

2019 AmeriCorps State Funding Opportunity: Program Management & Design

October 17, 2018

Technical Assistance Webinar Series

- Funding Overview
 - Wednesday, October 3, 1-2pm
- Selection Criteria
 - Wednesday, October 10, 1-2pm
- **Program Management and Design**
 - Wednesday, October 17, 1-2pm
- Performance Measures
 - Wednesday, October 24, 1-2pm
- Budget Development
 - Wednesday, October 31, 1-2pm

Session Objectives

- Understand intersection of Grantee Responsibilities and Program Design, and the impact on Program Management Structure

Are you ready for AmeriCorps?

- Experience managing federal funds
- Organizational capability
- Staff skilled in training, supervision and oversight
- Community partners

As your organization considers applying for an AmeriCorps grant and begins designing your program, there are many important factors to consider.

Being successful is more than just having a good idea for a program; if you become an AmeriCorps grantee, your organization will have many responsibilities. You will need to have the capability and experience to manage federal funds, to manage and oversee the grant and all of its components, and to ensure that all AmeriCorps members are well trained and supervised.

AmeriCorps grants are intended to support public-private partnerships that coalesce to meet a particular need in a community. Applicants must demonstrate they have engaged a partnership in the program's development and/or implementation, and the program will have to maintain that community engagement throughout the life of the grant.

Grantee Responsibilities



- Member Enrollment Requirements
 - Grantee responsible for recruitment, selection, and placement of members in communities
- Retention Requirements
 - Grantee responsible for member training and ongoing support and supervision
- Compliance with all OMB and AmeriCorps rules, regulations, and requirements

These are the broad grantee responsibilities that we laid out in the first webinar giving an overview of the funding opportunity.

Grantees are responsible for meeting member enrollment requirements which includes recruiting, selecting, and finding placement sites for AmeriCorps members to serve in their program.

While members are serving, grantees are responsible for retaining those members for their term of service by providing member trainings and ongoing support and supervision.


Grantees are responsible for implementing the program for which they applied and were awarded funding, in compliance with all OMB and AmeriCorps rules, regulations, and requirements.



Grantee Responsibilities

Grantee must:

- Employ strong fiscal and program management systems
- Monitor financial management, program performance and member activities
- Recruit, select, train, and supervise AmeriCorps members
- Train and provide technical assistance to staff and members
- Track and ensure the accuracy of member hours and activities
- Track progress toward meeting approved performance measures
- Act as liaison between CaliforniaVolunteers and other components of your program



This goes into a bit more detail on the Grantee's Responsibilities in implementing their AmeriCorps program.

Grantees must have in place or develop strong fiscal and program management systems in order to monitor financial management, program performance, and member activities. We will talk a bit about what these management systems can look like, and how the overarching systems can be informed by the program design.

The grantee is responsible for the recruitment and selection of members, including maintaining documentation that verifies their eligibility to serve.

You are responsible for training both staff and members and providing technical assistance as needed. You will need to have or develop the expertise to deliver high quality trainings, or alternatively you can hire a contractor to deliver trainings. The grantee is ultimately responsible for providing the highest quality trainings that develops the AmeriCorps members and prepares staff to manage them.

You must have the systems in place to supervise and track all member activities. You will be responsible for verifying, with documentation, all member hours spent in service. Further than this, you must have documentation of the activities members are performing to

protect against disallowance resulting from prohibited or unallowable member activities.

The grantee is also responsible for ensuring performance measure data is being collected in accordance with your data collection plan, ensuring its integrity in reporting on progress towards meeting targets. If targets are not met, it is the responsibility of the program to establish corrective actions that will result in targets met in future years. Keep this in mind when setting the targets you propose in your Performance Measurement Worksheets, you will be held to those targets with limited opportunity to revise them. We will be talking about this in much more detail next week.

Finally, it is the grantee's responsibility to act as a liaison between CaliforniaVolunteers and other components of your program. For example, any site visits or communications from CV would be coordinated through the program contact on file.

Program Design

- Theory of Change
 - Defined problem
 - Evidence-based intervention
 - Achievable outcomes
- AmeriCorps components
 - Identity
 - Experience
 - Member Management

You are responsible for delivering the program design as proposed in your application. The program design is fundamentally comprised of two components: the theory of change and the components that are unique to AmeriCorps. The Theory of Change is defined by the problem you are working to address, the intervention informed by evidence, and the outcomes you will achieve. These by themselves make a good program, but are missing the components that make it an AmeriCorps program: the AmeriCorps identity, the uniquely AmeriCorps experience, and the management structure to administer the program and support members in their service.

