

PART I - FACE SHEET

APPLICATION FOR FEDERAL ASSISTANCE		1. TYPE OF SUBMISSION: Application <input checked="" type="checkbox"/> Non-Construction														
Modified Standard Form 424 (Rev.02/07 to conform to the Corporation's eGrants System)																
2a. DATE SUBMITTED TO CORPORATION FOR NATIONAL AND COMMUNITY SERVICE (CNCS): 01/25/11	3. DATE RECEIVED BY STATE:	STATE APPLICATION IDENTIFIER:														
2b. APPLICATION ID: 11ND125962	4. DATE RECEIVED BY FEDERAL AGENCY: 01/25/11	FEDERAL IDENTIFIER: 10NDHIN001														
5. APPLICATION INFORMATION																
LEGAL NAME: American Legion Auxiliary National Headquarters DUNS NUMBER: 180045601	NAME AND CONTACT INFORMATION FOR PROJECT DIRECTOR OR OTHER PERSON TO BE CONTACTED ON MATTERS INVOLVING THIS APPLICATION (give area codes): NAME: Robert K. Reeg TELEPHONE NUMBER: (202) 265-7271 FAX NUMBER: (317) 569-4500 INTERNET E-MAIL ADDRESS: rreeg@alaforveterans.org															
ADDRESS (give street address, city, state, zip code and county): 8945 N Meridian St Ste 200 Indianapolis IN 46260 - 2389 County: Marion																
6. EMPLOYER IDENTIFICATION NUMBER (EIN): 350144340	7. TYPE OF APPLICANT: 7a. National Non Profit 7b. Service/Civic Organization National Non-Profit (Multi-State) Volunteer Management Organization															
8. TYPE OF APPLICATION (Check appropriate box). <input type="checkbox"/> NEW <input type="checkbox"/> NEW/PREVIOUS GRANTE <input checked="" type="checkbox"/> CONTINUATION <input type="checkbox"/> AMENDMENT If Amendment, enter appropriate letter(s) in box(es): <input type="text"/> <input type="text"/> A. AUGMENTATION B. BUDGET REVISION C. NO COST EXTENSION D. OTHER (specify below):	9. NAME OF FEDERAL AGENCY: Corporation for National and Community Service															
10a. CATALOG OF FEDERAL DOMESTIC ASSISTANCE NUMBER:94.006 10b. TITLE: AmeriCorps National	11.a. DESCRIPTIVE TITLE OF APPLICANT'S PROJECT: American Legion Auxiliary Call to Service Corps Consortium															
12. AREAS AFFECTED BY PROJECT (List Cities, Counties, States, etc): National multisite (member placements in CA, DC, IL, IN, MD, TX, VA)	11.b. CNCS PROGRAM INITIATIVE (IF ANY):															
13. PROPOSED PROJECT: START DATE: 09/30/10 END DATE: 09/29/13	14. CONGRESSIONAL DISTRICT OF: a.Applicant <input type="text" value="IN 005"/> b.Program <input type="text" value="IN 005"/>															
15. ESTIMATED FUNDING: Year #: <input type="text" value="2"/>	16. IS APPLICATION SUBJECT TO REVIEW BY STATE EXECUTIVE ORDER 12372 PROCESS? <input type="checkbox"/> YES. THIS PREAPPLICATION/APPLICATION WAS MADE AVAILABLE TO THE STATE EXECUTIVE ORDER 12372 PROCESS FOR REVIEW ON: DATE: <input checked="" type="checkbox"/> NO. PROGRAM IS NOT COVERED BY E.O. 12372															
<table border="1" style="width: 100%; border-collapse: collapse; font-size: x-small;"> <tr><td style="width: 20%;">a. FEDERAL</td><td style="text-align: right;">\$ 194,995.00</td></tr> <tr><td>b. APPLICANT</td><td style="text-align: right;">\$ 199,602.00</td></tr> <tr><td>c. STATE</td><td style="text-align: right;">\$ 0.00</td></tr> <tr><td>d. LOCAL</td><td style="text-align: right;">\$ 0.00</td></tr> <tr><td>e. OTHER</td><td style="text-align: right;">\$ 0.00</td></tr> <tr><td>f. PROGRAM INCOME</td><td style="text-align: right;">\$ 0.00</td></tr> <tr><td>g. TOTAL</td><td style="text-align: right;">\$ 394,597.00</td></tr> </table>	a. FEDERAL	\$ 194,995.00	b. APPLICANT	\$ 199,602.00	c. STATE	\$ 0.00	d. LOCAL	\$ 0.00	e. OTHER	\$ 0.00	f. PROGRAM INCOME	\$ 0.00	g. TOTAL	\$ 394,597.00	17. IS THE APPLICANT DELINQUENT ON ANY FEDERAL DEBT? <input type="checkbox"/> YES if "Yes," attach an explanation. <input checked="" type="checkbox"/> NO	
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c. STATE	\$ 0.00															
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e. OTHER	\$ 0.00															
f. PROGRAM INCOME	\$ 0.00															
g. TOTAL	\$ 394,597.00															
18. TO THE BEST OF MY KNOWLEDGE AND BELIEF, ALL DATA IN THIS APPLICATION/PREAPPLICATION ARE TRUE AND CORRECT, THE DOCUMENT HAS BEEN DULY AUTHORIZED BY THE GOVERNING BODY OF THE APPLICANT AND THE APPLICANT WILL COMPLY WITH THE ATTACHED ASSURANCES IF THE ASSISTANCE IS AWARDED.																
a. TYPED NAME OF AUTHORIZED REPRESENTATIVE: Mary Buckler	b. TITLE: Nat'l Secy & Exec. Dir.	c. TELEPHONE NUMBER: (317) 569-4500														
d. SIGNATURE OF AUTHORIZED REPRESENTATIVE:		e. DATE SIGNED: 04/29/11														

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Executive Summary

The American Legion Auxiliary Call to Service Corps Consortium is a group of military, veteran, and civilian organizations organized for the purpose of enhancing the capacity of consortium members to individually and collaboratively generate and provide resources and services to military servicemembers, veterans, and their families. The consortium requests an assignment of 15 AmeriCorps National members to provide capacity building services to five of its 12 member organizations.

Rationale and Approach

Preamble

The American Legion Auxiliary Call to Service Corps Consortium is a group of military and veteran support organizations and voluntary associations organized for the purpose of enhancing the capacity of consortium members to individually and collaboratively generate and provide resources and services to military service members, veterans, and their families. Consortium members will undertake volunteer-building and mobilization and direct service activities individually, multi-laterally, and consortium-wide. The consortium is requesting an assignment of 15 AmeriCorps members to provide capacity building and direct service within consortium organizations. The range of AmeriCorps member activities will include organization needs assessment, volunteer management, marketing and communications, event planning and execution, new program development, and service delivery. Inaugural members of the consortium are American Legion Auxiliary, National Fraternal Congress of America, National Military Family Association, Operation Homefront, and Ride to Recovery. The American Legion Auxiliary leads the consortium and is the legal applicant for this AmeriCorps national multi-site proposal.

Compelling Community Need

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Describe the community need that you will address within the target community.

The target community for the American Legion Auxiliary Call to Service Corps Consortium is military service members, veterans, and their families, a population group distributed across the United States rather than concentrated in a sub-national geographic area. Our target community includes 2.7 million service members, 2.9 million family members of service members, 23.2 million military veterans, and an unnumbered amount of family members of veterans. Hereafter we use the term "military community" to describe our target community.

The military community is a large population with members having a range of resources, services and support needs at varying levels of intensity. While some needs result from life circumstances no different than their civilian counterparts, others result directly from conditions inherent to their current or former military service. For example:

- * A gap exists between the financial well-being of military families compared to civilian families, largely due to the frequent moves required of military families and the resulting disruptions to the career progression of military spouses.
- * Some military families face difficulty paying ongoing bills or episodic high-impact expenses, due in part to the lower socioeconomic status of military families compared to their civilian peers.
- * The current war effort has placed military families under great strain with resulting instances of domestic violence, child neglect, suicide, alcoholism, and divorce.
- * Children and youth of military families suffer from more emotional and behavioral difficulties when compared to children and youth of civilian families, due to parental deployment and emotional strains of the non-deployed parent.
- * A consequence of the current war effort is a new generation of wounded warriors, some experiencing

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permanent and total disability and others facing years of rehabilitation.

* An increasing number of military family members are finding themselves in roles as primary caregivers to seriously wounded service members and therefore less able to maintain regular employment or care giving responsibilities for other family members.

* The unemployment rate among veterans who served in Iraq and Afghanistan is rising, and is higher than the rate of unemployment for non-veterans in the same age group.

* 5.9 percent of U.S. military veterans (approximately 1.4 million) live in poverty.

* Nearly 200,000 veterans are homeless on any given night. And, nearly 400,000 veterans experience homelessness over the course of a year. Another half million veterans are at risk of homelessness because rent consumes more than half their income.

* Some members of the military community remain unaware of the support networks and resources and services available to them.

