NOTICE OF FUNDING OPPORTUNITY

Federal Agency Name: AmeriCorps
Funding Opportunity Title: Fiscal Year (FY) 2023 AmeriCorps Seniors’ Senior Companion Program Quarter 3 Continuation and Renewal
Announcement Type: Final Announcement
Assistance Listing Number: 94.016

Disclosure: Publication of this Notice of Funding Opportunity (Notice) does not obligate AmeriCorps to award any specific number of grants or to commit any particular amount of funding. The actual level, timing, and process of grant funding will be subject to the availability of annual appropriations.

Important Dates
- Applications are due not later than Wednesday, November 2, 2022, by 5:00 p.m. Eastern Time.
- Successful applicants will be notified by March 31, 2023.

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A. PROGRAM DESCRIPTION

A.1. Purpose of AmeriCorps Seniors Senior Companion Program Funding
AmeriCorps improves lives, strengthens communities, and fosters civic engagement through service and volunteering. AmeriCorps brings people together to tackle some of the country’s most pressing challenges through national service and volunteerism. AmeriCorps members and AmeriCorps Seniors volunteers serve with organizations dedicated to the improvement
of communities and those serving. AmeriCorps helps make service a cornerstone of our national culture.

Established in 1974, the AmeriCorps Seniors’ Senior Companion Program (SCP) engages adults ages 55 and over to provide companionship and support to other adults in need of extra assistance to remain at home or in the community for as long as possible. AmeriCorps Seniors volunteers in the Senior Companion Program typically perform volunteer service that takes place in the homes of their clients. Among other activities, they provide companionship to ease loneliness and social isolation, assist with transportation and light chores, help to serve as eyes and ears to professionals who can intervene in the case of medical or other deterioration on the part of the clients, and give support to informal caregivers. While serving, AmeriCorps Seniors volunteers in the Senior Companion Program improve their own lives by staying active and civically engaged. (94.016)

A.2. Funding Priorities
AmeriCorps recently released its 2022-2026 Strategic Plan that defines the agency's goals, objectives, and strategies to both meet and exceed the agency's mission to improve lives and strengthen communities. Over the next 5 years, AmeriCorps will execute the following goals to better position the agency to respond to national and local needs and help the communities it serves prosper: partner with communities to alleviate poverty and advance racial equity; enhance the experience for AmeriCorps members and AmeriCorps Seniors volunteers; unite Americans by bringing them together in service; effectively steward federal resources; and make AmeriCorps one of the best and most equitable places to work in the federal government.

Over the next five years, AmeriCorps will invest in existing and new partnerships with non-profit, faith-based, and Tribal organizations, and state service commissions, to get things done for America. We will prioritize investment in the most critical issues of our time – public health, climate and the environment, and education and economic opportunity – within AmeriCorps’ Focus Areas (Appendix F) and will increase our efforts to ensure our AmeriCorps members and AmeriCorps Senior volunteers reflect the communities where they serve. We will target our investments toward communities where the need is greatest, particularly those with populations that face racial inequality and poverty. These steps will enable more Americans than ever to strengthen the communities that need it most across the nation through their service.

Incumbent projects that currently receive an AmeriCorps Seniors SCP grant are invited to submit applications for the AmeriCorps Seniors SCP grant sponsored by their organization. Incumbents are invited to apply for grant continuation or renewal based upon the determination that the project is continuing to meet the eligibility criteria as detailed in this document.

AmeriCorps Seniors will prioritize national service investments in the following areas:

- AmeriCorps Seniors is committed, in this grant cycle, to focus on programs that actively engage in removing structural racial inequities, advancing racial equality, and increase opportunity to achieve sustainable change in communities.
• AmeriCorps Seniors encourages grant applications to include work plans that advance justice and equality in areas such as healthy futures.
• AmeriCorps Seniors encourages applicants to focus on efforts to help local communities respond to and recover from the COVID-19 pandemic. Applicants may propose programming in the healthy futures focus area to aid communities as they recover from the COVID-19 pandemic.
• AmeriCorps Senior prioritizes grant making in the Healthy Futures focus area identified by the National and Community Service Act of 1990, as amended by the Serve America Act. Under this focus area, grants must address health needs within communities by focusing specifically on independent living (aging in place), and access to health care. Activities may include supporting the ability of homebound, older adults and individuals with disabilities to live independently.

To receive priority consideration, applicants must show that the priority area is a significant part of the program focus and intended outcomes, and must include a high-quality program design. Proposing programs that receive priority consideration does not guarantee funding.

A.3. Performance Goals or Expected Outcomes

National Performance Measures
AmeriCorps expects applicants to use National Performance Measures as part of a comprehensive performance measurement strategy that relies on both performance and evaluation data to learn from their work and to make strategic adjustments to achieve their goals. Applicants are required to use the specific performance measures outlined in this Notice. For more information, please refer to the National Performance Measures Instructions. See the Program-specific evaluation requirements.

Applicants must identify a Primary Focus Area. Work plans must include at least one service activity in the selected Primary Focus Area. The Primary Focus Area should represent the area in which the incumbent aims to make the most impact.

All proposed volunteers and the intended impact of their service must be represented in the narratives, in a performance measure and in the budget.

This funding opportunity requires applicants to demonstrate cost-effective practices in achieving performance goals through the services described in the proposed work plans. Applications must include work plans that meet the following minimum requirements: for every $9,000* in annual base federal funding, at least one Volunteer Service Year (VSY) must be incorporated in outcome-based work plans, and must produce National Performance Measure outcomes in:

• the Healthy Futures focus area; or
• National Performance Measure outcomes in “Inclusion of people with disabilities” (H15A) work plans for incumbents that have historically supported programming in this area (see Appendix B)
Volunteer Service Year (VSYP): VSYP is a budget term which equals 1044 service hours. The standardized stipend cost per VSYP is calculated by multiplying the number of hours served by the current cost per hour for the stipend (1044 hours x $4.00 per hour).

A.4. Program Authority
Awards under this Notice are authorized by the National and Community Service Act of 1990, as amended, (42 U.S.C. §12501 et seq.), the Domestic Volunteer Service Act of 1973, as amended (42 U.S.C. §4950 et seq.).