Documenting the Need

- Scope of problem: Who and how many are directly affected by the problem? How severe is the problem?
- Relevance of problem: What makes this a compelling problem? Is it likely to become worse?
- Causes of problem: Why does the problem exist? How is it perpetuated?

Data should be used to identify the scope of the problem. Who and how many are affected by the problem? How severe is the problem? Provide documentation for the need at the local level where members will serve, if at all possible.

In addition, data should identify the relevance of the problem, in other words, what makes this a compelling problem? Is it likely to become worse? Is this something that AmeriCorps members are well-positioned to address?

You will also need to identify the causes of the problem so you can tackle it as close to the root cause as possible. Consider why does the problem exist, and how is it perpetuated? This will drive your determination of what needs to be done.

Evidence-Informed Intervention

- Why you think your intervention will achieve the intended outcome
- Supports the use of a particular design, frequency, intensity and duration of intervention that is optimal
- Member service activities will significantly enhance existing efforts and will not duplicate, supplant, or displace existing resources

Your program's intervention is the activities that AmeriCorps members will perform with the purpose of meeting the community need. These activities should be research-informed or be based in evidence; you should have a documented reason for proposing the specific intervention.

The evidence base should demonstrate that the proposed intervention is likely to solve the identified problem and should support that the particular design, frequency, intensity and duration of the intervention proposed is optimal to achieve the desired outcomes.

Member activities as part of the program can significantly enhance existing efforts but must not duplicate, supplant, or displace existing resources or activities in the community.


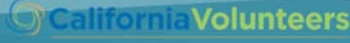
Outcomes

- The change that occurs due to the intervention
- Could result in improved:
 - Attitude
 - Knowledge
 - Behavior
 - Condition
- Outcomes must be measurable

The final piece of the theory of change is to identify the outcomes of the program.


An outcome is the change in attitude, knowledge, behavior, or condition that results from the intervention. Outcomes may reflect changes in individuals, organizations, communities, or the environment.

Whatever outcomes you select, they must be measurable at the end of the program year and must align with the overarching logic of your theory of change.





Completing Your Program Design

- ✓ Problem
- ✓ Intervention
- ✓ Outcome
- AmeriCorps Component
 - Identity
 - Experience
 - Member Management




The Theory of Change itself can make for a good program, but it is missing the key components that make it an AmeriCorps program: the AmeriCorps identity, the uniquely AmeriCorps experience, and the management structure to support members in their service.

The AmeriCorps identity is more than just branding. Your members need to be aware that they are a part of a National Service Network spanning programs across the country. Your program should make every effort to connect members and provide them with a unique service experience that strengthens their engagement with their communities. The way that you structure your program to manage members should reflect your commitment to the highest quality member experience.



Program Management Structure

- Where and how AmeriCorps members are placed at service locations will vary
- Consider:
 - Where will the service activities take place?
 - Who are your community and service partners?
 - What can your partners provide?
 - What is their capacity?



In developing your program's management structure, one of the first things you must consider is where and how your members will be placed. Members can be placed within your organization or with partners to deliver service.

As you think about how to structure your program and where members should be placed, keep the following questions in mind:

Where will the service activities take place? In one community, within a specific region, or across the whole state?



Will services be based out of a partner organization or in scattered sites?

Where will your organization acquire match funds? Do you partner with other organizations who can provide the living allowance or other benefits to members during their term of service?

What is the capacity of your partner organizations to provide programmatic or financial support for the AmeriCorps program?


Your answer to these questions will help you determine if your program's management

structure should be centralized, decentralized, or a combination of both.



Program Management Structure

- Centralized
 - Grantee handles all administrative functions and assigns members, and does not sub-grant funds
- Decentralized
 - Grantee sub-grants funds, sub-grantee is responsible for member training, payroll and other administrative functions
- Combination
 - Grantee and sub-grantee share responsibilities
- Grantee is ultimately responsible



Let's take a moment to define these three basic management structures used by AmeriCorps programs:


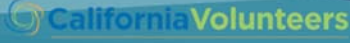
In the centralized model, the grantee takes care of all the administrative functions and assigns members to placement sites. For example, a grantee might have placement sites that are small community-based organizations with limited capacity or they might be satellite offices of the grantee. In this model, the grantee chooses to centrally manage the grant. Placement sites may be involved in recruiting and selecting members, but the grantee handles the eligibility screening and the member files. The grantee provides a high level orientation and training for the AmeriCorps members, and the placement sites are expected to provide a local orientation. The grantee manages member stipend payments and other administrative functions and provides members to the sites, but no funds go to the placement sites.

