

2017 AmeriCorps Grant Application Workshop:

Program Design and Performance Measurement



11/10/2016

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Program Design

APPLICATION COMPONENTS

■ Program Design

1. Community Need
2. Intervention
3. Theory of Change
4. Evidence Base

5. Notice Priority

6. Member Training

7. Member Supervision

8. Member Experience

9. Commitment to AmeriCorps Identification

■ Organizational Capability

- Background and Staffing
- Compliance and Accountability

■ Cost Effectiveness and Budget Adequacy





Notice Priority (3 points)

- Does your program fit within one or more of the 2017 AmeriCorps funding priorities?
 - (See p. 2 and 3 of NOFO for detailed list)

NOTE: Confirm that the program meets all the requirements detailed in the *NOFO* and *Mandatory Supplemental Guidance*.



Member Training (4 points)

- Are AmeriCorps members going to receive high quality training to provide effective service?
- Will Corps members be informed of and adhere to AmeriCorps requirements?
- Does this training include Prohibited Activities?



Member Supervision (2 points)

- Will AmeriCorps members receive sufficient guidance and support from their supervisor?
- Are these supervisors going to be adequately trained/prepared to follow AmeriCorps and program requirements and expectations?



Member Experience (3 points)

- What skills and experience as a result of the training and service will AmeriCorps members expect to receive?
- Will AmeriCorps members have access to meaningful service experiences?
- Will your program provide access to opportunities for reflection and connection to the National Service network?
- Will the program recruit AmeriCorps members from the geographic or demographic communities where the program operates?





Commitment to AmeriCorps Identification (2 points)

- What will you do so that AmeriCorps members know they are AmeriCorps members?



- How will staff and community partners identify that your members are with AmeriCorps?



Performance Measurement

"If you don't know where you are going, you will probably end up somewhere else."

Laurence J. Peter





Performance Measures for AmeriCorps Programs

Session Topics:

- ❑ Basic definition of Theory of Change.
- ❑ Components of performance measures.
- ❑ Performance measure requirements for AmeriCorps programs.
- ❑ Commission expectations in developing and reporting on performance measures.
- ❑ Resources available.





Theory of Change

What is the “Theory of Change”?

A theory of change looks at cause and effect relationships and identified specific interventions to achieve the desired result.

If the INTERVENTION (X) is delivered at a certain dosage, then the expected OUTCOME (Y) will happen.

X-Y





Theory of Change

Theory of Change: Components

- ❑ *PROBLEM*: The identified community need
- ❑ *INTERVENTION*: Activities (what is done, with whom, and at what dosage) delivered by national service participants and/or community volunteers.
- ❑ *OUTCOME*: The change that happens because of the intervention

EVIDENCE: Informs your understanding of why a particular intervention will produce the intended outcome.





Theory of Change

What is Your Program's Theory of Change?

The Theory:

If AmeriCorps members _____ (intervention) then beneficiaries will _____(outcome).

The Intervention:

- ❑ Describe the design and dosage of your intervention
- ❑ Design (who does what with whom?)
- ❑ Frequency (how often does what with whom?)
- ❑ Intensity (one on one, small group, or ..?)
- ❑ Duration (how long and over what period of time?)



Performance Measures

- For guidance about how to create high-quality performance measures that align with an applicant's program design and meet AmeriCorps requirements. See **CNCS Performance Measures website**.

AmeriCorps Performance Measures

Note: Information on this page is subject to change. Applicants should always refer to the performance measure instructions published with the NOFO. Grantees should refer to the performance measure instructions for the grant year in which they were funded.

CNCS' Performance Measurement framework provides a common focal point for CNCS' work across all programs and initiatives. CNCS has a focused set of agency-wide Priority Measures derived from the 2011-2015 Strategic Plan. Every CNCS Program will contribute to the Priority Measures. There are also specific grantee/sponsor measures that roll up into the Priority Measures, which you can see in the Priority Measures chart.