B. FEDERAL AWARD INFORMATION
This Notice includes the deadlines, eligibility requirements, submission requirements, review criteria and other information applicable to SCP continuation and renewal applications. This document in addition to the grant application instructions must be reviewed in order to complete your application. This Notice is for current grantees in Year 3 of their current grant and seeking to renew their grant with a renewal application (for Year 1) or current grantees in Year 1 or 2 of their current grant and seeking to continue their grant with continuation applications (for Years 2 or 3). Please pay careful attention to sections that are specific to continuation applicants and sections specific to renewal applications.

AmeriCorps Seniors has increased the hourly stipend rate for volunteers from $3.15 to $4.00 an hour for FY23. Grantees must ensure their FY23 proposed budgets incorporate this rate increase, and cost per VSYP does not exceed $9,000.

B.1. Estimated Available Funds
AmeriCorps Seniors anticipates approximately $45 million for FY 2023 Senior Companion Program awards. The actual level of funding is subject to the availability of annual appropriations.

B.2. Estimated Award Amount
Award amounts will vary, as determined by the scope of the projects. AmeriCorps Seniors expects to make awards in the range of $0.00 to $875,000.00.

B.3. Period of Performance
AmeriCorps expects to issue awards by March 31, 2023, to support a period of performance that begins on April 1, 2023.

B.3.a. Continuation Grants:
Continuation funding for years 2 and 3 is not guaranteed and may be dependent upon:
- Satisfactory performance that signals the grantee is on track to achieve its proposed performance measures at the end of the grant
- Demonstrated capacity to manage the grant
- Compliance with grant requirements, including terms and conditions, criminal history checks, reporting and securing the required non-AmeriCorps share
- Availability of Congressional appropriations

B. 3.b. Renewal Grants
AmeriCorps anticipates making three-year grant awards for successful renewal applications. However, applications for funding must be based on a one-year period of performance and a one-year budget. Actual award periods will vary due to program requirements, the availability of appropriations, or specific circumstances of an individual application.

AmeriCorps reserves the right to adjust the amount of an award.

**B.4. Type of Award**
FY 2023 Senior Companion Program grants will be awarded on a cost reimbursement basis.

Award recipients will be assigned to an AmeriCorps Portfolio Manager, who will be responsible for assessing recipient performance, providing training and technical assistance, and serving as the agency’s primary point of contact.

**C. ELIGIBILITY INFORMATION**

**C.1. Eligible Applicants**
Through this Notice, only AmeriCorps Seniors SCP grantees who currently receive federal funds for an AmeriCorps Seniors SCP grant or have an approved no-cost grant ($0), may apply for funding.

The following non-Federal entities (all of which are defined in 2 CFR 200.1) are eligible to apply:
- Indian Tribes
- institutions of higher education
- local governments
- nonprofit organizations
- state service commissions
- states and US Territories

In addition to Indian Tribes as defined in 2 CFR 200.1, tribal organizations that are controlled, authorized, or chartered by Federally recognized Indian Tribes are also eligible to apply. If an entity applies for an award as a tribal organization that is controlled or chartered by one or more Indian Tribes, and if it does not meet one of the other eligibility categories, the organization must provide copies or links to documentation which demonstrates that the organization is controlled or chartered by a federally recognized Indian Tribe. If an entity applies as an organization authorized by a federally recognized tribe, or multiple specific federally recognized tribes, it must submit a resolution or other authorization, adopted by the Tribal Council (or comparable tribal governing body) of each Indian Tribe. The authorization(s) must identify the entity applying for an AmeriCorps award by name as a tribal organization that is authorized by the Indian Tribe(s) for the purpose of applying for AmeriCorps funding (or federal grant funds generally).
Applicants must have a valid SAM registration and Unique Entity Identifier to receive an award. See Section D.3. Unique Entity Identifier and System for Award Management (SAM) for more information.

C.2. Cost Sharing or Matching

Applicants are required to match funds equal to 10% percent of their total requested one-year program budget. The applicant's match can be non-AmeriCorps cash and/or in-kind contributions. Applicants must indicate whether the match is proposed or secured and maintain documentation. Applicants must demonstrate the ability to meet the 10% percent match requirement at the time of application submission. If needed, a match waiver request can be submitted. Please see the Match Waiver information for AmeriCorps Seniors Grantees located on the AmeriCorps website's Manage Your Grant webpage.

Non-AmeriCorps Federal funds are allowed as match if the Federal agency that is the source of the funds approves its use as match. Applicants must maintain documentation of this approval.

See Section D.6. Funding Restrictions for more information.

C.3. Other Eligibility Requirements

Applications that propose to engage in activities that are prohibited under AmeriCorps’ statutes, regulations, or the terms and conditions of its awards are not eligible to receive AmeriCorps funding.

Note that under appropriations provisions annually enacted by Congress, if AmeriCorps is aware that any corporation has any unpaid federal tax liability
- that has been assessed;
- for which all judicial and administrative remedies have been exhausted or have lapsed; and
- that is not being paid in a timely manner pursuant to an agreement with the authority responsible for collecting the tax liability;
that corporation is not eligible for an award under this Notice. However, this exclusion will not apply to a corporation that a federal agency has considered for suspension or debarment and determined that suspension or debarment is not necessary to protect the interests of the federal government.

Pursuant to the Lobbying Disclosure Act of 1995, an organization described in the Internal Revenue Code of 1986, 26 U.S.C. §501 (c)(4) that engages in lobbying activities is not eligible to apply for AmeriCorps funding.

D. APPLICATION AND SUBMISSION INFORMATION

This Notice should be read together with the AmeriCorps Seniors Senior Companion Program regulations, 45 CFR Part 2551, AmeriCorps Seniors Senior Companion Program
D.1. Address to Request an Application Package

All information associated with this funding opportunity is available through the AmeriCorps Seniors webpages. Applicants should refer to AmeriCorps Seniors Senior Companion Program Grantees page for more information and instructions on how to fully respond to this Notice. Applicants can also send an email to the assigned Regional Office for a printed copy of the Notice, Guidance or Application Instructions. AmeriCorps also offers live text chat at https://americorps.gov/contact.