In a decentralized model, the grantee sub-grants the funds, and the sub-grantee is responsible for member training, payroll, and other administrative functions. For example, if you have operating sites with a history of successfully managing federal grants and they have the capacity to manage the AmeriCorps program, the grantee might choose to sub-grant the funds to each of their operating sites. Each site provides its own orientation and training for the AmeriCorps members. Each site manages member stipend payments and

other administrative functions. It is the grantee's responsibility to ensure quality and consistency across sites.


You can also use a combination of these structures with more shared responsibilities.

Remember, regardless of the management structure employed, the legal applicant is still ultimately responsible to CV for all funds and activities, so you will need to put into place a process for oversight and monitoring of your placement sites to ensure their compliance.



Planning for Success

- Initial Planning:
 - Staffing Pattern
 - Partner/Placement Site Selection
 - Member Recruitment
- Ongoing:
 - Clear Expectations
 - Strong Orientations
 - Ongoing Training as needed
 - Ongoing Communication
 - Consistent Monitoring
 - Continuous Improvement



Beyond member placement and the structure of your program, there are a number of things that must be considered and planned for to ensure successful implementation of your program design.

In the application, you will need to write to your program staffing structure and include program personnel in the budget. We require at least one staff be 100% on the grant, but often times our programs find that is not enough. It takes a lot to run an AmeriCorps program, the more you can do now to plan for an adequate staffing pattern will greatly impact your success in implementing your program.

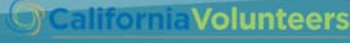

Similarly with selecting partners or placement sites. Even if you are already engaged with a coalition of partners and have your placement sites selected, it is a good idea to plan and have your criteria and selection process formalized so you are ready if a partner or placement site drops out of the program.

You should also be thinking about recruitment. Funding announcements will go out in May, and most programs will begin service in August. That's not a lot of time to recruit a corps of at least twenty people. If you have a plan in place where you are ready to go once the funding notification has been received, you will be much better positioned for success.

There are also ongoing things that you will need to do throughout the program year to ensure successful implementation. The first is just setting clear expectations of partners and placement sites. With placement sites, you can enter into a contract or memorandum of understanding that very clearly describes what they are responsible for as part of the program. These can be supported by providing strong orientations and ongoing training to site partners, not just AmeriCorps members.


Maintaining relationships with partners through ongoing communication and consistent monitoring is imperative to successfully implementing a program with multiple placement sites.

Finally, learning from each program year and applying those learnings to continuously improve your processes, systems, and service is paramount in being a successful and sustainable program. Always be actively seeking input and feedback from your partners, your members, and your beneficiaries.

CV Resources

- ❑ Strong Staffing Pattern
 - Duty statements for key positions
- ❑ Strong Partner/Placement Site Selection
 - Placement site application
 - Benefits of partnering
 - Member activities
 - Member position description (template)
 - Supervisor position description
 - Program calendar
- ❑ MOUs
 - Program/partner-site MOU
 - Site supervisor/member MOU
 - Service Site Agreement MOU (template)
- ❑ Placement Site Orientation
 - New supervisor orientation checklist
 - Supervisor orientation agenda
 - Site Supervisor Handbook
 - Continuity of Operations Plan (COOP)
- ❑ Member Orientations (program/site)
 - Pre-Service Orientation Plans
 - Member Handbook
 - Continuity of Operations Plan (COOP)
 - Placement site checklist
 - Placement site handbook template and example
- ❑ Communication
 - Site supervisor meeting form
- ❑ Monitoring
 - Site management PPT (ASC)
 - Host site monitoring procedure review (NY Commission)
 - Site visit docs (invite, talking points, report template)
- ❑ Continuous Improvement
 - ❑ Corrective action matrix, intro, memo, plan
 - ❑ Deadlines, Failure to follow instructions
 - ❑ Placement site feedback form



As was stated in a previous webinar, CaliforniaVolunteers is dedicated to our programs’ success. Part of that commitment includes connecting our grantees to resources, including template forms and examples from other programs. Many of these resources are available on our website under “Grantee Central” which you are able to access with or without an AmeriCorps grant. If your program is funded, you can use your assigned CV Program Officer as a resource for information and guidance prior to your program start date.

Application Deadlines

- Optional Notice of Intent due November 5
 - <https://www.surveymonkey.com/r/2019NOI>
- Complete Application due November 20
 - Paper application including one original (items 1-19) & 5 copies (1-9)
 - Electronic submission by email to funding@cv.ca.gov of items 2, 7-10 & 15-18



Questions?



Thank you!

Send questions to funding@cv.ca.gov