* Many military families and families of wounded veterans welcome practical support or respite care (temporary relief from care giving responsibilities) so that they may tend to other family members, release stress, and maintain healthy lifestyles.

Why did you select this need as your focus?

U.S. military presence in the conflicts in Iraq and Afghanistan has reawakened for the U.S. general population an interest in and concern for the military community. It has also motivated military and veteran support organizations and voluntary associations -- both those with historic foci on the military community and those that are newcomers to military and veterans support -- to demonstrate their gratitude to the military community through generosity and service. Among those organizations renewing their missions or stepping forward for the first time in service to the military community are the five inaugural member organizations of the American Legion Auxiliary Call to Service Corps

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Consortium.

The consortium seeks an assignment of 15 AmeriCorps members through the 2010 AmeriCorps State and National competition. We are motivated to apply at this time by the implied invitation to do so extended through the Edward Kennedy Serve America Act and its Veterans Corps provision, the subsequent inclusion of a Veterans priority area in the 2010 AmeriCorps competition, and the outreach effort by the Corporation for National and Community Service to encourage organizations concerned for the military community to avail themselves of Corporation resources.

How did you identify the need?

The consortium's identification of needs of the military community comes from various sources. Foremost, as several consortium members are associations with memberships comprised of members of the military community, they bring to the fore direct knowledge of the resources, services, and support needs of it. Second, three consortium members offer information resource and referral services to the military community, and as such are able to monitor the type of needs requests being made by the target population. Third, we reviewed reports, testimonies, and news articles about the military community to learn perspectives other than our own. Fourth, we must assume that the military community has a service need due to this population's inclusion as a population of focus in the Serve America Act and a priority area in the 2010 AmeriCorps competition.

Provide documentation of the need?

Our sources for documenting the needs of the military community included:

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- * "Budget for Military Family Programs Topic of Senate Panel," Women's Policy Inc., June 5, 2009, <http://www.womenspolicy.org/site/News2?page=NewsArticle&id=9189>.
- * "Jobless rate at 11.2% for veterans of Iraq, Afghanistan," USA Today, March 19, 2009, http://www.usatoday.com/news/nation/2009-03-19-jobless-veterans_N.htm.
- * "Longer Parental Deployment Linked to More Emotional Challenges for Military Children," News Release, RAND Corporation, December 7, 2009, <http://www.rand.org/news/press/2009/12/07/>.
- * "State Policy Options to Support America's Military Families and Service Members," Issue Brief, National Governors' Association Center for Best Practices, June 29, 2005.
- * Testimony of Clarence Hill, Commander, The American Legion, before the House and Senate Veterans' Affairs Committees, September 10, 2009.
- * Testimony of Jessica Perdew, Deputy Director of Government Relations, National Military Family Association, before the Subcommittee on Workforce Protections, Committee on Education and Labor, U.S. House of Representatives, September 18, 2007.
- * "The Challenges to Youth in Military Families," American Bar Association Commission on Youth at Risk, June 2007.

If your program will operate at multiple sites, demonstrate a need in each community you propose to serve.

We will assign AmeriCorps members to multiple sites. Each site shares the common target population of the military community, whose needs have been described above.

Description of Activities and Member Roles

Describe the activities you propose to address the need. Describe current efforts of your organization

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and planned partners to address the need.

Organization members of the American Legion Auxiliary Call to Service Corps Consortium will undertake volunteer-building and mobilization and direct service activities individually, multi-laterally, and consortium-wide -- each activity supporting the consortium's goal of generating and providing resources and services to the military community.

Because each consortium member operates at a different level of capacity and history of service to the military community, it is a necessary corollary that each member will undertake different activities specific to its individual needs. The range of activities will include organization needs assessment, volunteer management, marketing and communications, event planning and execution, new program development, and service delivery.

The American Legion Auxiliary (ALA) will utilize two AmeriCorps members to assist its state departments and local units in implementing ALA signature programs for the military community, such as recruitment of Auxiliary members as volunteers to the Veterans Affairs Voluntary Service (VAVS) and supporting units in implementation of the Auxiliary's K.I.D.D.S initiative to raise public awareness of the emotional and mental health needs of military children.

The National Fraternal Congress of America (NFCA) will utilize one AmeriCorps member to organize and act upon a needs assessment of its 69 member societies to inventory their current community service activities that benefit veterans, identify potential new projects in which member societies and their members could participate, and orchestrate volunteer support for these projects.

The National Military Family Association (NMFA) will utilize one AmeriCorps member to develop an

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online and print guide for military families and NMFA volunteers on responses to frequently asked questions about military service member benefits, services, and supports.

Operation Homefront (OH) will utilize eight AmeriCorps members to organize and deliver special programs, such as community events to prepare supply baskets for the military community. Also the organization's AmeriCorps members will upgrade the organization's operations in the areas of volunteer management, accounting, human resources, information technology, marketing, and communications.

Ride to Recovery (R2R) will utilize three AmeriCorps members to expand mental and physical rehabilitation cycling programs for wounded warriors at additional DOD Warrior Treatment Units (WTUs) and Veterans Affairs Medical Centers (VAMCs).

Activities to be pursued jointly among consortium members are numerous. Examples, of which there are many, include:

- * ALA will contribute volunteers to R2R cycling events.
- * ALA will contribute volunteers to OH special events.
- * NFCA will arrange for individuals from its member societies to provide financial counseling to members of the military community contacting NMFA and OH seeking financial planning assistance.

The consortium will also pursue at least one consortium-wide activity -- the formation of a family-to-family mentoring program for military families and civilian families to provide mutual practical, respite, and morale support. Within our various memberships reside military families and civilian families willing to serve as mentor families. Additionally, NMFA and OH are key points of contact for prospective family mentees. ALA will lead the development of this project activity. We anticipate a multi-year development, testing, and launch timeline.

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What will be the member's roles?

The consortium is requesting an assignment of fifteen full-time AmeriCorps members, to be distributed among consortium members. We are requesting full-time positions because the level of effort contemplated by each member organization indicates need for 100 percent staffing. The positions are distinct from volunteer roles in that they are full-time in nature, an expectation consortium members do not place on their volunteers. Their distribution, site location, and brief description of roles are as follows:

ALA -- 2 members assigned to headquarters in Indianapolis, IN. One member will coordinate ALA joint activities with R2R and OH, and assist ALA staff in VAVS recruitment. One member will coordinate the consortium's family mentoring activity and support ALA's KIDDS military children initiative.

NFCA -- 1 member assigned to headquarters in Oak Brook, IL. The member will inventory the member societies' community service activities that benefit veterans, identify potential new projects in which members could participate, and orchestrate volunteer support for these projects.

NMFA -- 1 member assigned to headquarters in Alexandria, VA. The member will compile information and resources on military family frequently asked questions; develop a tracking system for information resource and referrals; develop web and print publications; and distribute material to NMFA volunteers and customers.

OH -- 8 members, 5 assigned to headquarters in San Antonio, TX (SA) and 3 assigned to Washington DC office (DC). Positions are as follows:

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- * Volunteer Coordinator -- SA -- Increase OH volunteer usage, retention rates and overall volunteer satisfaction allowing us to reach more clients and improve our overall customer service. This position will also create a volunteer manual for the organization.
- * Accounting Analyst -- SA -- Special projects ranging from analysis to creation of reporting procedures and operations manuals.
- * Human Resources Analyst -- SA -- Create operations manuals and procedures within the Human Resources functions. Additionally they will create and design training curriculum and training opportunities.
- * IT Technical Support -- SA -- Technical support to over 100 users within our network to facilitate faster work flow and greater productivity. They will create standard operating procedures for IT requests.
- * Social Services/Programs Analyst -- SA -- Create new operating procedures for special programs and analyze data and create new reporting metrics for our development team to use in marketing materials and proposals.
- * Marketing/Public Relations Assistant -- DC -- Identify new marketing techniques and opportunities, evaluate current materials for effectiveness and provide creative ways to market the organization.
- * Special Event Assistant -- DC -- Brainstorm, coordinate, establish metrics for success of special events and work to meet or exceed those goals for each event assigned.
- * Communications Assistant -- DC -- This position will identify areas of social media and website integration. They will be responsible for creating operational guidelines for social media programs.

R2R -- 3 members, one assigned to headquarters in Calabasas, CA, one to a project site in San Antonio, TX, and one to a project site in Washington, DC. Members will coordinate the siting and set-up of cycling rehabilitation programs in WTUs and VAMCs. They will also assist in logistics and operations of

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R2R national and regional cycling events.

How will you ensure that your program does not violate non-duplication, non-displacement, and non-supplementation requirements?

ALA instructed consortium members when determining the number of AmeriCorps members they desired to assure that positions being established did not duplicate staff positions or displace current or vacant positions. ALA will carry this assurance forward in a memorandum of agreement to be executed between ALA and other consortium members should we receive an assignment of AmeriCorps members.

How will your plan for member development, training, and supervision contribute to achieving your desired outcomes?