D.2. Content and Form of Application Submission

D.2.a. Application Content

Complete applications must include the following sections:

AmeriCorps Seniors SCP Continuation Grantees: (Also see Section E.1 for more detailed information)
- Standard Form 424 (SF-424) Face Sheet: This is automatically generated when applicants complete the data elements in the eGrants system.
- Narrative Sections:
  - Executive Summary: This is a brief description of the proposed program. Executive Summaries must match the language templates as provided in the Notice. Executive Summaries of all compliant applications are made available to the public following grant awards.
  - Program Management: Inform of any changes or challenges to your program, otherwise enter N/A if there are no continuation changes.
    - Respond to questions specific to DEIA and retention
  - Work plan(s)/Performance Measures: update if necessary
  - Cost-Effectiveness & Budget Adequacy: update if necessary
  - Other

AmeriCorps Seniors SCP Renewal Grantees:
- Standard Form 424 (SF-424) Face Sheet: This is automatically generated when applicants complete the data elements in the eGrants system.
- Narrative Sections:
  - Executive Summary: This is a brief description of the proposed program. Executive Summaries must match the language templates as provided in application instructions and the Notice. Executive Summaries of all compliant applications are made available to the public following grant awards.
  - Strengthening Communities
  - Recruitment and Development
  - Program Management (Program Design)
  - Organizational Capability
D.2.b. Page Limits
Applications may not exceed 17 double-spaced pages as according to the pages printed out from eGrants. The application sections that count toward the page limit are the:

- SF-424 Face Sheet;
- Executive Summary; and
- Strengthening Communities, Recruitment and Development, Program Management, Organizational Capability, Other, and Cost-Effectiveness & Budget Adequacy narratives.

The application page limit does not include the Budget, Performance Measures, Continuation Changes, Clarification, or any required additional documents.

Please note that the length of the application as a word processing document may differ from the length of the document printed out from eGrants. The character limits in eGrants do not align with page limits set in the Notice. AmeriCorps strongly encourages applicants to print out the application from the “Review and Submit” tab in eGrants prior to submission in order to confirm that the application does not exceed the page limit.

AmeriCorps will not consider the results of any alternative printing methods when determining if an application complies with the page limit. Reviewers will also not consider material that is over the page limit, even if eGrants allows applicants to enter and submit additional text.

D.3. Unique Entity Identifier and System for Award Management (SAM)

All applicants must register with the System for Award Management (SAM) and maintain an active SAM registration until the application process is complete. If an applicant is awarded a grant, it must maintain an active SAM registration throughout the life of the award. See the SAM Quick Guide for Grantees.

SAM registration must be renewed annually. AmeriCorps suggests that applicants finalize a new registration or renew an existing one at least three weeks before the application deadline, to allow time to resolve any issues that may arise. Applicants must use their SAM-registered legal name and physical address on all grant applications to AmeriCorps. The legal applicant’s name and physical address in eGrants must match exactly the applicant’s SAM-registered information.

Applications must include a valid Unique Entity Identifier (UEI), which is generated as part of the SAM registration process. AmeriCorps Seniors will not make awards to entities that do not have a valid SAM registration and Unique Entity Identifier. Applications must include an
Employer Identification Number. The UEI and Employer Identification Number must be entered by the organization’s Grantee Administrator as an organization attribute, and this will apply the information to all applications for the organization.

If an applicant has not fully complied with these requirements by the time AmeriCorps is ready to make a federal award, AmeriCorps may determine that the applicant is not qualified to receive an award and use that determination as a basis for making a federal award to another applicant.

D.4. Submission Dates and Times

D.4.a. Application Submission Deadline

Applications are due not later than Wednesday, November 02, 2022, by 5:00 p.m. Eastern Time.

AmeriCorps will not consider applications submitted after the deadline, except as noted in Section D.4.c. Late Applications. AmeriCorps reserves the right to extend the submission deadline. AmeriCorps will post a notification in the event of an extended deadline on AmeriCorps’ website.

D.4.b. Additional Documents Deadline

Additional documents are due by the application submission deadline. See Sections D.4.a. Application Submission Deadline and D.7.b. Submission of Additional Documents for more information.

D.4.c. Late Applications

All applications received after the Wednesday, November 02, 2022, at 5:00 pm Eastern Time, submission deadline published in this Notice are presumed to be non-compliant. To overcome this presumption, the applicant must:

• submit a written explanation or justification of the extenuating circumstance(s) that caused the delay, including:
  o the timing and specific cause(s) of the delay
  o the ticket number if a request for assistance was submitted to the AmeriCorps Hotline
  o any information provided to the applicant by the AmeriCorps Hotline
  o any other documentation or evidence that supports the justification
• ensure that AmeriCorps receives the written explanation or justification and any other evidence that substantiates the claimed extenuating circumstance(s), via email to AmeriCorpsSeniors@cns.gov no later than 24 hours after the application deadline as stated in the Notice.

Communication with AmeriCorps staff, including an applicant’s Portfolio Manager, is not a substitute for a written explanation or justification of the extenuating circumstance that caused the delay as outlined above. Applicants are required to continue working in eGrants, AmeriCorps’ web-based application system, and with the AmeriCorps Hotline to submit the
application. AmeriCorps will determine whether to accept a late application on a case-by-case basis.

Applicants that do not meet the application submission deadline and do not submit a written explanation or justification or any other evidence to overcome the presumption of non-compliance within the published timeframe will be deemed noncompliant. If AmeriCorps sustains a noncompliant determination, the application will not be reviewed or selected for award.

AmeriCorps will not consider an advance request to submit a late application. Please carefully review and follow the guidance in this section and submit your application as soon as possible.

D.5. Intergovernmental Review
This Notice is not subject to Executive Order 12372, “Intergovernmental Review of Federal Programs.”

D.6. Funding Restrictions
D.6.a. Award Funding Requirements
Awards under this Notice are subject to cost share or matching requirements. The amount of funding AmeriCorps provides will be limited to 10 percent of the total allowable costs for the funded activity, as determined under 2 CFR Part 200, Subpart E-Cost Principles.

D.6.b. Indirect Costs
Application budgets may include indirect costs. Based on qualifying factors, applicants may either use a Federally approved indirect cost rate or a 10 percent de minimis rate of modified total direct costs, or may claim certain costs directly, as outlined in 2 CFR 200.413. States, local governments, and Indian Tribes may use previously-approved indirect cost allocation plans. All methods must be applied consistently across all federal awards. Applicants that have a federal negotiated indirect cost rate or that will be using the 10 percent de minimis rate must enter that information in the Organization section in eGrants.

The instructions for how to enter the organization’s indirect cost rate are located here: eGrants Indirect Cost Rate User Instructions. Applicants should not submit documentation addressing the indirect cost rate agreement via email.

