and

project director are encouraged to read this document in advance of the planned visit, as it provides details on the questions to be answered by the visit, the form in which information is reported and retained in the Corporation State Office's project files, and suggests the types of documentation the project should have readily at hand during the visit.

The site visit begins with a courtesy meeting with the sponsor's CEO/ED to: 1) explain the purpose of the compliance review, and 2) inquire of any sponsor concerns and issues to be included in the review. The site visit is to conclude with an exit interview informing the ED/CEO of the preliminary findings.

The Compliance Monitoring Guide contains five monitoring components.

The following Compliance Monitoring Components are mandatory:

- A. Program Requirements/Compliance
- B. Performance Measurement and Legal Verification
- C. Fiscal Requirements/Compliance

The following Compliance Monitoring Components are optional:

- D. Sponsor/Staff Responsibilities
- E. Volunteer/Community Support

The Compliance Monitoring Guide contains all pertinent questions related to the site visit. It contains a protocol to record the findings, issues, and follow up related to the site visit. Each section contains primarily "Yes" or "No" questions, with space for the Corporation State Office representative to describe any issues or record findings more thoroughly.

Following the visit, within 30 calendar days, the Corporation State Office will send a follow-up letter to the CEO/ED of the sponsoring organization with copies to the project director and Community Advisory Group Chair and include, as applicable:

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

Any fiscal findings or audit recommendations are provided to the Grant Officer in the FFMC. A signed copy of the completed Compliance Monitoring protocol is retained in the Corporation State Office's project file.

EFFECTIVE PRACTICES IN REPORTS AND RECORDKEEPING

(Check the [Effective Practices](#) database at The Resource Center for additional ideas)

- A. The project is familiar with the reports required to fulfill the grant terms and conditions, and regularly submits accurate reports by the required deadlines, including:
 - 1. Project Progress Report (PPR), Part 1 (Every 6 months);
 - 2. PPR Part 2: Data Supplemental/Project Profile and Volunteer Activity (PPVA) (Annually);
 - 3. Financial Status Report (Every 6 months).
- B. The project discusses reports and requirements with its Corporation project manager and Grant Officer if any information requested is unclear.
- C. The project designates accounting professionals within the sponsoring organization to take the lead in financial reporting.
- D. The project develops an overall information collection and reporting system plan.
 - 1. The project uses the Project Work Plan and Performance Measures as a blueprint to guide systems that will capture information and data for reporting.
 - 2. If possible, the project invests in a volunteer management software tool to streamline and automate its ongoing data collection and volunteer tracking. See [Appendix 17](#) for a list of available software packages and vendor contact information.
- E. For Programming for Impact and performance measurement data collection and reporting (accomplishments and if possible, impact), the project:
 - 1. Works in conjunction with the volunteer stations hosting the volunteers. The project coordinates with volunteer station supervisors to link into the station's data and reporting systems, rather than independently establishing its own unique systems. Volunteer stations exist to deliver specific services to the community and clients, and will likely have methods and resource persons available that can be utilized to track volunteer accomplishments without having to start from scratch.
 - 2. Ensures that the volunteer station supervisors and personnel who will assist with data and information collection understand the needs related to the Senior Corps volunteers if the project's request includes or anticipates new data elements or types of information.

3. Incorporates data and information collection into the Memorandum of Understanding with the volunteer station.
- F. The project computerizes recordkeeping and reporting systems to the extent possible. For example, the project may:
1. Use spreadsheet software in preparation of budgets or cost estimates, which can later be updated or changed and quickly recomputed with new amounts.
 2. Use database software for critical contact information, such as volunteer address labels, and avoid storing identical or redundant information in more than one place (for example, there should be only one source of information for volunteer names, addresses, volunteer station roster and supervisors, etc. If there is more than one location that houses the same information, tracking and updating becomes less accurate and more time-consuming).
 3. Create and maintain a set of “folders” on its computer that are categorized according to key dimensions of the work. Store documents and files in the appropriate folders for ease of reference and organization.
 4. Take advantage of electronic communications such as e-mail to enhance efficiency. For example, if the project communicates regularly with certain groups of people, set up e-mail address book groups that will automatically distribute a document or file to the selected members (e-mail groups could include members of the Community Advisory Group, volunteers; volunteer station supervisors, community supporters).
- G. The project uses the Corporation for National and Community Service and the Senior Corps’ information-sharing vehicles to keep up with the latest news and important developments:
1. The Corporation for National and Community Service Web Site can be found at www.nationalservice.gov. The Senior Corps Web Site is <http://www.seniorcorps.gov>.
 2. NSSCTALK – the Senior Corps online e-mail discussion list, can be subscribed to at http://lists.etr.org/read/all_forums/subscribe?name=nssctalk
- H. The project communicates with other Senior Corps project directors to share ideas, receive recommendations, trade tips, and provide suggestions and support. The project sends good reporting and recordkeeping tips to others, including posting them in messages on NSSCTALK.

