Core Elements of Effective Site Management

Jennifer Cowart
Outcomes

• Understand site management high quality principles;

• Leave the session with field-tested, practical, take-it-home and use it materials

• Identify 3 ideas or strategies that can improve what programs currently do around site management.
You need to know . . .

The information in this training is based on CNCS and Federal laws, rules, and regulations; CNCS grant terms and conditions; and generally accepted principles and practices.

CNCS and/or your State Commission may impose additional or varied requirements.
Guiding Question

How do you build a team of sites that are high performing, want to work with you to build an amazing and important program, buy-in to the bigger picture of AmeriCorps and the program, are committed for a period of time, and support one another and their members, despite the challenges that never go away?
Poll

How many sites do you have as a part of your current AmeriCorps program?
Challenges

What is your biggest AmeriCorps member site challenge?
Site Management Hierarchy of Needs

- Compliance
- Policies and Procedures
- Systems
- High Quality Principles
Current Context of National Service

• Focus on Compliance

• Focus on Retention
  – Whether it is a requirement or because your partners and organization depend upon the ability to have someone for a minimum of one year
  – Emphasis on a high retention rate

• Focus on Recruitment
  – Member Service Years – 100% recruitment rate

• Increased Emphasis on Impact
  – Have to recruit the right members for the right positions so that you get the most impact for the dollars you receive

• Scrutinized Federal Dollars and Increased Competition
Site Management Cycle

Planning

Recruitment and Selection

On-Boarding

End of Year Wrap-Up

Monitoring, Supervision, Communication, Evaluation

Reflection and Recognition

Orientation and Training
Planning

• Conducts a well-documented community assessment that, at a minimum, involves the community and partner sites in assessing priority areas of program focus.
• Involves and gets buy-in from all partner sites in program planning and development.
• Works with sites to finalize performance measurements.
• Has a written position description for the various member positions, developed in partnership with sites.
• Partnerships must be Win-Win — Program conducts partner assessments that look at and ask what sites want and need to be happy and successful.
Planning

• Has written, collaboratively-developed partner site agreements that include thorough understanding of program, roles, responsibilities, expectations, policies, procedures, outcomes and agreements.
• Program and sites identify and remove potential barriers to active involvement of people with disabilities and provide reasonable accommodations as necessary.
• Participant and site year-long training calendar is in writing, distributed to and understood by all.
• Sites provide participants with appropriate service/personal spaces.
Tips and Tools

Useful Tips
XYZ AmeriCorps Program Host Site Agreement 2016-2017

XYZ AmeriCorps (hereinafter referred to as "XYZ") and ABC Host Site (hereinafter referred to as "Host Site"); enter into this agreement for the XYZ AmeriCorps Program for the 2016-2017 program year. XYZ agrees to provide assistance as indicated in the agreement in exchange for the Host Site’s cooperation in supervising and mentoring AmeriCorps member(s) to provide services and achieve documented impact as indicated in this agreement. The terms, conditions, and description of this contracted agreement are as follows:

The primary purpose of this Agreement is for XYZ to provide the Host Site with up to insert number AmeriCorps member(s) to perform service that strengthens the community and to provide efforts to increase the number of individuals in the community who utilize preventative and primary health care services and programs as specified in the AmeriCorps Grant Application.

AmeriCorps members will serve full-time, 42 hours per week, and complete 1,700 hours of service from September 1, 2016 - July 31, 2017. ABC Host Site agrees to provide a cash match of $2,000.00 per member for a total of $8,000.00 for the 2016-2017 program year. This amount must be paid in full by August 20, 2016. Please note that the cash match is non-refundable in the event that a member leaves the program prior to July 31, 2017.

1. Host Site Roles and Responsibilities:
   A. Assist the XYZ AmeriCorps Program in meeting the program goals as set out by the Grantor, State Service Commission and outlined in the XYZ AmeriCorps grant application:
      1. 100% enrollment for member slots;
      2. 90% retention of enrolled members;
      3. Meet and report National Performance targets as outlined in the AmeriCorps Grant (see below for detailed performance measures).

     Performance Measure: Number of individuals who are uninsured, economically disadvantaged, medically underserved, or living in rural areas utilizing preventive and primary health care services and programs.

     Output:

     Outcome:

   B. Recruit and select AmeriCorps members in accordance with the non-discrimination and reasonable accommodation policy as detailed in DFKDKLFK.
Program Expectations

AmeriCorps
2014 – 2015 Program Expectations

The following expectations were developed from the past years of experience implementing the AmeriCorps program. They are designed so that the AmeriCorps Staff, Site Supervisors, and AmeriCorps Members have a clear understanding of their roles and responsibilities. Please note that important dates and deadlines are in bold print.