Please note: To request a federally negotiated indirect cost rate agreement, when AmeriCorps is the applicable cognizant agency for an organization’s indirect costs, the applicant must submit a request to IndirectCostRate@cns.gov. The applicant may also obtain instructions and additional information by contacting the email address above.
D.6.c. Pre-Award Costs
Pre-award costs, where authorized, are allowed after receiving written approval from AmeriCorps.

D.7. Other Submission Requirements

D.7.a. Electronic Application Submission in eGrants

Applicants must submit applications electronically via eGrants, AmeriCorps’ web-based application system. AmeriCorps recommends that applicants create an eGrants account if necessary and begin the application at least three weeks before the deadline. Applicants should draft the application as a Word document, then copy and paste the text into the appropriate eGrants field no later than 10 days before the deadline.

The applicant’s authorized representative must be the person who submits the application. The authorized representative must use their own eGrants account to sign and submit the application. A copy of the governing body’s authorization for this official representative to sign must be on file in the applicant’s office.

Applicants should contact the AmeriCorps Hotline at (800) 942-2677 or via eGrants Questions if they have a problem when they create an account, prepare, or submit the application. AmeriCorps Hotline hours are posted on website.

Be prepared to provide the application ID, organization’s name, and the name of the Notice to which the organization is applying. If the issue cannot be resolved by the deadline, applicants must continue working with the AmeriCorps Hotline to submit via eGrants.

If circumstances make it impossible for an applicant to submit in eGrants, applicants may send a paper copy of the application via overnight carrier below. Applicants must include a written explanation and any other documentation or evidence that support their inability to submit their application electronically.

AmeriCorps
ATTN: Office of Grant Administration (OGA)/FY 2023 AmeriCorps Seniors’ Senior Companion Continuation or Renewal Q3 Application
250 E Street, SW, Suite 300
Washington, DC 20525

Please use a non-U.S. Postal Service carrier to avoid security-related delays. All deadlines and requirements in this Notice also apply to paper applications. AmeriCorps does not accept applications submitted via fax or email.

D.7.b. Submission of Additional Documents
Applicants are required to submit the following additional documents by the application submission deadline:

1. Tribal organization eligibility documentation, if applicable (See Section C.1 Eligible Applicants)
2. Renewal applicants regardless of funding level are required to submit an Operational and Financial Management Survey (OFMS). Please submit the OFMS as a Word document. Forms submitted as a PDF or any other document format may not be accepted.

Additional documents must be emailed to AmeriCorpsSeniors@cns.gov with the following subject line: “Legal Applicant Name” – “Application ID Number.” Emails should include:
- the legal applicant’s name and its point of contact information
- the application ID number
- individually attached files that are clearly labeled, and that include the legal applicant’s name and application ID number within the file name and heading of each document. To ensure that all required additional documents are considered, please provide each document as a separate single file, labeled appropriately. Please do not send multiple documents in one combined file, and do not send a single document in multiple files.

Failure to submit the required additional documents, following the email instructions in this section, by the deadline may have a negative effect on the assessment of your application.

*Do not submit any items that are not requested in this Notice and Application Instructions. AmeriCorps will not review or return them.*

**E. APPLICATION REVIEW INFORMATION**

AmeriCorps Seniors SCP **Continuation Grantees must review section E.1.** and provide the information as instructed.

AmeriCorps Seniors SCP **Renewal Grantees must review section E.2.** and provide the information as instructed.

**E.1. CONTINUATION APPLICATIONS**

**Continuation Funding Information and Requirements**
Organizations that have current program awards that continue beyond FY 2022 must submit an application in order to be eligible to receive funding for the following year. If a continuation application is not submitted by the due date, or if approval is not given for an extension, this will be an indication that the organization is no longer interested in receiving funding. Please see the Application Instructions and other appendices.

The hourly stipend rate for FY23 is $4.00. Requests by existing continuation applicants for increases in the level of funding will be assessed based on review of information provided in the continuation application, most recent progress reports, most recent federal financial report, and AmeriCorps staff’s knowledge of the grant program.

To be approved for continuation funding, recipients must demonstrate satisfactory performance with respect to key program goals and requirements, as well as compliance
with the terms and conditions of the grant. AmeriCorps reserves the right to award applications in an amount less than the requested level of funding and will document the rationale for doing so. **Continuation applications must respond to the items noted below for executive summary, program design, work plan, DEIA, and budget.**

**See section D.2.a for Continuation Application content.**

**E.1.a. Executive Summary**

Please ensure the Executive Summary is in the correct format as noted below. **Do not deviate from the template below.** If the executive summary does not match the template below, applicants will be instructed to correct prior to award.

“The [Name of the organization] proposes to have [Number of unduplicated] AmeriCorps Seniors volunteers who will [service activities the volunteers will be doing] in [the locations the AmeriCorps Seniors volunteers will serve]. The primary focus area of this project is [fill in AmeriCorps Focus Area]. At the end of the three-year grant, AmeriCorps Seniors volunteers will be responsible for [fill in the anticipated outcome(s)]. The AmeriCorps investment of $ [fill in the annual AmeriCorps grant amount or the requested amount] will be supplemented by $ [fill in the anticipated level of non-AmeriCorps resources].”

**E.1.b. Program Design**

If there are changes you are proposing changes for FY23, please update under Continuations tab in eGrants. For example, if the information is no longer accurate due to project or sponsor organization changes. If proposing changes to the number of VSYs or cost per volunteer, you must update your application in the following sections: Strengthening Communities and in the Recruitment and Development of volunteers. If there are no changes, enter N/A.

**E.1.c. Work Plan(s)/Performance Measures**

Information will copy from your previous awarded application into your continuation application. Work plans are designed to align with the three-year performance period. If you are making changes to your VSYs, then the work plans need to reflect the current number of volunteers and other changes to your service activities. Your performance measures must also be aligned with any changes to your number of volunteers and service activities. If there are no changes, please make no edits to the workplan.

**E.1.d. Budget**

Update the budget based upon the revised VSY or cost per volunteer for this project period. Incorporate any changes such as new sources of non-AmeriCorps funds, adjustments to the stipend lines, etc. The non-AmeriCorps share must be a minimum of 10%. If needed, you may request a match waiver.
E.1.e. Other Narrative

All Continuation Grantees must respond to the following: (Provide responses to the following questions on Diversity, Equity, Inclusion and Accessibility (DEIA) and Recruitment in the “Other” section of eGrants. Do not revise previous DEIA and recruitment responses in other sections of the application.

