



# **New AmeriCorps Program Staff Orientation Recorded on August 24, 2017**

## **AmeriCorps Member and Site Monitoring Requirements**



# ***Welcome!***

## ***New AmeriCorps Program Staff Orientation***



***Thank you for joining today's session.***

***We will get started in just a few minutes.***

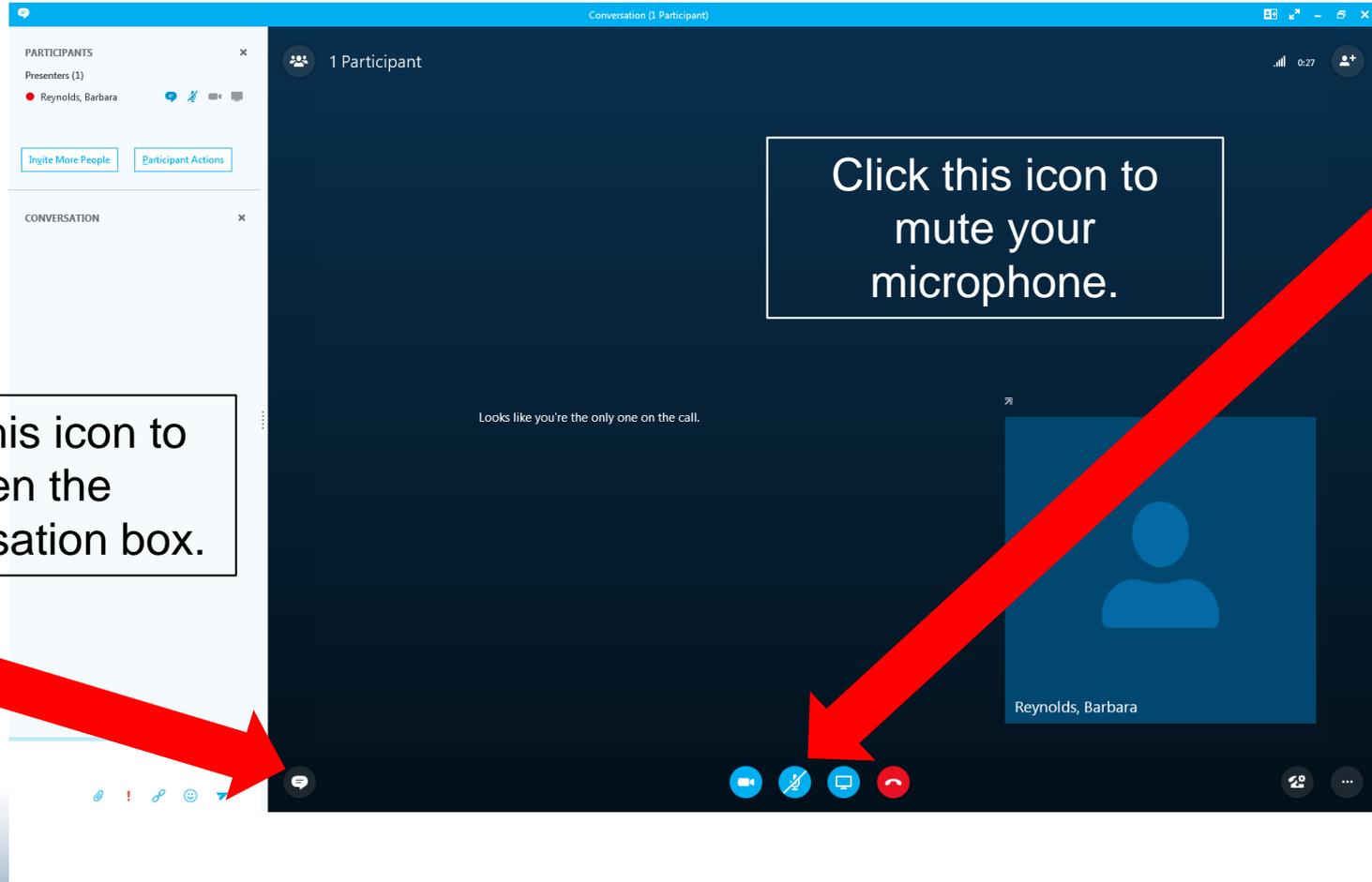
***Please be sure you are logged on to Skype with full audio and visual, so you can hear the presenters through your computer speakers.***

# Technology Check



- Please mute your Skype's microphone and turn your computer's speakers up to hear the audio. You may need to use headphones to hear the audio through your computer (settings vary).
- Do not call in on a separate phone number for this meeting; you will not be able to hear the audio, and the presenters will not be able to mute your microphone.
- Open the Conversation box in Skype. Click the icon in the lower left of the screen to open the feature. Please test this by typing a short greeting to your colleagues.
- Today's presentation is being recorded and will be posted on the National Service Knowledge Network: [www.nationalservice.gov/resources](http://www.nationalservice.gov/resources)

# Skype Features



# New AmeriCorps Program Staff Series

The New AmeriCorps Program Staff Series is designed to help new CNCS grantees launch successful AmeriCorps programs. The 2017 summer series has included:

- Session 1 – July 13, 2017

Orientation to CNCS; Introduction to AmeriCorps Member Recruitment; Introduction to Criminal History Checks

- Session 2 – July 27, 2017

Recruiting Members with Disabilities; Criminal History Checks, Financial Management Systems