Expectations of AmeriCorps Staff
AmeriCorps Staff will:
A. Implement a rigorous selection and placement process to ensure that members are well qualified and are a good fit for the assigned campus.
B. Distribute member living allowances (via direct deposit), approve timesheets signed electronically by the member and approved by his/her Site Supervisor, and appropriate documentation determined by the AmeriCorps Evaluator (i.e. rosters, service learning logs, teacher and student surveys, etc.).
C. Serve as the primary provider of training and technical assistance for members throughout the program year. Such assistance includes:
   1. AmeriCorps staff oversee the program and assist Site Supervisors and members throughout the program year;
   2. Recruitment of AmeriCorps members for placement at the campus;
   3. Development of yearly schedule for the members, including pre-service orientation, monthly resource training days and days of service such as Make A Difference Day (Saturday, October 26th), MLK Day of Service (Saturday, January 18th) and AmeriCorps Awareness Day (Saturday, April 2014 date TBD);
   4. At least one site visit per semester and additional site visits as needed;
   5. Provision of AmeriCorps service gear for members; and
   6. Ongoing support via e-mail, phone and in person.
D. Provide proper orientation and training for Site Supervisors to include:
   1. Overview of XYZ AmeriCorps;
   2. The History of AmeriCorps and the National Service movement;
   3. The AmeriCorps program goals and objectives;
   4. Members’ service requirements and benefits, as well as instruction on activity and time reporting, other AmeriCorps and program documentation;
   5. AmeriCorps provisions, policies, and grievance procedures;
   6. A detailed description of the AmeriCorps training program and schedule; and
   7. Supervision of members.
E. Develop and distribute tools for the effective evaluation and continuous improvement of the program, including:
   1. Provide evaluation requirements as soon as they become available;
   2. Monthly student rosters;
   3. Stakeholder survey questions specific to AmeriCorps; and
   4. Timesheets.
Reasonable Accommodation Policy
### Training and Paperwork Calendars

**AmeriCorps Service Calendar**

- **September 1, 2015** - June 30, 2016

**AmeriCorps FT & PT Paperwork Calendar**

Monthly paperwork requiring physical signature(s) may be turned in at level meetings via your Site Supervisor.

*Requires physical signatures in BLUE ink.

<table>
<thead>
<tr>
<th>Fall Semester</th>
<th>Done</th>
<th>September</th>
</tr>
</thead>
<tbody>
<tr>
<td>Due Oct. 4th</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Site Expectations*</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Site Orientation Checklist*</td>
<td></td>
</tr>
<tr>
<td></td>
<td>September Timesheet (HOF if applicable)*</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Student Roster (even if 0 to report)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Student &amp; Teacher Pre-Surveys* (if applicable)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Mileage* (if applicable)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Due Nov. 5th</th>
<th></th>
<th>November</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>October Timesheet (HOF if applicable)*</td>
<td></td>
</tr>
<tr>
<td></td>
<td>October Student Roster</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Student &amp; Teacher Pre-Surveys* (if applicable)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Mileage* (if applicable)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Due Dec. 5th</th>
<th></th>
<th>December</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>November Timesheet (HOF if applicable)*</td>
<td></td>
</tr>
<tr>
<td></td>
<td>November Student Roster</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Student &amp; Teacher Pre-Survey* (if applicable)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Mileage* (if applicable)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Due Jan. 7th</th>
<th></th>
<th>January</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>December Timesheet (HOF if applicable)*</td>
<td></td>
</tr>
<tr>
<td></td>
<td>December Student Roster</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Mileage* (if applicable)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Schedule mid-term meeting with Jennifer</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Due Feb. 5th</th>
<th></th>
<th>February</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>January Timesheet (HOF if applicable)*</td>
<td></td>
</tr>
<tr>
<td></td>
<td>January Student Roster</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Mileage* (if applicable)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Due Feb. 7th</th>
<th>Mid-Term Evaluation*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Due Mar. 5th</td>
<td>February Timesheet (HOF if applicable)*</td>
</tr>
<tr>
<td>Due Feb. 5th</td>
<td>February Student Roster</td>
</tr>
<tr>
<td>Due Feb. 7th</td>
<td>Mileage* (if applicable)</td>
</tr>
</tbody>
</table>
Activity
Time!
Site Recruitment and Site Selection

- Has a written description of the qualities of an “ideal partner site” based on community needs and grant activities.
- Has a written, strategic partner site recruitment and selection plan developed in conjunction with stakeholders that leads to a diversity of sites.
- Sites provide incremental in-kind and cash resources to support the program, as outlined in the site agreement.
- Has site selection committee that encompasses a wide array of stakeholders and selection criteria includes various factors such as: site compliance, supervisor/member relationship, supervisor availability to provide support, resources available to site and site/beneficiaries needs.
Site Recruitment and Site Selection

• Selects site partners that are consistent with program goals, values, vision, and mission, demonstrate commitment to and understanding of AmeriCorps.