- Describe your organization’s DEIA goals and demonstrate what progress has been made toward achieving them?
- In what ways could your organization utilize training, technical assistance, and other resources related to DEIA?
- Describe any challenges your organization is experiencing with recruitment and/or retention of volunteers. Include any relevant information with regard to influencing factors (e.g., Covid-19, inflation, school protocols), and how AmeriCorps can assist your project in meeting those challenges?

E.1.f Additional VSY Requests

If after completing your VSY review (use the VSY Adjustment Calculator to determine the minimum number of VSYs) and a determination is made that additional funds are required to meet your local community and programmatic needs, then complete the following statements in the “Other” section in eGrants:

- Our past performance indicates that we will be able to maintain our current number [include number of VSYs]. As a result, we are requesting additional VSYs [insert number] in order to maintain the current service activities.
- With the volunteer stipend increasing to $4, our program will need an additional $X,XXX in AmeriCorps funds.

E.2. RENEWAL APPLICATIONS

Applications should include a well-designed plan with clear and compelling justifications for receiving the requested funds. Reviewers will assess the quality of applications by using the selection criteria described below and will rate them accordingly.

See section D.2.a for Renewal application content.

E.2.a. Executive Summary

Please fill in the blanks of these sentences to complete the Executive Summary. Do not deviate from the template below. If applicant does not follow the template below, the application will be returned for correction before an award can be made.

“The [Name of the organization] proposes to have [Number of unduplicated] AmeriCorps Seniors volunteers who will [service activities the volunteers will be doing] in [the locations the AmeriCorps Seniors volunteers will serve]. The primary focus area of this project is [fill in AmeriCorps Focus Area]. At the end of the three-year grant, AmeriCorps Seniors volunteers will be responsible for [fill in the anticipated
outcome (s)). The AmeriCorps investment of $ [fill in the annual AmeriCorps grant amount or the requested amount] will be supplemented by $ [fill in the anticipated level of non-AmeriCorps resources].”

E.2.b. Program Design
Reviewers will consider the quality of the application’s response to the criteria below. Do not assume all sub-criteria are of equal value.

The Strengthening Communities narrative addresses:
- The proposed interventions are responsive to the identified community problem(s).
- The applicant’s proposed interventions are clearly articulated including the design, dosage, target population, and roles of AmeriCorps Seniors volunteers. The applicant’s intervention is likely to lead to the outcomes identified in the applicant’s work plans.
- The expected outcomes articulated in the Strengthening Communities narrative and Performance Measures represent meaningful progress in addressing the community problems identified by the applicant.
- The rationale for utilizing AmeriCorps Seniors volunteers to deliver the intervention(s), addressing the community need is reasonable.
- How the service of AmeriCorps Seniors volunteers will produce significant contributions to existing efforts to address the stated problem.
- For incumbent organizations, if the anticipated outcomes (Performance Measures) were not met in the previous three-year grant cycle and those same outcomes are included in this application, include what actions will be taken to meet those outcomes under this new award.
- The applicant’s (organization or institution’s) definitions of diversity, equity, inclusion, and accessibility are included AND activities the organization is engaged in related to diversity, equity, inclusion, and accessibility are clearly identified.
- The proposed plan to ensure the project engages a diverse and inclusive group of volunteers is clearly articulated.
- The application clearly states how the project will serve members of the community through an equity lens.
- The description of the community to be served includes demographic, income, and additional relevant information.

E.2.c. Work Plans
Performance Measures should include:

Description of the community problem being addressed by the individual performance measure.
Description of the service activities that address the community problem.
Description of the intended outcome of the service activity.
- Each Performance Measure must logically connect the four major elements to each other and be aligned with National Performance Measures.
  1. The community need(s) identified
  2. The service activities that will be carried out by AmeriCorps Seniors volunteers
3. The instrument description and data collection plans
4. Target numbers that lead to outcomes or outputs, and are appropriate for the total number of volunteers assigned to the Performance Measure

- The service activities that are defined in each Performance Measure must include the intervention the AmeriCorps Seniors volunteers will implement or deliver, including:
  - The duration of the intervention (e.g., the total number of weeks, sessions or months of the intervention)
  - The dosage of the intervention (e.g., the number of hours per session or sessions per week)
  - The target population for the intervention (e.g., disconnected seniors/youth, third graders at a certain reading proficiency level)
  - The measurable outputs that result from delivering the intervention (i.e., number of beneficiaries served, types and number of activities conducted). If applicable, identify which National Performance Measures will be used as output indicators
  - Outcomes that demonstrate changes in knowledge/skill, attitude, behavior, or condition that occur because of the intervention. If applicable, identify which National Performance Measures will be used as outcome indicators. For every $9,000 in annual base federal funding, at least one Volunteer Service Year (VSY) must be incorporated in outcome-based work plans, and must produce National Performance Measure outcomes in: the Healthy Futures focus area; or National Performance Measure outcomes in “Inclusion of people with disabilities” (H15A) work plans for incumbents that have historically supported programming in this area (see Appendix B)
  - All proposed AmeriCorps Seniors volunteers must be included in at least one outcome-based Performance Measure.

E.2.d. Recruitment and Development

Reviewers will assess the extent to which the proposed project demonstrates a plan and the organization’s infrastructure to provide for effective volunteer recruitment and management by assessing the extent to which the application:

- Describes how the proposed recruitment strategy is a strategic response to the demographics in the community served.
- Demonstrates a plan and infrastructure to ensure volunteers receive training needed to succeed in the service activities described in the Performance Measures.
- Describes the demographics of the community served and plans to recruit AmeriCorps Seniors volunteers from geographic or demographic communities in which the program operates. This could include but not limited to the following:
  a. Volunteers from BIPOC (Black, Indigenous, and Other People of Color) communities
  b. Volunteers from LGBTQ+ (Lesbian, Gay, Bisexual, Transgender and Questioning) communities
  c. Individuals with varying degrees of English language proficiency
  d. Individuals with disabilities
  e. Veterans and military family members as volunteers
• Demonstrates a plan and adequate infrastructure to retain and recognize volunteers. This includes:
  a. An explanation of how the applicant will foster an inclusive service culture where different backgrounds, talents, and capabilities are welcome.
  b. A description of how engaged volunteers will remain active over the course of grant funding.
• Demonstrates a plan for developing and growing a culture of inclusion at volunteer stations to ensure volunteer station supervisors who are involved in the recruitment of volunteers are invested in addressing community disparities and the root causes of biases in recruitment efforts.