CHAPTER 12

COMMUNITY PARTNERSHIPS AND COLLABORATION

56. COORDINATION WITH OTHER CORPORATION PROGRAMS AND COMMUNITY ORGANIZATIONS

- a. The sponsor is responsible for coordinating activities with other Corporation programs, including AmeriCorps and Learn and Serve America programs, as well as with other project-related groups and individuals that have strategic objectives similar to those of the Corporation, such as those representing government, state Commissions on National and Community Service, industry, labor, volunteer organizations, programs for children, programs for the aging, and health-care organizations. The goal of such coordination is to facilitate cooperation with existing or planned community services and to develop community support.
- b. Sponsors should use sound planning and preparation to generate local support. Development of cost sharing support can be facilitated by integrating the Foster Grandparent project into the community, rather than operating as a single-focus project. Suggested steps toward achieving coordination are:
 - (1) Prepare a brief summary of the project, its plans and accomplishments, its value to the community, and a statement of the types and amounts of support it needs.
 - (2) Meet with individuals or groups who can contribute to the project or who can influence others to contribute to it.
 - (3) Follow up the meeting with each person or group contacted.
 - (4) Strengthen the above activities by involving selected members of the FGP Community Advisory Group.
 - (5) Collaborate with other Senior Corps projects to generate statewide or multi-county support.

57. PUBLIC AWARENESS

- a. A strong community relations program ensures public awareness of start-up activities and continuing project development.
- b. The project sponsor is responsible for informing social service agencies; city, county, and state officials; community organizations, including senior citizens' organizations, and communication media about the project's development, growth, and success.

- c. Public awareness can be advanced through public speaking appearances before service clubs, fraternal organizations, religious groups, and meetings with local, county, and state governmental units. Public relations materials about Corporation programs are available at the Corporation's website www.nationalservice.gov. To download media kit materials, click [here](#).
- d. Active support of a Foster Grandparent Project Community Advisory Group enhances community interest in project activities. Some Community Advisory Groups have formed community relations or publicity and marketing committees which assist the project in building awareness coordinating with other community groups and speaking about Foster Grandparents before organizations in which they are active.
- e. The Foster Grandparent Program is included in the Corporation's national advertising program. Through the Corporation's Public Affairs Office, continuing efforts are made to place program information and human interest stories in national and local publications.
- f. Public awareness of the nationwide program and of the local project should be promoted regularly through local media and a project website. Systematic contacts with newspapers, radio, and TV should be established and maintained. Announcements of local news value should be prepared and forwarded to the media.

Some examples of newsworthy announcements are:

- (1) An agreement reached with a new volunteer station;
 - (2) The appointment of prominent local persons to the Community Advisory Group or the establishment of a newsworthy special committee of the Community Advisory Group;
 - (3) Statements of support made by officials and civic leaders;
 - (4) Achievement of a measurable impact on a critical community need.
 - (5) Any special Foster Grandparent project event, such as the presentation of awards to volunteers or to the project staff for significant achievements.
- g. Particularly in smaller communities, the news media are usually interested in providing time or space for interviews with Foster Grandparents or project staff. They are especially receptive to human interest stories.

EFFECTIVE PRACTICES IN COMMUNITY RELATIONS

(Check the [Effective Practices](#) database at The Resource Center for additional ideas)

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

The project:

- A. Develops, implements, and periodically updates a plan to promote ongoing community awareness of and support for the project.
- B. Makes presentations about the project to community organizations and interested parties;
- C. Has a media awareness campaign to promote community awareness and support;
- D. Develops active roles for all stakeholders, including sponsor staff, project director, sponsor Board, volunteers, Community Advisory Group, and volunteer station staff, in promoting the project in the community;
- E. Can demonstrate that the community recognizes the project's contributions to meeting community needs by acknowledging the project or individual volunteers;
- F. Broadly disseminates information on project accomplishment and impact to the community, volunteer stations, volunteers, funding supporters, other community agencies, the general public, the Senior Corps, and other key stakeholders so that:
 - (1) The community perceives the project as a leader in effectively meeting critical community needs; and
 - (2) The community perceives Foster Grandparents as active older persons who meet critical community needs.

II. Effective Practices for Coordinating Foster Grandparent Services

The project and volunteer stations:

- A. Collaborate with other Corporation-funded national service programs, including AmeriCorps VISTA, AmeriCorps State and National, and Learn and Serve America, to meet critical community needs;
- B. Build broad-based relationships in the community, including the business sector, to gain their support for older volunteers.

CHAPTER 13

PROJECT SELF-ASSESSMENT

58. PROJECT SELF-ASSESSMENT CHECKLIST

a. Purpose

The sponsor, project staff, and Community Advisory Group all contribute to the effectiveness of the project. The Project Self-Assessment Checklist ([Appendix 11](#)) provides a means for the parties involved in project assessment to discuss and appraise how the sponsor is performing in terms of the following project elements:

- Programming for Impact/Performance Measurement
- Reporting Accomplishments and Outcomes
- Volunteer Recruitment
- Volunteer Selection and Management
- Volunteer Support
- Communications/Planned and Informal
- Resource Development/Fundraising
- Project Management

The checklist can be used in the assessment of the sponsor's performance throughout the range of project operations and is especially helpful in identifying areas that need improvement.

b. Optional Tool

Use of the self-assessment checklist is optional. Sponsors may find it useful as part of the required annual assessment of the accomplishments and impact of the project, as well as in reviews of project operations they may conduct as part of their internal quality control process.

c. Process

The checklist can be completed as a group or individual process. Working independently or as part of a group, participants in the assessment assign strength indicators to each of the project elements. A number of subsidiary factors are listed under each element, and, depending upon the thoroughness of the assessment, participants may apply the strength indicators first to the subsidiary factors before attempting to determine a rating for each area. Comments for clarification of any of the elements can be noted on the form or on an attached page.

d. Alternative Approaches

Sponsors who choose to design their own self-assessment approaches may also find that the Effective Practices sections of this Handbook provide useful benchmarks. See also Effective Practices at The Resource Center: www.nationalserviceresources.org/epicenter/.