• Has written and regularly carried out recruitment and selection systems (yearly or every 3 years) that ensure sites are committed and appropriate for the overall program.

• Program and sites are accessible and appealing to a broad range of potential participants, including a comfortable atmosphere and welcoming staff.
Tips and Tools
This application must be submitted to XXX at ame@amexx.org or (fax) XXX-XXX-XXXX on or before Tuesday, December 8, 2015. Late applications will not be considered.

1. Organization Name: ____________________________________________

2. Primary Contact Name: _________________________________________

3. Primary Contact Title: _________________________________________

4. Address: _____________________________________________________

5. City, State, Zip: ______________________________________________

6. Host sites are selected based on how positions meet the organization and community need. Selecting any of the following priorities is not binding and strictly helps to understand how to serve you best. (Check all that apply)
   - Energy Efficiency/Weatherization
   - Strategic Goal
   - Service Expansion or New Program
   - Rural Community (cities, towns or counties with less than 20,000 residents)
   - Other: Please explain.

7. Number of members requesting for the 2016-2017 program year: ______________

8. What community need will be addressed by AmeriCorps members at your organization?
   ________________________________________________________________

9. Describe your community and the people who will be impacted by the AmeriCorps member’s service.
   ____________________________________________________________________

10. Has your organization hosted AmeriCorps members in the past?  □ Yes  □ No

11. If yes, please list the AmeriCorps program(s) your organization has been affiliated with.
   ____________________________________________________________________
XYZ AmeriCorps
Member Request Form
2016-2017

To help us match AmeriCorps member applicants to their sites please answer the following questions:

5. Approximately, what percentage of AmeriCorps members time is dedicated to:
   - Mentoring _____________ %
   - Tutoring ______________ %

6. What times are members able to access students on your campus?
   - [ ] Anytime
   - [ ] Only during elective/special classes
   - [ ] Lunch only
   - [ ] Other ______________

7. What member qualities work best on your campus?

8. Briefly describe your supervisory style.

9. Are there any areas of AmeriCorps that you would like more information on:

10. Additional Comments/Questions:
**Site Compliance Checklist**

1. Site Name: ________________________________

2. Site Supervisor Name: ________________________________

3. Site visibly displays AmeriCorps logo.  □ Yes  □ No

4. Program Documents

<table>
<thead>
<tr>
<th>Document Name</th>
<th>Due Date</th>
<th>Date Received</th>
</tr>
</thead>
<tbody>
<tr>
<td>Site Orientation Checklist</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Site Expectations Form</td>
<td></td>
<td></td>
</tr>
<tr>
<td>September Timesheet</td>
<td></td>
<td></td>
</tr>
<tr>
<td>October Timesheet</td>
<td></td>
<td></td>
</tr>
<tr>
<td>November Timesheet</td>
<td></td>
<td></td>
</tr>
<tr>
<td>December Timesheet</td>
<td></td>
<td></td>
</tr>
<tr>
<td>January Timesheet</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Member Mid-Term Evaluation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Client Mid-Year Data</td>
<td></td>
<td></td>
</tr>
<tr>
<td>February Timesheet</td>
<td></td>
<td></td>
</tr>
<tr>
<td>March Timesheet</td>
<td></td>
<td></td>
</tr>
<tr>
<td>April Timesheet</td>
<td></td>
<td></td>
</tr>
<tr>
<td>May Timesheet</td>
<td></td>
<td></td>
</tr>
<tr>
<td>June Timesheet</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Member Final Evaluation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Client End of Year Data</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

5. Performance measure data was submitted in requested format and is complete and accurate?  □ Yes  □ No
On-Boarding, Orientation and Training

• Holds yearly orientation that all sites must attend, regardless of longevity.

• Provides new staff orientation yearly for new site staff, either 1-1 or in large group.