See how your program measures fit in with the 16 Agency-Wide Performance Measures. [Back to CNCS Performance Measurement home.](#)

The screenshot shows the 'AmeriCorps Performance Measures' website. At the top is a red header with the title. Below it is a navigation bar with icons and labels for 'Focus Areas', 'Objectives', 'Agency-Wide Priority Measures', and 'AmeriCorps Complementary Program Measures'. A main content area on the left features a box for 'Goal 1' with a description: 'Increase the impact of national service on community needs in communities served by CNCS-supported programs.' To the right of this box is a vertical list of seven green arrow-shaped buttons pointing right, labeled: 'Disaster Services', 'Economic Opportunity', 'Education', 'Environmental Stewardship', 'Healthy Futures', and 'Veterans and Military Families'. In the bottom right corner of the page, there is a speaker icon with sound waves, indicating an audio player.

What is a Performance Measure?

Ongoing, systematic process of tracking your program or project outputs and outcomes.

Performance measures focus on the **primary service activities** of the AmeriCorps program, allowing the program to describe its **impact** on the beneficiaries of the service.



Key Components - Outputs

Outputs are the direct products of a program's activities and may include types, levels and targets of services to be delivered by the program.

□ Examples:

- # individuals attending workshops
- # individuals receiving services
- # individuals receiving referrals



Key Components - Outcomes

- ❑ **Outcomes:** Changes or benefits that occur

Can reflect changes in individuals, organizations, communities or the environment

Typically include changes in **attitude, knowledge behavior** or **condition**

Must have a logical connection to the intervention and be aligned with outputs

Types of Outcomes

Attitude/Belief	Knowledge/Skill	Behavior	Condition
Thought, feeling	Understanding, know-how	Action	Situation, circumstance
			





Purpose of Performance Measures

- **Recognition of progress**
 - Collect reliable information about the intervention's implementation and progress toward outcomes
- **Accountability to funders and stakeholders**
 - Communicate achievements in a meaningful and compelling way
- **Program Improvement**
 - Spot and correct problems
 - Strengthen the intervention
- **Determine where to allocate limited resources**



Types of Performance Measures

1. CNCS National Performance Measures

- Reflect CNCS Strategic Plan and programming priorities

- Disaster Services

- Education

- Economic Opportunities

- Healthy Futures

- Education

- Environmental Stewardship

- Capacity Building

- Allow for consistent terms, definitions, and approaches to measurement (“speaking the same language”)

2. Applicant-determined Measures

Intended for programs whose interventions, outputs, or outcomes do not fit under existing National Performance Measures



Sample National Performance Measure

Healthy Futures

Type of Measure	Selection Rule		Strategic Plan Objective
	Output	Outcome	
Priority	H8	H9	Aging in Place
Priority	H10 and/or H11	H12	Obesity & Food
Complementary	H1	Applicant-Determined Outcome	Access to Care
Complementary	H2	Applicant-Determined Outcome	Access to Care

Measure H10	Number of individuals receiving emergency food from food banks, food pantries, or other nonprofit organizations.
Definition of Key Terms	Emergency food: “Emergency” food assistance is not meant to designate routine help in meeting a family’s needs. The emergency may be experienced by the family personally, such as their house burning down, or it may be experienced by the community more broadly, such as a natural disaster.
How to Calculate Measure/Collect Data	Count of unduplicated individuals for whom the distributed food is intended. Should only be counted the first time they are served. All members of a family should be counted. For example, if the food is given to an individual to bring home to a family of “4” including the individual, then the count is “4” rather than “1”. Client tracking database or tracking form.