At each stage of the member development process -- orientation, training, and supervision -- project outcomes and fidelity to them will be emphasized. Orientation will introduce members to the outcomes themselves and the system and method the consortium will have put in place to measure outputs and outcomes. If members or supervisors signal a need for additional training in performance measurement, the consortium director will arrange a webinar-based in-service training on the topic. Supervisions will incorporate monitoring and coaching on performance measurement into their supervision meetings with and performance evaluations of members.

How will you ensure that members comply with rules on prohibited service activities?

ALA instructed consortium members when determining the number of AmeriCorps members they desired to assure that positions being established would not engage in prohibited service activities. ALA

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will carry this assurance forward in a memorandum of agreement to be executed between ALA and other consortium members should we receive an assignment of AmeriCorps members.

How will receiving an AmeriCorps grant add value to your existing service activities?

With the assignment of AmeriCorps members into their organizations, consortium members will gain human resources capacity to launch new activities, expand existing activities, or strengthen their operations. By seeking AmeriCorps assignments in a collaborative fashion, consortium members will gain a "shared" human resource through which multi-lateral and consortium-wide activities may be accomplished that would not likely have been able to take place without the additional personnel.

Measurable Outputs and Outcomes

Describe at least one aligned measurable output, intermediate outcome, and end outcome you expect to achieve as a result of your activities.

The consortium intends to select veterans priority area output measure 1 (number of veterans receiving service and assistance) as one of its national performance output measures. An intermediate outcome aligned with this output measure will be the level of satisfaction of wounded warriors participating in the rehabilitative cycling programs or races organized by Ride to Recovery. The projected aligned end outcome is mentally and physically rehabilitated veterans.

The consortium intends to select veterans priority area output measure 2 (number of military families receiving service and assistance) as one of its national performance output measures. An intermediate outcome aligned with this output measure will be the level of satisfaction of military families

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participating in the consortium's family mentoring activity. The projected aligned end outcome is military families enjoying less stressful lives and more healthy lifestyles.

What systems will you use to track outputs and intermediate outcomes?

The consortium will measure outputs of numbers of veterans and military families supported in activities organized and/or implemented by AmeriCorps members through a log system that the consortium director will establish for output reporting. Intermediate outcomes of beneficiary satisfaction with services received will be measured using satisfaction survey instruments distributed to beneficiaries at the conclusion of services being rendered. The consortium will utilize a contract evaluator to assist in designing performance evaluation methods and tools.

Focus Area

The consortium will address the Veterans priority area. The consortium will use standard performance measures.

Plan for Self-Assessment and Improvement

The consortium will be rigorous in its self-assessment efforts, given that it is a new undertaking with assumed and unanticipated challenges ahead. Among the self-assessment steps we will take to identify challenges and resolve problems will be quarterly consortium director telephone interviews with member representatives and with each AmeriCorps member, dissemination of a semi-annual written survey where members may provide feedback anonymously, and regular conference calls with member representatives and AmeriCorps members to detect and address project challenges as a group exercise.

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Community Involvement

Describe how you involved the target community in identifying the needs and activities. Which community partners and stakeholders were involved? What roles did they play, and what were their responsibilities in the planning process?

The activities proposed by the consortium at large and its individual members are responsive to concrete identified needs of the military community. These needs have been communicated to each member organization of the consortium through their own needs assessment and strategic planning processes. Since the members and constituents of the consortium's member organizations are themselves members of the military community, we may trust that activity requests that emerged from those separate processes, and that are being tackled through capacity building and direct service under the auspices of the consortium, have been informed by and are responsive to the military community.

Explain how you will continue to engage your community partners and stakeholders throughout the three-year program period. What will be their ongoing roles and responsibilities?

We will continue to rely upon the period needs assessment and planning processes of each consortium member to verify the continuation of project activities or to propose new directions over the project period. In addition the consortium director and staff of other consortium members will stay tuned to collaborative opportunities, including potential expansion of consortium membership, with additional military and veteran support organizations and voluntary associations. We will also include questions regarding military community needs and suggested activities on performance satisfaction instruments disseminate to several of our service beneficiaries. Listening through these methods will allow us to

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identify whether the project is on target for addressing priority needs of the military community, and to make mid-course corrections if necessary.

Relationship to other National and Community Service Programs

How will your program build on (without duplicating), or reflect collaboration with, other national and community service programs supported by the Corporation and the State Service Commissions in the states where you plan to operate?

ALA is the sole organization of the five inaugural members of the consortium with a grantee relationship to the Corporation for National and Community Service (or a state service commission). ALA is a current sponsoring organization in the AmeriCorps VISTA program. ALA has received a one-year assignment of 19 AmeriCorps VISTA members under the American Recovery and Reinvestment Act to build volunteer capacity to alleviate poverty among veterans, military service members, and their families. Areas of distinction between the VISTA project and this consortium proposal include the consortium's multi-organization membership (the VISTA project is Legion family-only), more expansive target community (the VISTA project takes an anti-poverty focus), more expansive scope of activities (the VISTA project is capacity-building only), and project period (the VISTA project ends September 30, 2010). ALA does intend to apply for an additional assignment of AmeriCorps VISTA members under the regular 2010 AmeriCorps VISTA program, maintaining the same purpose and structure as its current project. ALA sees only synergistic positives between the VISTA project and this consortium proposal, including opportunities to integrate member development, training, and support.

Describe the manner and extent to which you consulted with the State Commission in the states in which you plan to operate.

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ALA submitted written notices of its intent to apply on behalf of the consortium for AmeriCorps assignments under the 2010 competition. We then filed initial consultation forms with each State Commission in the states the consortium will make an AmeriCorps member assignment. We answered clarifying questions posed by those State Commissions that contacted us. We engaged in a one-hour telephone interview with one State Commission that sought an in-depth conversation about our proposal.

Potential for Replication

To what extent is your AmeriCorps program designed to be replicated by your organization or other organizations? What are your plans or strategies for replication?

Rather than being designed with replication in mind, we believe our project has been informed by, and is strengthened as the result of, the practices and experiences of other AmeriCorps grantees that follow consortium or intermediary models. As to future plans, we will gladly assist future applicants for AmeriCorps assignments who seek our counsel on the implementation of consortium or intermediary models. If the organization has a military community purpose, we will likely invite them to join the consortium under a continuation proposal.

Organizational Capability

Sound Organizational Structural Structure

Ability to Provide Sound Programmatic and Fiscal Oversight

Provide a brief history of your organization. Describe your organization's experience in the proposed

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areas of activity. Include specific examples of your prior accomplishments and outcomes.

While the American Legion Auxiliary Call to Service Corps Consortium is a new entity, it is backed by its five inaugural members' 269 combined years of national and community service, 10.2 million combined members (duplicated), \$33.8 million combined revenue, and combined presence in virtually every community in the United States.

The American Legion Auxiliary, founded in 1919, is the world's largest women's patriotic service organization. ALA enjoys 850,000 members organized in nearly 8,500 local units in all states and U.S. territories. The beneficiaries of ALA programs over our history are incalculable in number. They include disabled, hospitalized, and homeless veterans; families of military service members deployed to conflict zones; girls and boys with educational and health care needs; community members across the nation, including low-income persons, in which ALA units conduct community service projects daily; and our own volunteers and their husbands, parents, siblings, children and other relatives who have served our great nation. Illustrative of this record of service to veterans, families and communities are selections from the veteran service and community service activity summaries for 2008, as reported to the United States Congress pursuant to the Congressional charter held by The American Legion, with which ALA is affiliated.

ALA has a strong partnership with the U.S. Department of Veterans Affairs Voluntary Service (VAVS), in which its volunteers provided in excess 400,000 hours of service and \$3 million in donations annually to disabled, elderly, homeless, and other poor veterans. Its hospital volunteers bring comfort and care to hospitalized veterans and those in nursing homes. ALA continues to provide financial and volunteer support as a national sponsor to the Veterans Creative Arts Festival for disabled veterans.

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Support for military service members and their families includes the collection and distribution of comfort items to wounded warriors in military hospitals; clipping and collecting coupons to augment military family resources; and organizing and contributing to Welcome Home events for service members returning from deployment. 4,089 volunteers contributed close to 70,000 hours and \$113,000 in materials for sewing and knitting Toasty Toes, neck coolers, knit caps and comfort quilts for wounded service members. ALA's coupon program received national exposure on TV and radio. As a result, 7,517 volunteers spent 205,108 hours clipping and sending \$21,223,048 to military commissaries. Auxiliary units donated \$126,760 and devoted 42,000 hours to welcoming/honoring our men and women in service. Auxiliary units joined other community members in greeting returning troops, building memorials in their honor, and holding remembrance ceremonies.

ALA operates the Auxiliary Emergency Fund to provide short-term financial assistance for Auxiliary members and their families in economic crises or suffering from natural disasters. Auxiliary members across the nation make contributions to the AEF through activities such as bake sales, drawings, collections at unit meetings, penny banks, silent auctions, raffles, jewelry shows, dinners, and dances. The Auxiliary made AEF awards of \$103,689 to 82 needy members.