• Train early and often - hold pre-service site training, ongoing trainings and meetings with site partners to increase knowledge and skills as well as voice concerns and suggestions for improvement.
On-Boarding, Orientation and Training

• Assure sites are steeped in AmeriCorps - Sites display openly and proudly AmeriCorps identification and signage, demonstrating their commitment to AmeriCorps

• Provides sites with a site supervisor handbook (physical or electronic copy) containing program expectations, policies and procedures, program calendar, timesheet instructions, data collection tools and instructions, and member disciplinary forms and instructions.

• Trains sites on key design elements along with performance measurements and data collection; provides sites the tools and information needed to successfully collect and report on data.
Tips and Tools

Useful Tips

AmeriCorps Advantage: CaliforniaVolunteers 2017 Grantee Training Conference
Poll
Do you have a supervisor handbook that covers the topics that we have reviewed so far?
## Site Supervisor Handbook

**Table of Contents**

### Calendars
- AmeriCorps Program Calendar 2
- Paperwork Calendars 3

### Policies
- Program Expectations 7
- XYZ AmeriCorps Policies and Procedures 12

### AmeriCorps/XYZ
- XYZ AmeriCorps Organizational Chart 30
- Who Ya’ Gonna Call? 31
- XYZ AmeriCorps Performance Measures and Student Criteria 32

### Forms
- Supervisor Timesheet Instructions 35
- Member Timesheet Instructions 36
- OnCorps Timesheet Categories 41
- Decoding the Timesheet 46
- OnCorps Supervisor Instructions 47
- Mileage Reimbursement Policy 51
- Site Orientation Checklist 53
- Site Expectations Form 55
- Absent/Tardy Report 57
- Leave Request Form 58
- Student Roster 59
- Student Survey Instructions 60
- Student Survey Checklist 61
- Elementary Student Survey 62
- Middle and High School Student Survey 64
- Supervision Checklist 66
- Mid-Term Performance Evaluation 67
- End of Term Performance Evaluation 69
- Action Plan Process 71
- Level 1 Warning 73
- Level 2 Warning 75
- Level 3 Warning 77
- Action Plan 79
- Action Plan Review 81
- Reasonable Accommodation Request Form 83
- Grievance Form 84
Site Supervisor Training

- Clear understanding of the AmeriCorps key principles and ability to deliver an elevator speech describing AmeriCorps and the program.
  - Watch AmeriCorps video - https://www.youtube.com/watch?v=wysIJ0W1dN4&feature=youtu.be or https://www.youtube.com/user/nationalservice
  - Discuss what AmeriCorps is and is not
  - AmeriCorps Got Talent
Site Supervisor Training

• Implement practices and systems that help to ensure members are engaged in allowable activities.
  ✓ Scenarios

• Understand the key areas of AmeriCorps compliance and implement the applicable systems to maintain compliance
  ✓ Site Supervisor Handbook scavenger hunt
  ✓ Timesheets audit
  ✓ Member forms/Data collection tool centers
  ✓ AmeriCorps Jeopardy
  ✓ “Casino Night”
Site Supervisor Training

• Engage in proper supervision and guidance to members to work towards a successful term of service
  ✓ Supervision Cafe
  ✓ Role play member issues
  ✓ Leadership Compass
Monitoring, Supervision, Communication and Evaluation

• Program carries out written systems to collect and report on data on an ongoing basis, including roles, responsibilities and expectations of all sites.

• Reports evaluation data to sites, provides opportunity for feedback and discussion, then uses the data and feedback to inform decisions, assess program’s effectiveness, improve quality, and manage the program.

• Program staff and members are proactively a part of sites activities, trainings, events and celebrations.

• Establish relationships with your sites - sites and program organization demonstrate continuing partnerships that extend beyond the collaboration agreement outside of national service.

• Program and sites carry out written systems and procedures to monitor, support, evaluate, provide written and verbal feedback, and receive written and verbal feedback to and from sites.
Monitoring, Supervision, Communication and Evaluation

• Establish a peer mentoring system that supports the sharing of effective practices and development of site staff.

• Sites understand fully what they are expected to do and adhere to and program regularly monitors and provides feedback – both strengths and areas of improvement for sites and program so that compliance and high quality is always at the forefront.

• Program and sites create and carry out, as applicable, a written procedure for addressing site non-compliance.

• Implements innovative ways to maintain ongoing communication at a distance.