E.2.e. Organizational Capability

E.2.e.i Program Management
Reviewers will consider the extent to which the application:
• Describes the plans and infrastructure to ensure management of volunteer stations are in compliance with the program regulations
• Demonstrates plans to address culture of volunteer stations to be safe inclusive spaces for diverse volunteers.
• Demonstrates plans and infrastructure to develop and/or oversee volunteer stations to ensure that volunteers are performing their assigned service activities, including:
  a. Sufficient guidance and support of AmeriCorps Seniors volunteers for provide effective service.
  b. Adequate training and preparation of station supervisors to follow AmeriCorps Seniors program regulations, priorities, and expectations.

E.2.e.ii Organizational Capability
Reviewers will consider the extent to which the application:
• Describes the organizations commitment to equity when addressing critical community needs reflected in the organizations mission and vision, as well as the application's Performance Measures.
• Describes the plans and infrastructure to provide sound programmatic and fiscal oversight (both financial and in-kind) and day-to-day operational support to ensure the following:
  a. Compliance with program requirements (statutes, regulations, and the Uniform Guidance/2 CFR 200 and related appendices);
  b. Accountability;
  c. Efficient and effective use of available resources; and
  d. Plans to engage non-federal funding sources for sustainability of programming.
• Clearly defines paid staff positions, including identification of current staff assigned to the project (name, title, and brief position description) and how these positions will ensure the accomplishment of program objectives.
• Describes your organization’s experience with, and/or plans for diversity, equity, and inclusion within your organization. This can include the inclusion of diversity on the Board of Directors, agency staff and leadership, and/or volunteers.
• Demonstrates organizational capacity to develop and implement internal policies and operating procedures to provide governance and manage risk, such as accounting, personnel management, and purchasing.
• Describes the extent to which the organization has an effective mechanism in place to report, without delay, any suspected criminal activity, waste, fraud, and/or abuse to both the AmeriCorps Office of Inspector General and AmeriCorps and a plan for training staff and participants on these reporting protocols.
• Describes the extent to which the organization has sufficient policies, procedures, and controls in place to prevent, detect, and mitigate the risk of fraud, waste, abuse, and mismanagement (this can include an assessment of appropriate segregation of duties, internal oversight activities, measures to prevent timekeeping fraud, etc.)
• Describes the extent to which the organization has a monitoring and oversight plan to prevent and detect non-compliance and enforce compliance with AmeriCorps rules and regulations including those related to prohibited activities and criminal history checks at the grantee, and service site locations.

E.2.f. Cost-Effectiveness and Budget Adequacy
Please describe the extent to which the proposal:
• Has a reasonable cost per volunteer in proposed work plan that will lead to National Performance Measure requirements (See Appendix B and section A.3 of the Notice).
• Has plans and infrastructure to secure the non-federal support for program sustainability-including dedicated staff, grant proposal processes and other plans.

E.2 f.i. Budget
Update the budget based upon the revised VSY or cost per volunteer for this project period. Incorporate any changes such as new sources of non-AmeriCorps funds, adjustments to the stipend lines, etc. The non-AmeriCorps share must be a minimum of 10%. If needed, you may request a match waiver.

E.2.g. Evaluation
Evaluation is a tool for improving a program and increasing its ability to serve people more efficiently and effectively. To ensure the applicant has a quality evaluation plan, describe the following:

The applicant’s data collection system and how it is sufficient to collect high quality performance measurement data. If the applicant does not yet have a data collection system, describe the plan and timeline for developing a high-quality system during the propose planning period.
How the applicant will use performance data.

For more information, about evaluation plans and data collection methods, please visit the AmeriCorps Evaluation Resources website.
E.2.h. Additional VSY Requests
If after completing your VSY review (use the VSY Adjustment Calculator to determine the minimum number of VSYs) and a determination is made that additional funds are required to meet your local community and programmatic needs, then complete the following statements in the “Other” section in eGrants:

- Our past performance indicates that we will be able to maintain our current number [include number of VSYs]. As a result, we are requesting additional VSYs [insert number] in order to maintain the current service activities.
- With the volunteer stipend increasing to $4, our program will need an additional $X,XXX in AmeriCorps funds.

E.3. Initial Application Compliance and Eligibility Review
AmeriCorps will conduct an initial Compliance and Eligibility Review to determine if an application meets the eligibility requirements published in this Notice and advances to the next stage of the review process.

An application is compliant if the applicant:
- is an eligible organization
- submitted an application by the submission deadline

Reviewing for eligibility is intended to ensure that only those applications that are eligible for award are further reviewed. However, determinations of eligibility can take place at any point during the application review and selection process. Applicants that are determined to be ineligible will not receive an award.

E.4. Application Review

Internal Review
AmeriCorps Staff Reviewers will assess the applications based on the information provided in E.1 or E.2. Staff Reviewers will also consider the priorities and strategic considerations detailed in this Notice. All Staff Reviewers will be screened for conflicts of interest.

E.5. Pre-Award Risk Assessment
AmeriCorps staff will assess the risks to the program posed by each applicant to determine an applicant’s ability to manage Federal Funds. This evaluation is in addition to those about the applicant’s eligibility and the quality of its application on the basis of the Selection Criteria (E.1 for Continuation, E.2 for Renewal). Results from this assessment will inform funding decisions. If AmeriCorps determines that an award will be made to an applicant with assessed risks, special conditions that correspond to the degree of assessed risk may be applied to the award. Additionally, if AmeriCorps concludes that the reasons for applicants having poor risk assessment are not likely to be mitigated, those applications may not be selected for funding.