Sample National Performance Measure

Measure HI2	Number of individuals that reported increased food security of themselves and their children (household food security) as a result of CNCS-supported services.
Definition of Key Terms	<p>Food security: "Access at all times to enough food for an active, healthy life for all household members. Food security includes at a minimum: (1) the ready availability of nutritionally adequate and safe foods, and (2) an assured ability to acquire acceptable foods in socially acceptable ways (e.g., without resorting to emergency food supplies, scavenging, stealing, or other coping strategies)." USDA, http://www.ers.usda.gov/Briefing/FoodSecurity/labels.html#labels</p>
How to Calculate Measure/ Collect Data	<p>Data collection for HI2 will be based on a survey of the adult family member who received the food services. See the National Service Knowledge Network, https://www.nationalserviceresources.gov/, to search for performance measurement tools that CNCS has developed for volunteer and service programs.</p> <p>Survey questions could be modeled after those used to assess household food security for the Department of Agriculture Food and Nutrition Service. The Household Food Security Survey is administered annually as a supplement to the Monthly Current Population Survey conducted by the U.S. Census Bureau. The questionnaire includes about conditions and behaviors known to characterize households having difficulty meeting basic food needs.</p> <p>The report on Household Food Security in the United States (2007) measures the food security status of households by determining "the number of food-insecure conditions and behaviors the household reports. Households are classified as <i>food secure</i> if they report no food insecure conditions or if they report only one or two food-insecure conditions. (Food-insecure conditions are indicated by responses of "often" or "sometimes" to questions 1-3 and 11-13, "almost every month" or "some months but not every month" to questions 5, 10, and 17, and "yes" to the other questions.) They are classified as <i>food insecure</i> if they report three or more food-insecure conditions." The referenced question items can be found in the report: www.ers.usda.gov/Publications/FRR66/FRR66b.pdf</p> <p>Two different approaches to administering the survey could be used.</p> <p>(1) "Direct" questionnaires. The survey questionnaires could be administered to the</p>



Performance Measure Requirements

CNCS:

- At least one **aligned** PM that includes your **primary intervention**.

output statement

+

outcome statement



- Use National Performance Measures and/or Applicant-determined Measures





Performance Measure Requirements

GCSV:

Two additional **Georgia-specific performance** measures

- **Volunteer Generation:** at least 5 volunteers per MSY awarded will be recruited.
- **CPR/First Aid Training:** 75% of members will receive CPR/First Aid training through the program.
- *Note: These will not be entered included in eGrants; however, if funded these will be need to be reported.*





Performance Measures Basics

- Need – Identify what issue/problem the Member service will address

Example: 80% of 3rd grade students at Students at Willow Middle School are reading below grade level.

- Intervention /Strategy – Identify how Member service will delivered

Example: AmeriCorps members provide individual and group tutoring to students identified by reading coaches as reading below grade level

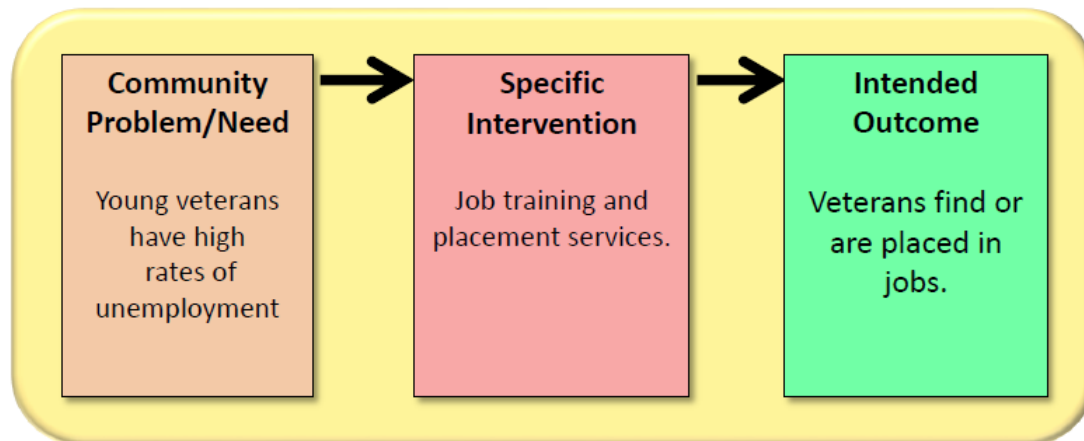


High Quality Performance Measures

1. Alignment with theory of change

- ✓ Logical connection between problem, intervention, outcome
- ✓ The intervention is likely to lead to the outcome
- ✓ The outcome measures what the intervention is trying to accomplish (change in knowledge, attitude, behavior, condition)