The National Fraternal Congress of America, founded in 1886, is a trade association representing nearly 70 fraternal benefit societies operating in the United States. [Fraternal benefit societies are organizations whose members share a common bond and that operate under the lodge system and provide for the payment of life, sick, accident, and other benefits to their members.] NFCA member societies include organizations whose common bonds are based on ethnicity, gender, religion, occupation, and shared values. Patriotism and family values are bonds that are shared by many NFCA member societies.

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More than 9.3 million individuals are members of NFCA societies. They are organized into more than 37,000 local chapters (or lodges) and comprise one of America's largest and most cost-effective volunteer networks. Today, NFCA member societies do much more than provide benefits to their members. Instead, these societies have evolved to become an important source of social and community services by providing billions of dollars in financial and volunteer support to countless individuals and charitable organizations across the country. Fraternal volunteers supplement the services provided by overburdened government agencies by serving children, the elderly, veterans, the underprivileged and others who need help.

In 2008, fraternal members invested 95 million hours of volunteer community service -- valued at nearly \$2 billion -- and contributed another \$418 million in direct financial support to charitable programs. Members swing hammers to build homes for those who need them, donate wheelchairs to those who can't afford them, assemble care packages for soldiers and veterans, and provide relief services when disaster strikes. America's fraternal societies unite people of all ages and backgrounds in a common goal of enhancing the communities in which we live.

The National Military Family Association, founded in 1969, is a membership association of 55,000 that fights for benefits and programs that strengthen and protect uniformed services families and reflect the Nation's respect for their service.

NMFA organizes a highly-effective advocacy program to advance policy solutions for military families. In addition, NMFA works hard through its Children's Initiatives to: 1) enable military children to more easily transition between schools when they are moved around the world, 2) ensure school credits are valid when they switch schools so they don't have to repeat courses, take more than other kids, or delay graduation, and 3) help civilian teachers, coaches, neighbors, and others understand what our kids may

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experience emotionally--particularly during relocations and war. NMFA's Operation Purple® camps provide children of the deployed with friends to confide in, coping skills when separated from mom or dad, and fun in their complicated young lives. The camps reduce some uncertainty by reproducing experiences of their deployed parents. Kids explore helicopters and Humvees, taste meals-ready-to-eat (MREs), speak with service members recently returned from war, scavenger hunt with global positioning systems, and play hide-and-seek wearing night-vision goggles. NMFA also hosts retreats for families attempting to reintegrate smoothly after being separated for long periods during the war. NMFA applies both parents' and kids' perspectives when addressing their needs.

NMFA offers a military spouse scholarship program as a remedy to the fact that many young military spouses move too often to obtain enough credits from one school for a degree, and not all credits are accepted by the next school. In addition, many "portable" degrees (like teaching, health care, and IT, which transfer readily from one location to another) require on-site training, so constantly-moving spouses aren't able to complete them. These barriers increase the cost of school for military couples, preclude spouses from entering fields they can pursue wherever they are sent, and often render degrees they earned prior to marrying service members ineffective in obtaining employment at the next location.

Operation Homefront, founded in 2002, is a nonprofit organization that provides emergency assistance for our troops, the families they leave behind and for wounded warriors when they return home. OH provides direct services that alleviate a military family's or individual's actual/complete emergency financial burden, as well as counseling and/or recovery support. In 2008, OH met 65,693 needs for military families. OH leads more than 4,500 volunteers in 30 chapters nationwide. OH is a four-star rated charity by watchdog Charity Navigator. Nationally, \$.92 of every dollar donated to OH goes to programs.

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Ride to Recovery, founded in 2003, seeks to improve the health and wellness of injured veterans by providing a life changing experience that can impact their lives forever. R2R supports the introduction of Spinning® Recovery Labs and outdoor cycling programs into WTU and VA facilities around the U.S. to help injured veterans overcome obstacles they face. R2R organizes regional training clinics and national cycling events in locations across the nation. To date, R2R has completed six national distance cycling events, and numerous smaller regional public awareness events. R2R has successfully secured equipment to establish Spinning® Recovery Labs at several WTUs and VAMCs.

Describe your organization's experience operating and overseeing a program comparable to the one proposed. Describe your capacity to manage a federal grant and to provide onsite monitoring of the financial and other systems required to administer an AmeriCorps grant.

ALA is the appropriate lead organization for the consortium due to its current grantee relationship with the Corporation for National and Community Service through the AmeriCorps VISTA program. ALA's VISTA project is structured on a consortium model comparable to that being followed in this AmeriCorps application. In the case of the VISTA project, the Auxiliary received the full assignment of VISTA members, retained a set at ALA national headquarters and then distributed the remainder at field sites (in that project's case, the field sites are Auxiliary or Legion state departments.) The assignment of 19 VISTA members was accompanied by a \$143,000 supervision and transportation grant, for which we have submitted timely federal financial reports without error or omission.

If you are proposing a multi-site program:

Explain how you are able to support and oversee service sites.

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ALA will dedicate director-level staff effort to consortium management. The consortium director will manage relations between ALA and each consortium member, including holding consortium members accountable for contributing to project performance. The consortium director also will serve as liaison between the Corporation and the consortium.

Describe your process for selecting service sites and ensuring they have adequate programmatic and financial capabilities.

ALA outreached to 12 organizations with which it enjoys friendly relations to invite them into a consortium to generate capacity to serve the military community. We approached organizations that we understood to be well-managed and above reproach. Additionally, we distributed an open invitation to consider entry into the consortium through the email contact list managed by the ServiceNation coalition. Results of that outreach yielded the inaugural members of the consortium. Others indicated a willingness to re-consider invitations in subsequent project years.

What are your current or previous programmatic and funding relationships with the sites?

ALA has current programmatic relationships with NMFA, OH, and R2R. We have depended on NMFA to provide informational presentations to our members on military family policy matters. Some ALA units adopt NMFA's Operation Purple Camps as projects for fundraising or volunteer support. ALA and OH have entered into a collaboration whereby ALA will provide volunteers for OH special events. OH has agreed to assist ALA in enhancing its military family support initiatives. ALA is a sponsor of R2R and provides hundreds of volunteer hours at R2R cycling events.

Describe your plans for monitoring site compliance with fiscal and programmatic requirements?

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ALA will minimize consortium member fiscal involvement in the project by retaining control over the administration of member support costs of all AmeriCorps members. Further, our proposal does not include subawards to consortium members, further removing them from financial responsibility.

Programmatically, ALA will require consortium members, in a memorandum of agreement, to agree to comply with program requirements, including participation in performance measurement. The consortium director will collect monthly project reports from AmeriCorps members to assure that service being performed is compliant with program requirements. The director will contact the supervisor immediately if infractions are noticed or reported by a third-party.

How will you develop connections among the sites through common program elements or activities to ensure that your overall mission and vision for the AmeriCorps program is maintained at each site?

As indicated earlier, the consortium will undertake at least one consortium-wide activity -- family mentoring, as a minimal assurance that all consortium members will work toward a common project objective and set of performance measures.

Further, the consortium director will convene representatives of member organizations at least quarterly by teleconference (or possibly face-to-face in Washington DC if supervisor travel can be arranged at organization expense) for action planning, problem solving, and networking.

Board of Directors, Administrators, and Staff

Describe your organization's management and staff structure and how the board of directors (if

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applicable), administrators, and staff members will be used to support your program.

ALA, as lead organization of the consortium, will allocate time of current program and fiscal staff positions toward consortium management and support. ALA will assign consortium director duties to the director of the organization's VISTA project, a natural extension of work given the similar purposes of the projects and the opportunities for integration therein. The consortium director reports to the ALA executive director, thereby assuring high-level oversight of the project and the opportunity to engage the organization's board of directors on key decisions as appropriate. Staff members from ALA's administration and finance sections will provide human resources and financial management support to the consortium, including AmeriCorps member recruitment, administration of member support costs, and budget development, tracking and reporting. ALA's director of programs will supervise the organization's AmeriCorps assignees.

Each consortium member will designate key personnel to the consortium. The consortium director will utilize these representatives for programmatic input and for assuring project execution in their respective organizations. The consortium member representative will also serve as liaison for ALA to the organization's administration and finance staff members. The consortium member representatives will supervise AmeriCorps members. Consortium members have selected as their representatives individuals who function at the director level and are already empowered with supervision responsibilities.

Identify the key program and fiscal positions responsible for your proposed program. Describe the relevant background and experience of all staff members working on the project and their respective roles.

ALA -- Bob Reeg, MPA will serve as the consortium director. Bob is the Director of Government

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Relations and Project Director of the American Legion Auxiliary Call to Service Corps VISTA Project. Bob Reeg has 20 years experience in program development, fund development, and public policy services to a broad range of national and local human needs organizations. Among his accomplishments, Bob has secured over \$9 million for various nonprofit organizations through proposals to federal agencies and foundations. Bob has assisted multiple national nonprofit organizations and dozens of human needs service providers in designing service delivery and capacity development programs. He has held public policy positions and management positions with the National Society of Professional Engineers, American Public Human Services Association, National Coalition for the Homeless, National Network for Youth, Healthy Teen Network, and National Coalition for Homeless Veterans. Bob holds a Master of Public Administration degree from The George Washington University and a Bachelor of Arts degree from Vanderbilt University.