In assessing risks, AmeriCorps may consider the following criteria:

1. Due Diligence, including:
• Federal debt delinquency
• suspension and debarment
• information available through Office of Management and Budget (OMB)- designated repositories of government-wide eligibility qualification or financial integrity information, such as:
  o Federal Awardee Performance and Integrity Information System (FAPIIS)
  o U.S. Treasury Bureau of Fiscal Services
  o System for Award Management (SAM)
  o “Do Not Pay”
• reports and findings from single audits performed under Uniform Administrative Guidance and findings of any other available audits or investigations
• IRS Tax Form 990
• Oversight.gov
• Public Litigation Records

2. Operational and Financial Management, including:
• financial stability
• Operational and Financial Management Survey (OFMS)

3. Past Performance, including:
• an applicant’s record in managing previous AmeriCorps awards, cooperative agreements, or procurement awards, including:
  o timeliness of compliance with applicable reporting requirements
  o accuracy of data reported
  o validity of performance measure data reported
  o conformance to the terms and conditions of previous Federal awards
  o applicant’s ability to effectively implement statutory, regulatory, or other requirements imposed on award recipients
  o timely closeout of other awards
  o meeting matching requirements
  o the extent to which any previously awarded amounts will be expended prior to future awards
  o national service criminal history check (NSCHC) compliance. See section F.2.d. National Criminal History Check Requirements and the NSCHC webpage for more information

4. Other Programmatic Risks, including:
• publicly available information, including from the applicant organization’s website
• amount of funding requested by the organization

E.6. Consideration of Integrity and Performance System Information
Prior to making any award that exceeds $250,000, AmeriCorps is required to review and consider any information about the applicant that is in the designated integrity and performance system accessible through SAM (currently FAPIIS) (See 41 U.S.C. §2313). Additionally, AmeriCorps may expand upon these requirements and use its discretion to review and consider information about any applicant receiving an award, including those under $250,000.
Any applicant, at its option, may review information in the designated integrity and performance systems accessible through FAPIIS and comment on any information about itself that a Federal awarding agency previously entered and is currently in the designated integrity and performance system accessible through FAPIIS.

AmeriCorps may consider comments by any applicant, in addition to the other information in the designated integrity and performance system, in making a judgment about the applicant’s integrity, business ethics, and record of performance under federal awards when completing its review of risk posed by the applicant under the Risk Assessment section of this Notice.

**E.7. Selection for Funding**

The review and selection process are designed to:

- identify how well eligible applications are aligned with the application selection criteria (E.1 for Continuation; E.2 for Renewal)
- build a diversified portfolio based on the following strategic considerations:
  - AmeriCorps Funding Priorities (See Section A.2. Funding Priorities)
  - meaningful representation of
    - geographic diversity
    - rural communities
    - small and medium programs
    - faith-based organizations
    - focus areas

In selecting applicants to receive awards under this Notice, the Director of AmeriCorps Seniors will endeavor to include a diverse portfolio of applications based on staff recommendations, alignment with selection criteria, and strategic considerations.

AmeriCorps reserves the right to award applications in an amount other than at the requested level of funding and will document the rationale for doing so.

*AmeriCorps reserves the right to adjust or make changes to the review process, if unforeseen challenges or urgent circumstances make it impossible, impracticable, or inefficient to conduct the review process as planned. Any such adjustments or changes will not affect the selection criteria (E.1. for Continuation; E.2. for Renewal) that will be used to assess applications.*

**E.8. Feedback to Applicants**

After review of applications, continuation and renewal applications may receive resolution items, which are clarification and/or budget items which must be resolved prior to an award being made. Applicants are expected to adhere to all deadlines or may risk receiving a late award.

**E.9. Transparency in Grant-making**

Information about funded grants is available in [USASpending.gov](https://usaspending.gov).
F. FEDERAL AWARD ADMINISTRATION INFORMATION

F.1. Federal Award Notices
AmeriCorps will make awards following the selection announcement. AmeriCorps anticipates announcing the results of this funding opportunity by late March 2023, contingent on the availability of congressional appropriations. All applicants, successful or not, will be notified of funding decisions via email.

Notification of an award is not an authorization to begin activities. The Notice of Grant Award signed by the Office of Grant Administration Grant Award Specialist is the authorizing document. An awardee may not expend Federal Funds until the start of the Period of Performance identified on the Notice of Grant Award.

F.2. Administrative and National Policy Requirements

F.2.a. Uniform Guidance
All awards made under this Notice will be subject to the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (Uniform Guidance), in 2 CFR Parts 200 and 2205.

F.2.b. Requests for Monitoring or Payment Integrity Information
AmeriCorps will request documentation from award recipients in order to monitor the grantee and award to ensure compliance with legal requirements, including the Payment Integrity Information Act of 2019. Failure to make timely responses to these requests may result in award funds being placed on manual hold, reimbursement only status, or other remedies as appropriate.

F.2.c. AmeriCorps Terms and Conditions
All awards made under this Notice will be subject to the FY 2023 AmeriCorps General Terms and Conditions, and the FY 2023 Program-Specific Terms and Conditions for the particular program (when applicable). These Terms and Conditions contain detailed, mandatory compliance and reporting requirements. Current versions of the AmeriCorps General and Program-Specific Terms and Conditions for each of its programs is available at SCP grantees | AmeriCorps.

F.2.d. National Service Criminal History Check Requirements
The National Service Criminal History Check (NSCHC) is a specific screening procedure established by law to protect the beneficiaries of national service. We encourage grantees to minimize barriers to service without putting their program beneficiaries at genuine risk.

- In general, award recipients and subrecipients must conduct an NSCHC for AmeriCorps members, AmeriCorps Seniors volunteers, and all staff funded under, or whose salary is reflected as match on, the award.
- AmeriCorps strongly encourages applicants to review the regulations and additional guidance to fully understand how to comply with the requirements (see the National...
AmeriCorps also strongly encourages award recipients to utilize the agency-approved vendors to conduct the required NSCHCs.

- Failure to conduct a compliant NSCHC may result in significant disallowed costs.
- The cost of conducting NSCHC is an allowable expense under the award and the individual subject to the NSCHC may not be required to cover the cost without being reimbursed.

An NSCHC consists of a check of the:

1. National Sex Offender Public website (nationwide check);
2. State criminal history record repository or agency-designated alternative for the individual's State of residence and State of service; and
3. Fingerprint-based check of the FBI criminal history record database through the State criminal history record repository or agency-approved vendor.

All checks must be conducted, reviewed, and an eligibility determination made before the individual begins work or service.

An individual is not eligible to serve or work in a position subject to the NSCHC requirements if:

- the individual refuses to consent to a criminal history check;
- makes a false statement in connection with a criminal history check;
- is registered, or is required to be registered, on a state sex offender registry or the National Sex Offender Registry; or
- has been convicted of murder.

See 45 CFR 2540.200–2540.207 and National Service Criminal History Check Resources for complete information and FAQs.

### F.2.e. Official Guidance

AmeriCorps active Guidance is available on the agency’s Guidance webpage. The contents of these documents do not have the force and effect of law and are not meant to bind the public in any way unless incorporated into a contract or grant agreement. These documents are intended only to provide clarity to the public regarding existing requirements under the law or agency policies.