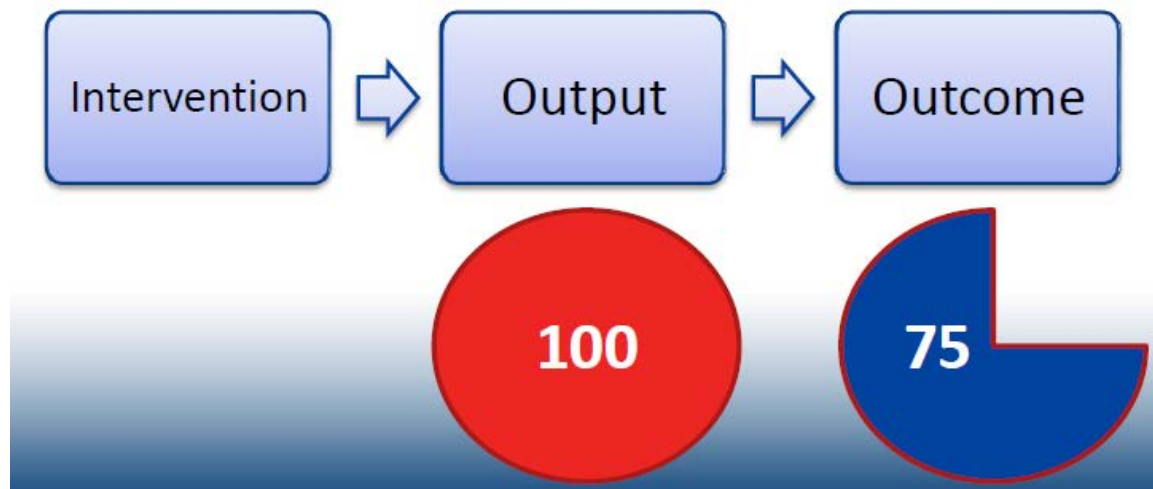
Veterans and Military Family Example:



High Quality Performance Measures

2. Alignment of Outputs and Outcomes:

- ✓ Intervention produces output
- ✓ Output leads to the outcome
- ✓ Output and outcome measure the same intervention and beneficiaries
- ✓ National Measures aligned as directed in CNCS guidance



High Quality Performance Measures

3. Meaningful Outcomes should:

- Reflect a meaningful change in
- Be ambitious yet realistic
- Be logically connected to the community problem



High Quality Performance Measures

THE “A”-WORD = ALIGNMENT!!

Alignment means there is a logical flow from one element to the next; each element is in proper relation to one another.





Best Practices: Performance Measure Design

- ❑ The Theory of Change is the foundation to developing performance measures for your program.
- ❑ Performance measures should align perfectly with your narrative.
- ❑ Performance measures focus on the *primary service activities* of the AmeriCorps program, allowing the program to describe its *impact* on the beneficiaries of the service.

- ❑ Less = more: focus on a small number of high-quality performance measures
- ❑ Clearly define all terms used as well as valid and reliable data collection instruments
- ❑ Use numerical targets, not percentages



Best Practices: Performance Measure Submission

- ❑ Performance Measure Module and subsequent print out should read as a stand alone document.
- ❑ *Performance Measure Instructions* now have examples at the end of each focus area and a final checklist to ensure all components are included.
- ❑ If using multiple interventions, include the same level of detail for ALL interventions.
- ❑ Statistics alone do not prove need.
- ❑ Review the *Performance Measures Modules FAQ document*.



Helpful Resources

- ❑ 2017 NOFO
- ❑ GA Application Instructions
- ❑ 2017 AmeriCorps Application Instructions
- ❑ CNCS Performance Measure Instructions 2017
- ❑ 2017 AmeriCorps State & National Mandatory Supplemental Guidance
- ❑ CNCS Performance Measurement Resource webpage:
www.nationalservice.gov/resources/performance-measurement





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