ALA - Colette Fike serves as Program and Event Director. This mission implementation role involves developing an annual Plan of Action with the national leadership team carried out by members in 8,500 local units across the country. Twenty National Chairmen, their Program Coordinator and leaders at state and local levels use this plan to target specific objectives to meet the needs of our heroes and their military families. Having spent most of her career in the not-for-profit world, Fike has been on the ground level of event marketing and promotions since 1985. She has used resourcefulness and creativity to drive results for such clients as Marlboro Country Music, Harlem Globetrotters, Lord of the Rings Motion Picture Trilogy: The Exhibition, and the U.S. Olympic Track and Field Trials. From her work with the Indianapolis Symphony Orchestra to community outreach for the Street Machine Nationals, Fike can claim a variety of competencies, including sponsorship, tourism, publicity, ticketed events, branding, Guerilla Marketing tactics, internet marketing, blogs and buzz campaigns. Outside of her administrative work for veterans and their families, the two main causes that claim her heart today are the St. Vincent de Paul Society and Girl Scouts.

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NFCA - Joseph Annotti serves as President and CEO. He is charged with developing and executing the association's strategic plan to accomplish the organizations goals. He has more than 25 years experience as a trade association executive. Joe is committed to enhancing the role of fraternal benefit societies as one of the nation's most cost effective volunteer networks.

NFCA -- Elizabeth Snyder, Director of Advocacy and Policy, is responsible for all aspects of the association's outreach to public policymakers. She works closely with national nonprofit partners and NFCA members to advance the interests of fraternalists nationwide.

NMFA -- Kathleen Moakler, Director of Government Relations, has been associated with the Association since 1995 in various positions and assumed her present role in February 2007. In that position, she monitors the range of issues relevant to the quality of life of the families of the seven uniformed services and coordinates a staff of 4 deputy directors. Mrs. Moakler represents the interests of military families on a variety of advisory panels and working groups, including the American Red Cross "Get to Know Us Before You Need Us" working group, the DoD/VA Survivors Forum, and the State Department Interagency Roundtable. Mrs. Moakler is co-chair of the Survivors Committee for the Military Coalition (TMC), a consortium of 35 military and veteran organizations and serves on the Retiree Committee. She is often called to comment on issues pertaining to military families for such media outlets as the NY Times, CNN, NBC news, USA Today and the Military Times.

Mrs. Moakler spent 28 years as an active duty Army spouse during her husband's career and is the parent of two soldiers who are presently serving. She has served in various volunteer leadership positions in civilian and military community organizations in that time. Through the years, Mrs. Moakler has worked with many military community programs including hospital consumer boards,

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commanders' advisory boards, family readiness groups, church councils, youth programs, and the Army Family Action Plan at all levels. Mrs. Moakler has been awarded the Army Commanders Award for Public Service and the President's Volunteer Service Award.

OH - Carly Samuelson, Director of Development and Special Events, is responsible for national scale revenue-producing events for the organization. She has been a non-profit/development professional for 10 years. She has a wide knowledge of fundraising practices but specializes in special events planning, working with individual and corporate donations, and managing key relationships. She has also had experience managing employees, and has managed up to 10 staff of varied levels and backgrounds.

OH - Beth Steinke serves as Director of Program Services. Beth served as President and a Director of the San Diego Chapter of Operation Homefront and has been an avid volunteer throughout her adult life for the cause of military families. Before joining the staff at Operation Homefront in 2004, she volunteered with them as a client service representative for 18 months handling incoming requests for emergency food assistance. Prior to her service at Operation Homefront, Beth volunteered for the Navy Marine Corps Relief Society at Marine Corps Air Station Miramar in 2002. Professionally, Beth has worked for both private and public companies in accounting, and most recently as the executive assistant to the Chief Financial Officer of AMN Healthcare, Inc, a publicly traded company. Beth is married to an active duty US Navy Senior Chief Petty Officer and a mother of an active duty member of the Navy.

R2R - John Wordin, Executive Director, is the founder of the Fitness Challenge Foundation, the sponsor organization for R2R. John, a veteran of the Marines, was an avid high school and college athlete, earning a scholarship to play football at Cal State Northridge. Upon graduating at 260+ lbs., he decided he needed to make some changes to his lifestyle. In 16 months, John was down to 185 pounds. This led

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to a career as a professional cyclist including participation in 3 US Olympic Trials and a Bronze medal in the 1989 US National Championships.

Plan for Self-Assessment or Improvement

How does your organization conduct ongoing internal assessment and improvement of its overall systems, structure, staffing, and other capacities to ensure that it remains sound and well managed?

The ALA National Executive Committee, the Auxiliary's governance body, adopts a multi-year strategic plan. Flowing from that plan is an annual Plan of Action that articulates with great specificity the organization's goals and objectives for each year. Simultaneous to the plan of action being developed, the organization's Finance Committee prepares a companion organization budget to implement the annual plan of action. ALA staff members participate mutually with the organization's leadership in developing both documents. The annual plan of action and budget development processes provide an ongoing opportunity for ALA to assess its capacity and needs, including its capacity to undertake new projects such as the Call to Service Corps Consortium. The annual plan and budget processes would also be the mechanism for ALA leadership and staff members to identify any systems, structures, or staff challenges pertaining to the consortium, and the resolution to such challenges.

Plan for Effective Technical Assistance

How do you plan to provide or secure any needed financial and programmatic technical assistance for your program, and if applicable, your service sites? What are your plans for providing financial and programmatic orientation and training and technical assistance to your program and service sites?

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Explain how you will identify and respond to your programs' and if applicable, your service sites' ongoing training and technical assistance needs.

ALA will request programmatic technical assistance from the Resource Center operated by ETA Associates. ALA will request financial technical assistance from the assigned point of contact with the Corporation's grants management office. Of course we will accept their referrals to other technical assistance providers should they feel others are more equipped to respond to our needs.

ALA will organize a series of conference calls or webinars during the first months of the project to orient consortium member representatives to AmeriCorps program requirements and consortium project requirements. ALA will document the information presented in writing as succession documents for future supervisors. ALA will instruct consortium member representatives on the procedures for requesting technical assistance from State Commissions, including through statewide volunteerism conferences and Corporation grantee-wide or AmeriCorps grantee-specific trainings.

Sound Record of Accomplishment as an Organization

Volunteer Generation and Support

Describe how your organization recruits and supports a diverse group of volunteers to increase your own organization capacity.

Each consortium member mobilizes volunteers to accomplish its mission work. Their methods for recruitment and support vary depending on whether they are membership organizations or other nonprofit organizations. ALA draws volunteers for activities its sponsors primarily from its 850,000

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membership base. ALA members are guided to volunteer opportunities partially through national program "advertising," but more often through group-level or individual invitations to volunteer from ALA local leaders to members in their local posts. Each of NFCA's 37 member fraternal benefit societies has its own way of organizing its members into volunteer service -- usually service to a collaborating organization rather than to the fraternal society itself. NMFA has established a Volunteer Corps from within its membership to provide valuable input to Association leadership and staff by reporting on local issues and concerns. OH and R2R, which are not membership organizations, post volunteer opportunities with volunteer connector organizations and national day of service site registries. Also they outreach to membership organizations such as ALA or NFCA to provide a volunteer corps for major events.

Organizational and Community Leadership

Provide examples of how you have demonstrated leadership as an organization and in the community you serve.

Each consortium member can point to evidence of leadership in and for the military community. ALA is a component of an organization that is a brand name in households throughout America -- The American Legion Family. Many Americans -- certainly most members of the military community -- can point to a Legion facility or activity in their community. The general public has a good understanding of the general purpose of the Legion, and by extension the Auxiliary. Likewise, NFCA, representing 9.3 million members has a local presence across the nation via 37,000 lodges, with members of those lodges performing millions of hours of community service nationally. NMFA is known within the military community as the spokesperson for military families in federal public policy. OH has rapidly secured a place as one the top five military support organizations. R2R, the consortium's youngest partner, has

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garnered media publicity on major television broadcast networks via its compelling story of healing through cycling.

Success in Securing Community Support

Collaboration

Describe any collaborations you have developed that increase the quality and reach of services you provide.

Each consortium member enjoys collaborations with organizations beyond those being bundled together in this consortium approach. Examples include:

* ALA enjoys a collaboration with Operation Military Kids to organize volunteers for assembling OMK Hero Packs for children of deployed soldiers.

* NFCA member societies are key resource and services supporters to Habitat for Humanity and Children's Miracle Network.

* NMFA promotes community support of military families through collaborations with Partnership for a Drug Free America, National Parent Teachers Association, and the American Red Cross. OH collaborates with Give an Hour to refer military families with mental health needs to OH for service.