• Sites include members and you in host agency's activities, trainings, and events – seeing you as a part of their organization.
Tips and Tools
AmeriCorps Supervisor Spring Semester Interview Form

Date: ____________________________ Site: ____________________________

Member: ____________________________ at site: y / n
Member: ____________________________ at site: y / n
Member: ____________________________ at site: y / n
Member: ____________________________ at site: y / n

Supervisor: ____________________________ at site: y / n

Interview Questions for Supervisor

☐ AMC Logo displayed? ☐ Drug Free Policy?
☐ Individual Supervision scheduled with each member? Group if possible? [ ]
☐ Member hours update: (refer to member interview form)
☐ Member’s access to computer/ check e-mail/daily?
☐ Mid-Term Evaluation (FT-PT only) [ ] completed [ ] reviewed w/ member? [ ] turned in
☐ Upcoming Training/ Special Events
☐ End of term evaluation due at exit session for QTs (May 8) and FT & PT (May 29)

1. What growth have you seen in your members?
2. What personal, structural, or professional barriers are your members experiencing while attempting to serve students?
3. How are their interactions with students, staff and faculty?
4. Members must turn in a post teacher/student survey for each of their students, how can you support them in their efforts?
5. What are some positive things your AmeriCorps members have done this year?
6. What have been your challenges supervising AmeriCorps members this year?
7. What type of training or support would help your AmeriCorps members be more successful in their service?
8. Tell me about your relationship with each of your AmeriCorps members? Is there any area for improvement?
9. What else can the AmeriCorps staff do to support you in your role as a supervisor?

Questions/ Concerns about ea. Member/Feedback for AmeriCorps Staff:

Follow-Up:
☐ ________________ by ________________
☐ ________________ by ________________

Site Visit completed by: ____________________________
Doodle

- Radically simplifies the process of scheduling events
- Website — doodle.com
- Mobile apps — Apple
- Cost — free for individual, sliding scale for business
Dropbox

• Lets you bring your photos, documents, and videos anywhere and share them easily
• Website – dropbox.com
• Mobile apps – Apple and Android
• Cost – free for individual. $15 user/month for business plan
Slack

- Brings all of your communication together in one place. Real-time messaging, archiving and search for modern teams.
- Website – slack.com
- Mobile apps – Apple and Android
- Cost – free for lite. $6.67 user/month for standard. $12.50 user/month for plus.
Remind

• Free program created for teachers to text students and parents
• Individuals can subscribe to the program or be invited to join
• Programs can schedule texts for entire year
Sign-Up Genius

• Manage project or training sign-ups
• Multiple themed templates
• E-mail and text reminders
• Basic is free
Reflection and Recognition

• Catch your sites doing something good - carry out a process to internally and externally recognize partner site accomplishments, including community impact that meets and exceeds agreed upon expectations.
• Demonstrate enthusiasm year round and bring it out in your partner sites and members.
• Creates opportunities for site staff and site organizations to reflect on the year.
• Creates opportunities for members to provide formal and informal feedback on site staff and site organizations.
• Celebrate program and site impact at the end of the year.
• Recognize birthdays of site supervisor and key staff.
Site Supervisor Feedback Form

**Site Supervisor**'s Name: ___________________________ Date: ____________

_Honest, constructive feedback is a significant element of the review process. This completed form will be not given directly to your Site Supervisor for review. Your comments will be combined with others' comments and incorporated into the site review and selection process._

<table>
<thead>
<tr>
<th><strong>Y</strong></th>
<th><strong>N</strong></th>
<th><strong>★</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Meets Expectations:</strong> Performance routinely meets the expectations as outlined in the XYZ policies and procedures</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Does Not Meet Expectations:</strong> Performance is routinely below the expectations as outlined in the XYZ policies and procedures</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Exceptional Performance:</strong> Performance is routinely above the expectations as outlined in the XYZ policies and procedures. This rating is for truly exceptional performance in a particular area.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Supervision Skills**

<table>
<thead>
<tr>
<th>Supervision Standards</th>
<th>Y</th>
<th>N</th>
<th>★</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provides ongoing supervision in accordance with XYZ policies and procedures</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provides appropriate supervision based on assessed strengths, needs and input from</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>supervisee(s)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provides direction and structure to support supervisee(s) work by providing honest and</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>constructive feedback on an ongoing basis</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Encourages and supports supervisee(s) professional growth and development</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Models excellence in professional behavior</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maintains balance of work tasks and support of supervisee(s)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Areas of Strength:**

**Areas for Growth:**

Your name: ___________________________
Site Evaluation of Program

• Do you feel like you were given adequate support and guidance from the AmeriCorps staff?

• Most important skills that AmeriCorps members need to learn

• What additional training/support would you like AmeriCorps members to have?

• What is the most valuable type of support that you can receive to help you in your role?

• Member Interview and Selection Process

• Data collection tools

• Suggestions for making the AmeriCorps program stronger
Thank you!

Jennifer Cowart
jeftsconsulting@gmail.com
956-827-5298