### F.3. Use of Material

To ensure that materials generated with AmeriCorps funding are available to the public and readily accessible to recipients and non-recipients, AmeriCorps reserves a royalty-free, nonexclusive, and irrevocable right to obtain, use, modify, reproduce, publish, or disseminate publications and materials produced under the award, including data, and to authorize others to do so (2 CFR §200.315).
F.4. Reporting

Award recipients are required to submit a variety of reports that are due at specific times during the life cycle of an award. All reports must be accurate, complete, and submitted on time.

Award recipients are required to provide annual progress reports and semi-annual financial and narrative progress reports through eGrants, AmeriCorps’ web-based grants management system. All award recipients must submit quarterly financial reports to the U.S. Department of Health and Human Services Payment Management System.

In addition, at the end of the award period, award recipients must submit final financial and progress reports that are cumulative over the entire award period and consistent with the close-out requirements. The final reports are due 120 days after the end of the period of performance.

Award recipients will be required to report at Federal Funding Accountability and Transparency Act Subaward Reporting System (FSRS) on all subawards over $30,000 and may be required to report on executive compensation for the recipient organization and its subrecipients. Award recipients must have the necessary systems in place to collect and report this information. See 2 CFR Part 170 for more information and to determine how these requirements apply.

Once the grant is awarded, award recipients will be expected to have in place data collection and data management policies, processes, and practices that provide assurance that they are reporting high quality performance measure data. At a minimum, award recipients should have policies, processes, and practices that address the following five aspects of data quality for themselves and for subrecipients (if applicable):

- data measures what it intends to measure
- data reported is complete
- grantee collects data in a consistent manner
- grantee takes steps to correct data errors
- grantee actively reviews data for accuracy prior to submission.

Failure to submit accurate, complete, and timely required reports may affect the award recipient’s ability to secure future AmeriCorps funding.

G. FEDERAL AWARDING AGENCY CONTACTS

For more information email AmeriCorpsSeniors@cns.gov. AmeriCorps also offers live text chat.

For technical questions and problems with the eGrants system, call the AmeriCorps Hotline at (800) 942-2677. AmeriCorps Hotline hours are also posted. Be prepared to provide the application ID, organization’s name, and the name of the Notice to which the organization is applying.
H. OTHER INFORMATION

H.1. Technical Assistance
AmeriCorps will host technical assistance calls to answer questions about the funding opportunity and eGrants. AmeriCorps strongly encourages all applicants to participate in these sessions. Information for these technical assistance calls is available on the AmeriCorps’ Funding Opportunities website.

**Review of NOFA Requirement** - Tuesday, September 6, 2022, and Tuesday, September 27, 2022 at 3:00 pm - 4:00 pm ET.

**Submitting your Application in eGrants** - Wednesday, September 7, 2022, and Wednesday September 28, 2022, at 3:00 pm - 4:00 pm ET.

**Continuations and Renewals Overview** - Thursday, September 8, 2022, and Wednesday, October 5, 2022 at 3:00 pm - 4:30 pm ET

Recording will be posted in Litmos, one week from date recorded.

H.2. Re-Focusing of Funding
AmeriCorps reserves the right to re-focus program dollars under this Notice in the event of disaster or other compelling needs.

I. IMPORTANT NOTICES

**Public Burden Statement:** Public reporting burden for collection of information under this Notice of Funding is estimated to average six hours per submission, including reviewing instructions, gathering and maintaining the data needed, and completing the application and reporting forms. AmeriCorps informs people who may respond to this Notice of Funding that they are not required to respond unless the OMB control number and expiration date are current valid. (See 5 C.F.R. 1320.5(b)(2)(i).) This collection is approved under OMB Control #: 3045-0035, Senior Corps Grant Application, Expiration Date: November 30, 2024.

**Privacy Act Statement:** The Privacy Act of 1974 (5 U.S.C §552a) requires that we notify you that the information requested under this Notice of Funding is collected pursuant to 42 U.S.C. §§12592 and 12615 of the National and Community Service Act of 1990 as amended, and 42 U.S.C. §4953 of the Domestic Volunteer Service Act of 1973 as amended.

Purposes and Uses - The information requested is collected for the purposes of reviewing grant applications and granting funding requests. Routine uses may include disclosure of the information to Federal, state, or local agencies pursuant to lawfully authorized requests. In some programs, the information may also be provided to Federal, state, and local law enforcement agencies to determine the existence of any prior criminal convictions. The information may also be provided to appropriate Federal agencies and contractors that have a need to know the information for the purpose of assisting the government to respond to a suspected or confirmed breach of the security or confidentiality or information maintained in
this system of records, and the information disclosed is relevant and unnecessary for the assistance.

Effects of Nondisclosure - The information requested is voluntary; however, to be a recipient of this grant program, disclosure of personal or sensitive information is required to receive federal benefits.
APPENDIX F

AmeriCorps Focus Areas
The National and Community Service Act of 1990, as amended by the Serve America Act, emphasizes measuring the impact of service and focusing on a core set of issue areas. In order to carry out Congress’s intent and to maximize the impact of investment in national service, and to achieve the goals laid out in our Strategic Plan (2022-2026), AmeriCorps has the following Focus Areas:

Disaster Services
Helping individuals and communities prepare for, respond to, recover from, and mitigate the effects of disasters and increase community resiliency.

Economic Opportunity
Improving the economic well-being and security of underserved individuals.

Education
Improving educational outcomes for underserved people, especially children. AmeriCorps is particularly interested in program designs that support youth engagement and service learning as strategies to achieve high educational outcomes.
Environmental Stewardship
Supporting communities to become more resilient through measures that reduce greenhouse gas emissions, conserve land and water, increase renewable energy use and improve at-risk ecosystems, especially in underserved households and communities.

Healthy Futures
Supporting for health needs within communities, including mitigating the impacts of COVID-19 and other public health crises, access to care, aging in place, and addressing childhood obesity, especially in underserved communities.

Veterans and Military Families
Improving the quality of life of veterans and improve military family strength.

Capacity Building
Support indirect services that enable AmeriCorps-supported organizations to provide more, better, and sustained direct services. Capacity building activities cannot be solely intended to support the administration or operations of the organization.

APPENDIX G

VSY Adjustment and Cost per VSY Calculators