* R2R enjoys United Healthcare and Northrup-Grumman as corporate sponsors.

Local Financial and In-Kind Contributions

Describe examples of how local contributions have continued over time, expanded in scope, increased in

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amount, or become more diverse.

The memberships of ALA and NFCA not only provide in-kind voluntary service to worthy causes in their communities, they also generate significant amounts of cash through fundraising special events and campaigns for activities benefiting the military community and the general population alike. These individuals' generosity has held constant despite current economic challenges. OH receives millions annually in donations of products and materials for assembly into various themed care packages for military families, such as back to school backpacks and holiday gift baskets.

Wide Range of Community Stakeholders

Describe community stakeholders in your organization. How has non-financial support from your community stakeholders continued over time, expanded in scope, increased in amount, or become more diverse?

All members of the consortium enjoy relationships with organizations equally committed to the military community. These ally organizations have been genuinely curious about and supportive of the consortium approach to AmeriCorps programming. Should this project be funded and the consortium able to take flight, we expect interest to further percolate, leading to likely additional consortium members in continuation or renewal requests.

Cost Effectiveness and Budget Adequacy

Cost Effectiveness

Corporation Cost per Member Service Year (MSY)

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The consortium budget keeps the Corporation's cost per member service year within the maximum cost per member permitted in the AmeriCorps program.

Diverse Non-Federal Support

The consortium budget demonstrates the members' ability to not only meet, but exceed the minimum cash and in-kind match requirements of new applicants to the AmeriCorps program. This suggests our ability to meet the escalating match requirements over the project's hoped-for long-term.

We have identified a mix of cash and in-kind sources of support, drawing from non-governmental funds currently available to us. The budget reflects committed support on the part of consortium members, not aspirational support.

Should consortium members' financial situations change to a point where committed match became unavailable, the consortium in total and its several members would pursue corporate contributions to meet the match. We are confident the project purpose and target community are attractive to corporations wishing to demonstrate patriotism through their corporate giving.

Budget Adequacy

The consortium's total project budget of \$383,834 is adequate for accomplishing the project purpose. Our budget meets required member support costs. Allocations of supervisor effort to member supervision and support are generous. Several consortium members are pledging meaningful sums for member development and training. We have assured in the budget that consortium member representatives will attend at least one CNCS-sponsored meeting.

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Evaluation Summary or Plan

N/A

Amendment Justification

N/A

Clarification Summary

Programmatic Clarification Items - Year One

The following statements respond to programmatic clarifications requested by the review panel or the Corporation:

1. Criminal History Check -- We verify criminal background checks will be conducted on all grant funded staff and members. We have adjusted our budget to include background check costs for grant-funded staff. The source of funds for background checks is general operating funds of Consortium members.
2. Federal Benefit Connection -- None of the AmeriCorps members supported by the Consortium will spend a majority of their time conducting federal benefit outreach and enrollment. Most AmeriCorps members will be in capacity-building rather than direct service positions. Those members engaged in outreach and engagement activities may address federal benefits of interest to the military community, but will do so in a larger context that also uncovers private, state, and local benefits for which members of the military community are eligible. Furthermore, the AmeriCorps members will not be directly enrolling members of the target population into federal benefits, but rather directing them to public organizations and private service providers with benefit assistance as a responsibility.
3. Training Costs -- The consortium is comprised of diverse organizations seeking to utilize AmeriCorps members for different purposes and duties. As such, training of members will vary among the

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organizations, leading to differences in calculation of training cost. Some consortium members will not be incurring additional training costs because training of their AmeriCorps members will be accomplished through overall training and development extended to organization staff and/or volunteers.

Budget Clarification Items

The following statements respond to budget clarifications requested by the review panel or the Corporation:

1. Pre-Award Documents -- We verify our intent to complete and return pre-award documents to the Office of Grants Management as quickly as possible after receipt.
2. Section II, Source of Match. Changed in budget.
3. Section I, A. Personnel Expenses. While NFCA has assigned supervision responsibilities to two individuals, drawing on the strengths of each individual, their total level of effort combined to supervision is 12.5 percent of 2.0 FTE, well within a reasonable expectation of supervision.
4. Section I, A. Personnel Expenses. The consortium is comprised of diverse organizations seeking to utilize AmeriCorps members for different purposes and duties. As such level of supervision of members will vary among the organizations, leading to different percentages. Names and titles of people holding supervisory positions are provided in the program narrative, part D, Organizational Capability (Board of Directors, Administrators, Staff).

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5. Section I, C. Member Travel. Detailed in budget.

6. Section I, C. Member Travel. ALA Member Travel and NMFA Member Travel will consist of mileage reimbursement or cab fare to networking and learning opportunities within the Indianapolis metro area or Washington DC metropolitan area. NFCA Member Travel will consist of long-distance travel to the NFCA annual conference and two regional meetings. OH Member Travel will consist of travel of four DC-based members to the OH annual conference in San Antonio. R2R Member Travel will consist of one trip for each R2R member to an R2R long-distance riding event.

7. Section I, E. Supplies. Detailed in budget.

8. Section I, E. Supplies. Detailed in budget.

9. Section I, G. Training. We have reclassified OH training "vouchers" to training costs to clarify that OH will spend \$1,000 per member to organize group-level training for its members. R2R intends to provide an account of \$1,000 per member for them to draw from to reimburse for training of importance to their position, profession, and personal interest.

10. Section I, G. Training. OH training will involve all members assigned to OH and will consist of group-level training in OH programs and services, project management, and working with military servicemembers and their families. R2R training will involve all members assigned to R2R and will consist of seminars and workshops on project management, volunteer management, event management, and public relations.

11. Section I, H. Evaluation. Costs do not include the administrative cost of data collection necessary for

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performance reporting.

12. Section I, I. Other Program Operating Costs. The budget has been amended to include the cost of background checks for seven staff members in supervisory positions. The source of funds is general operating funds of each consortium member.

13. Section I, I. Other Program Operating Costs. We have requested each consortium member to budget costs for attendance at at least one Corporation or state service commission conference, as our way of assuring professional development of supervisors at the equivalent of a federal grantee meeting.

14. Section II-B. Addressed in budget.

15. Section I, I. Other Program Operating Costs. Detailed in budget.

Programmatic Clarification Items - Year Two

The following statements respond to programmatic clarification items requested by the Corporation:

1. Project Start Date and End Date - We request to maintain our current project start date and end date.
2. Grant Award Start Date - We request to maintain our current grant award start date.
3. Member Enrollment Period - We request to establish a continuous enrollment period commencing 09/30/2011 and lasting through 09/29/2012.

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4. SSC Consultation -- For 2011, we submitted a state service commission consultation form to the commission in each of the states in which we are proposing to place an AmeriCorps member in project year two. We provided additional information to those state service commissions that requested greater elaboration.

5. Project Staffing -- The increase of project director time toward this project in project year two reflects our understanding, after six months of operation, that the project requires greater time allocation than we originally budgeted. Moreover, the increase better reflects the actual time the project director spends on the project in year one compared to our budget estimate. We anticipate the project director will be able to devote more effort in year two to operating site monitoring, member recruitment and support, and project performance measurement, as project planning and infrastructure development will have concluded by the end of project year one.

Additionally, we have brought onto Auxiliary staff additional human resource capacity in human resources management (0.25 FTE toward AmeriCorps National) and financial management (0.25 FTE toward AmeriCorps National) to assist in implementing the recruitment and selection and financial management components of the AmeriCorps National project. The salaries and fringe benefits of these staff members are not listed in the project budget as in-kind match so as to avoid triggering the need for them to undergo national service criminal history checks.

6. Supervisor Turnover. At the time we prepared our first year application several consortium members designated executive directors as placeholder supervisors. By the time our grant was awarded, those executives had identified other staff members to supervise AmeriCorps members. Changes in supervisor reported in the continuation application update names of actual supervisors in place during project period one, rather than changes in supervision in project year two. Should new supervisors be

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designated, the Auxiliary will provide them the same three-part Consortium Member orientation that we provided to project year-one supervisors.

7. Enrollment Requirement -- We did not fully understand all of the steps for moving an AmeriCorps National applicant through the MyAmeriCorps.gov portal. We assumed that "selected" status was the final stage, and received no auto-notification through the egrants system that further steps were expected. Now that we understand the full process, we will easily comply with the 30-day enrollment requirement.

8. Recruitment Strategy -- In addition to posting service opportunity listings on the AmeriCorps portal, the Auxiliary has recommended and continues to monitor consortium members for additional steps to advertise AmeriCorps service opportunities, including 1) outreach to college and university career centers and alumni centers; 2) outreach to local veterans employment representatives and county veterans service officers; 3) outreach to state service commissions and Corporation state offices; 4) posting of announcements on employment search engines and web sites popular among veterans and military servicemembers; 5) promotion of service opportunities among the consortium members' own members and supporters.

For assignments requiring specialized skills, we counsel and will continue to counsel consortium members to make contact with local chapters of professional and trade associations to make the service opportunity known to those associations' junior members, student members, unemployed members, or retired members.

The Auxiliary includes a section on recruitment in its consortium member orientation. We also direct consortium members to recruitment materials posted on the National Service Resource Center. The

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project director will continue to provide individualized consultation to consortium members experiencing difficulty with recruitment. Moving forward in project year one and in project year two, we will ask consortium members with vacancies for over three months to submit a specific recruitment strategy for each vacant position, or to consider posting an alternate service opportunity that fits with the project and meets Corporation approval.

9. Site Selection Criteria -- Our criteria for selecting consortium members includes a review of the organization's current work in support of veterans and military families and/or description of its commitment to develop or expand work with those target populations; and an orientation of AmeriCorps National program requirements and project policies and procedures, followed by an explicit opportunity for the prospective consortium member to internally review its readiness to participate by providing them a copy of a detailed operating site memorandum of agreement with sufficient time for review prior to signing.

10. Site Support and Monitoring -- We support operating sites by 1) issuing occasional memorandums with new instructions or reminders of project policies and procedures; 2) making our project director, human resources director, and compliance accountant available for individual consultation with consortium member supervisors; and 3) holding semi-monthly group-level calls with operating site supervisors to provide them a space to report concerns and challenges and jointly problem-solve them or bring them to our attention. When a consortium member or an AmeriCorps member reports a problem (or a problem becomes known to us through any other means), we take immediate corrective action by contacting the consortium member or member for additional information. At that point we propose a remedy to the matter and monitor its adoption and implementation. Moreover, we learn from challenging experiences and improve a policy or procedures for future application.

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11. Member Supervision -- Our operating site memorandum of agreement requires operating sites to designate an AmeriCorps member supervisor at each service location. Supervisors participate in consortium member orientation. They are counseled to supervise their member(s) at all times.

12. Evaluation. We will retain a consultant to assist in the strengthening of project year-one data collection procedures and instruments being developed to measure performance of extended duration military family support activities initiated or supported by AmeriCorps National members; assist in the development of project-year-two data collection procedures and instruments to measure capacity-building; and assuring that our procedures and instruments align with CNCS program expectations.

13. Intermediate Outcome - Description of Other Indicator

Indicators of effectiveness will vary by policy/procedure (P&P) and will be measured by comparing project year two data (baseline year prior to new policy/procedure in place) to project year three data (new policy/procedure in place). Improvements due to new volunteer management P&Ps will be measured by increases in numbers of volunteers recruited. Improvements due to new information resource and referral, case management, and information technology P&Ps will be measured by decreases in customer response times; improvements in marketing and communications due to new P&Ps will be measured by increases in social media and website hits; Improvements due to new human resources and financial management P&Ps will be measured by improved accuracy rates of HR file contents and financial projections.

Continuation Changes

Continuation Changes Year Two

Applicant Info -- Added "unemployed" as a project focus area

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Application Information -- Added MD as a placement location.

Rationale and Approach

1. The name of a consortium member has changed from National Fraternal Congress of America to American Fraternal Alliance (AFA).

2. Member roles and service locations are updated as follows:

AFA -- 1 member assigned to headquarters in Oak Brook, IL will promote its member societies' adoption or expansion of community service/outreach programs for military servicemembers, veterans, and their families. One particular service opportunity the member will promote is connecting AFA member societies to resource generation and volunteer service opportunities with Operation Purple, a camp program for children and youth of deployed servicemembers organized by the National Military Family Association.

ALA -- 1 member assigned to headquarters in Indianapolis, IN will coordinate the Auxiliary's volunteer engagement efforts, including fielding online and phone inquiries from Auxiliary members and the general public for placement into service opportunities and ensuring Auxiliary participation in National Days of Service. One member assigned to the Washington, DC office will coordinate continued development and implementation of the consortium's military family mentoring program. The member will also support Auxiliary local chapter implementation of other Auxiliary signature programs for military servicemembers and their families.

NMFA -- 1 member assigned to headquarters in Alexandria, VA will continue to provide content to an online and print guide for military families and NMFA volunteers on responses to frequently asked questions about military servicemember benefits, services, and supports. Also the member will provide

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support to NMFA representatives at military installations nationwide in their provision of case management services to military families in need, and in connecting military families to service opportunities in their communities.

OH -- 8 members, 5 assigned to headquarters in San Antonio, TX SA) and 3 assigned to the Rockville, MD office (MD). Positions are as follows:

*Programs Assistant (SA) -- assists military families seeking economic or other assistance by processing applications and conducting casework with the families.

*Human Resources Specialist (SA) -- strengthens HR operations by developing HR policies and procedures, analyzing employee benefit claims, exploring fringe benefit options.

*Accounting Analyst (SA) -- strengthens finance operations by developing accounting policies and procedures, monitoring organization financial position for trends and forecasts, making recommendations to organization leaders.

*Information Technology Support Specialist (SA) -- develops policies, procedures, and systems for determining, recording, and resolving problems for IT products and services utilized by headquarters and chapters.

*Volunteer Coordinator (SA) -- builds and grows volunteer programs for chapters by developing volunteer management policies and procedures, training chapters on volunteer recruitment, retention and management; and assisting chapters in assessing volunteer needs and recruiting volunteers.

*Marketing Specialist (MD) -- reviews current marketing materials and recommends and makes improvements; creates branding style guide for the organization and reviews materials for compliance.

*Public Relations Specialist (MD) -- reviews current media materials and recommends and makes improvements; prepares media policies and procedures; develops training for staff and volunteers on media interaction.

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*Special Events Coordinator (MD) -- supports direct service and morale events (NOT fundraising events) organized by OH chapters, including development of special event policies and procedures, template action plans and collateral materials, and tracking and assessment instruments.

R2R -- 3 members assigned to headquarters in Calabasas, CA will assist in logistics and operations of R2R national and regional cycling events. (Note that these have been determined by the Corporation NOT to be fundraising events). Also, they will coordinate the siting and set-up of cycling rehabilitation programs in WTUs and VAMCs. They will spend limited time on fundraising for the organization's programs and on program and service promotion.

3. Elaborate our means of assuring compliance with non-duplication, non-displacement, non-supplementation requirements as follows:

ALA instructed consortium members when determining the number of AmeriCorps members they desired to assure that positions being established did not duplicate staff positions or displace current or vacant positions. ALA further counseled on these requirements in consortium member orientation. ALA carried this assurance forward in a memorandum of agreement that was executed between ALA and other consortium members once we received an assignment of AmeriCorps members. We also depended on the assignment description review by our program officer to flag and address any concerns that the assignments violated the aforementioned requirements.

4. Elaborate our means of assuring compliance with prohibited activities as follows:

ALA instructed consortium members when determining the number of AmeriCorps members they desired to assure that positions being established would not engage in prohibited service activities. ALA carried this assurance forward in a memorandum of agreement executed between ALA and other consortium members once we received an assignment of AmeriCorps members. Additionally, members

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themselves will be counseled on the prohibited activities during pre-service orientation. Further, the member contract will include an assurance of the members' understanding of the prohibited activities and a commitment not to perform them.

Outputs and Outcomes

1. Amend narrative description of output and outcome measurement as follows:

The consortium has selected veterans focus area output measure 7 (number of military families receiving service and assistance) as its national performance output measure. An intermediate outcome aligned with this output measure will be an increase in military spouse self-reported improvement in knowledge of resources and services in their community compared to such knowledge at the first point of contact with an activity organized under this project. The projected aligned end outcome is military spouses enjoying less stressful lives.

The consortium will measure outputs of numbers military families supported in activities organized and/or implemented by AmeriCorps members through a log system that the consortium director will establish for output reporting. Intermediate outcomes of increased knowledge of resources and services and end outcomes of reduced emotional stress will be measured using survey instruments distributed to beneficiaries at the commencement of services and at the conclusion of services being rendered. The consortium will utilize a contract evaluator to assist in designing performance evaluation methods and tools.

2. Amend description of relationship with other CNCS programs as follows:

ALA is a current sponsoring organization in the AmeriCorps VISTA program. ALA has received an

Narratives

assignment of 40 AmeriCorps VISTA members to build volunteer capacity to alleviate poverty among veterans, military servicemembers, and their families. Areas of distinction between the VISTA project and this AmeriCorps National project is the more expansive target community (the VISTA project takes an anti-poverty focus), more expansive scope of activities (the VISTA project is capacity-building only), and more focused outcome target (the VISTA project includes more intermediate outcome targets per that program's requirements). ALA sees only synergistic positives between the VISTA project and the AmeriCorps project, including opportunities to integrate member development, training, and support, and project performance measurement.

Regarding collaboration of our project within states, ALA has counseled consortium members (and provided template language) to make introductions of our project and our members to State Service Commissions and Corporation State Offices. Already we have one state commission that has identified potential service stream collaboration.

Further, the consortium will be pleased to participate in any learning communities or working groups organized by the Corporation around the veteran and military family focus area.

3. Updated state service commission consultation statement as follows:

ALA filed initial consultation forms with each State Commission in the states the consortium will make an AmeriCorps member assignment. We followed additional instructions and answered clarifying questions posed by those State Commissions that contacted us.

4. Amended member recruitment methods to indicate that we also completed 7) distribution of a global service opportunity listing to the email contact list of Mission: Serve, a military-civilian coalition; and 8) posting of a global service opportunity listing on the web site of Encore.org.

Narratives

Organizational Capacity

1. Amended staff responsible to the project as follows:

- a. Stephanie Holloway replaces Colette Fike as the ALA supervisor at the Indianapolis service location.
- b. Joe Annotti removed as AFA supervisor and his project duties will be assumed entirely by Elizabeth Snyder.
- c. Beth Steinke removed as OH supervisor at the San Antonio service location and her supervision duties will be assumed by Amy Palmer.
- d. John Wordin removed as R2R supervisor and his supervision duties will be assumed by Alison Velanziano.

Enrollment

As of the date of the continuation application clarification, we have enrolled 7 members. Our project late start is due to a number of factors including: 1) recipient misunderstanding that the enrollment period was expected to simultaneous to the project start date; 2) insufficient allocation of project director time to substantial project start up responsibilities; 3) availability of a new grantee start-up institute just weeks before the original project start date; 4) Corporation final approval of assignment descriptions in December 2010; and 5) approval of assignment descriptions occurring just before the Christmas 2010 holiday period with most supervisors on holiday leave.

Consortium members are making great strides to complete recruitment and enrollment of all 15 assignments by mid-February 2011. All consortium members have screened a worthy pool of applicants. All consortium members have interviewed applicants. Several have narrowed their list to finalists and

Narratives

are at the reference collection and document collection stage. One has selected its AmeriCorps members and is awaiting document review by the ALA.

We request the Corporation to consider revising our enrollment period to reflect a December 1 annual recruitment start and a February 15 enrollment start.

Retention -- Not applicable as we have not yet enrolled our first class of AmeriCorps members.

Performance Measures -- Updated to reflect measurement of military family increased knowledge of resources and services in the community and decreased level of family stress, rather than family member satisfaction with the military family mentoring program as originally proposed. The measurement system will be extended to military families participating in various extended duration military family support programs offered by consortium members and supported by AmeriCorps members, rather than the military family mentoring program only.

Budget -- Changes include adjustments in salaries and fringe benefits for project personnel to reflect 2011 project personnel, reductions in supply costs to deduct one-time hardware purchases, and increases in costs of member living allowances and member support costs.

Performance Measures

SAA Characteristics

- AmeriCorps Member Population - None Geographic Focus - Rural
 Geographic Focus - Urban Encore Program

Priority Areas

- | | |
|---|--|
| <input type="checkbox"/> Education
<i>Selected for National Measure</i> <input type="checkbox"/> | <input type="checkbox"/> Healthy Futures
<i>Selected for National Measure</i> <input type="checkbox"/> |
| <input type="checkbox"/> Environmental Stewardship
<i>Selected for National Measure</i> <input type="checkbox"/> | <input checked="" type="checkbox"/> Veterans and Military Families
<i>Selected for National Measure</i> <input checked="" type="checkbox"/> |
| <input type="checkbox"/> Economic Opportunity
<i>Selected for National Measure</i> <input type="checkbox"/> | <input type="checkbox"/> Other
<i>Selected for National Measure</i> <input type="checkbox"/> |

Grand Total of all MSYs entered for all Priority Areas 15

Service Categories

Other Human Needs Primary Secondary

Organization Capacity-Building

Service Category: Other Human Needs

Measure Category: Not Applicable

Strategy to Achieve Results

Briefly describe how you will achieve this result (Max 4,000 chars.)

AmeriCorps National Members will develop new policies and procedures for their sponsor organizations with the intent to improve the effectiveness of the services and operations of such organizations. Policies and procedures will be developed in the areas of volunteer management, information resource and referral, case management, information technology, marketing and communications, human resources, and financial management.

Results

Result: Output

AmeriCorps National Members will develop new policies and procedures for their sponsor organizations with the intent to improve the effectiveness of the services and operations of such organizations.

Indicator: Statement of policy or procedure approved by sponsor organization approving

Target: Sponsor organizations.

Target Value: 15

Instruments: Qualitative summary description of policy and procedure prepared by AmeriCorps member with

Result: Output

authority

accompanying documentation.

PM Statement: AmeriCorps National Members will develop new policies and procedures for their sponsor organizations that improve the effectiveness of the services and operations of such organizations.

Prev. Yrs. Data

Result: Intermediate Outcome

AmeriCorps National sponsor organizations will experience improvements in the effectiveness of their services and operations due to AmeriCorps National members having developed new policies and procedures for their sponsor organizations.

Indicator: See Year 2, Item 13, Clarifications Summary section of Narratives for description of

Target: Sponsor organizations

Target Value: 12

Instruments: Instruments for measuring effectiveness will vary by policy/procedure. Increases in volunteers recruited will be tracked through volunteer registrant databases. Increases in information resource and referral, case management, and information technology customer response times will be tracked through case logs. Increases in social media and web site hits will be measured through electronic counters embedded in social media and web site software. Improved accuracy rates of HR file contents and financial projections will be measured by document review. We have budgeted to use matching funds to retain an evaluation consultant to assist us in developing our policy, procedures, and instruments for measuring capacity-building performance.

PM Statement: AmeriCorps National sponsor organizations will experience improvements in the effectiveness of their services and operations due to AmeriCorps National members having developed new policies and procedures for their sponsor organizations.

Prev. Yrs. Data

Result: Intermediate Outcome

our other indicators. Information we wish to provide is not being accepted in this field.

Military Families Receiving Services and Assistance (V7)

Service Category: Other Human Needs

Measure Category: Strengthening Communities

Strategy to Achieve Results

Briefly describe how you will achieve this result (Max 4,000 chars.)

AmeriCorps National members assigned to project consortium members will develop or strengthen a range of military family support activities, including a mentoring program for military families and civilian families to provide mutual practical, respite, and morale support to the spouses of the military families.

Results

Result: Intermediate Outcome

Military spouses participating in AmeriCorps member-developed or strengthened military family support activities for extended duration will report improvement in their knowledge of resources and services in their community compared to such knowledge at the first point of contact with the activities. Improvement of knowledge of resources and services will take place either because the service provided will have an explicit information resource and referral component, or because the service provider will share informally information resources and referrals in the course of dialogue with the target population.

Indicator: Participant self-assessment of knowledge about resources and services available in

Target: Military spouses taking part in extended duration military family support activities developed or strengthened by AmeriCorps members.

Target Value: 85%

Instruments: Survey instrument of key resources and services (in checklist form) administered at entry into the military family support activities and at exit from such activities. Changes in knowledge will be measured by comparing answers at program entry to answers at program exit.

PM Statement: At least 85 percent of military spouses participating in military family support activities developed or strengthened by AmeriCorps members will report an increased level of knowledge of resources and services in the community compared to their knowledge at program entry.

Prev. Yrs. Data

Result: Intermediate Outcome

their community.

Result: End Outcome

Military spouses will feel less stressed about their situations and more healthy emotionally.

Indicator: Participant self-assessment of stress level

Target: Military spouses participating in a military family support activity developed or strengthened by an AmeriCorps member and participating in such activity for at least six months.

Target Value: 75%

Instruments: Emotional wellness self-assessment questionnaire administered at program entry, program six month period, and program exit. The questionnaire will be a validated and reliable instrument in which program participants will rate their levels of stress, anxiety, fear, anger, depression, and other indicators of emotional vulnerability.

PM Statement: 75 percent of military spouses participating in an extended duration military family support activity developed or strengthened by an AmeriCorps member will report improved emotional wellness.

Prev. Yrs. Data

Result: Output

600 military spouses will participate in extended duration military family support activities developed or strengthened by an AmeriCorps member over the project period.

Indicator: Number of military spouses enrolled in extended duration military family support

Target: Military spouses seeking practical, respite, and morale support from an extended duration military family support activity developed or strengthened by an AmeriCorps member.

Target Value: 600

Instruments: Activity database maintained by project staff member that logs military spouse enrollment in and attendance in extended duration military family support activity developed or strengthened by an AmeriCorps member.

PM Statement: 600 military spouses will receive practical, respite, and morale support through an extended duration military family support activity developed or strengthened by an AmeriCorps member.

Prev. Yrs. Data

Result: Output

activities developed or strengthened by an AmeriCorps member.

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National Performance Measures

For Official Use Only

Subapplicants

<u>ID</u>	<u>Organization</u>	<u>Amount Requested</u>	<u>Amount Approved</u>	<u># FTEs Requested</u>	<u># FTEs Approved</u>	<u>Status</u>
Totals:		\$0	\$0	0.00	0.00	

Required Documents

<u>Document Name</u>	<u>Status</u>
Evaluation	Not Applicable
Federally Approved Indirect Cost Agreement	Not Applicable
Labor Union Concurrence	Not Applicable