- Session 3 – August 10, 2017

AmeriCorps Member Orientation and Training; Financial Management

- **Session 4 – August 24, 2017**

**AmeriCorps Member and Site Monitoring Requirements**

# Today's Agenda



- Monitoring Members and Sites: Oksana Jensen and Sarah Yue
- Program and Commission Spotlights:
  - Habitat for Humanity: Felicia Williams
  - PennSERVE: Maureen Eccleston
- Resources and Closing Remarks

# Monitoring AmeriCorps Members and Sites

**Sarah Yue**  
Program Officer



**Oksana Jensen**  
Program Officer

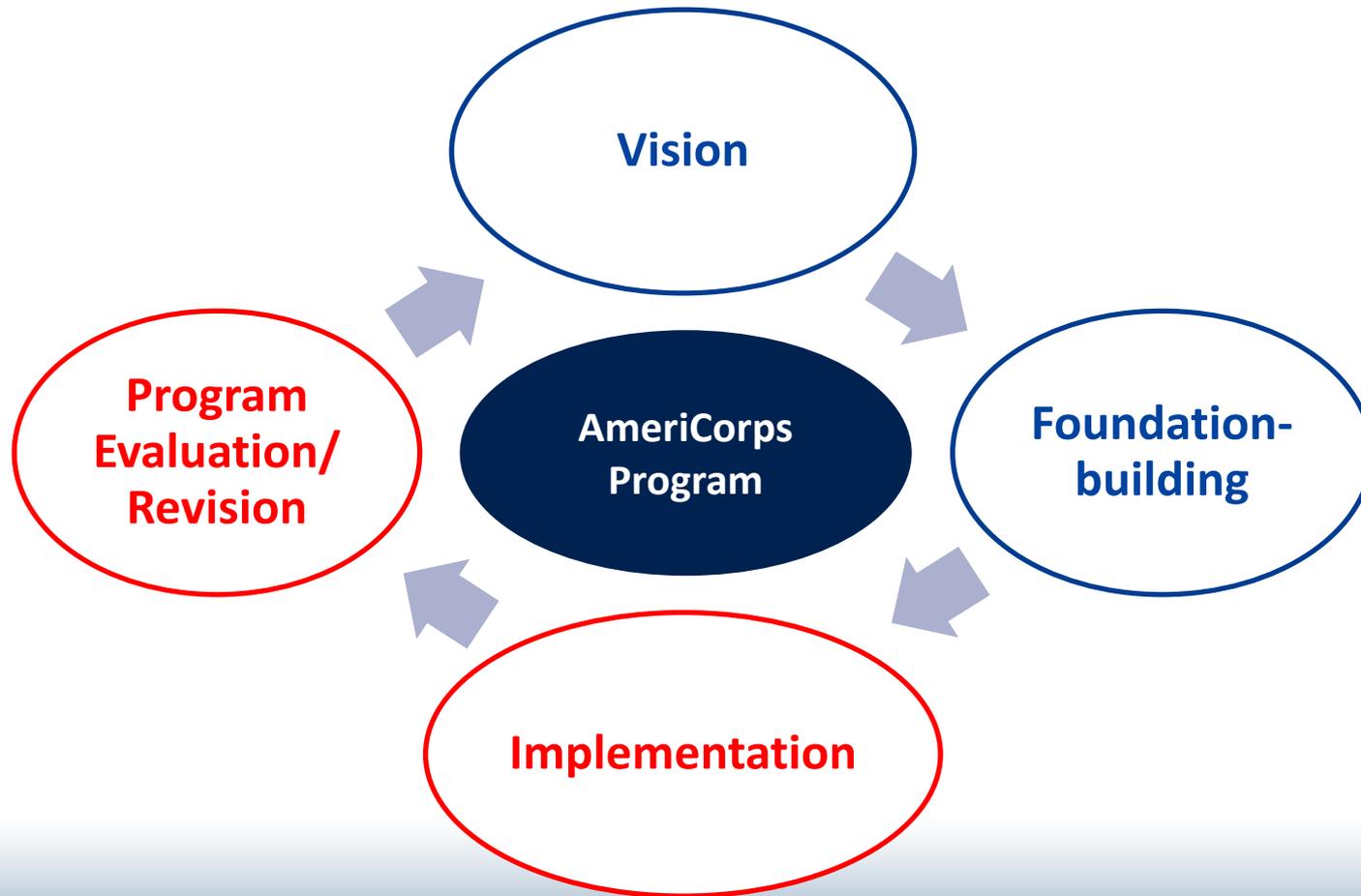


# Monitoring AmeriCorps Members and Sites

- ***Guiding Questions:***

- What am I required to monitor?
- How should I go about doing it?
- What if I find something wrong?

# Cycle of AmeriCorps Program Development



# Grantee Requirements—Monitoring

**45 CFR § 2541.400 Monitoring and reporting program performance.**

(a) *Monitoring by grantees.* Grantees are responsible for managing the day-to-day operations of grant and subgrant supported activities. Grantees must **monitor grant and subgrant supported activities** to assure **compliance with applicable Federal requirements** and that **performance goals are being achieved**. Grantee monitoring must **cover each program, function or activity**.

# Goal of Monitoring



# Monitoring Plan



- Who? Program and finance staff
- What? All aspects of AmeriCorps-funded activity (budget, members, sites, performance data)
- When? Schedule of monitoring activities; align with AmeriCorps grant year deadlines
- Where? On-site and/or virtually
- How? Methods depend on program design, risk

# A Few Monitoring Methods



# Risk-based Assessment

- Purpose:
  - Comprehensive and consistent approach to monitoring
  - Smart allocation of staff time and resources
  - Inform selection of monitoring methods
- Logistics
  - Generally assessed at subgrantee/site level
  - Categories weighted by degree of risk
  - Completed at or before the start of the program year

# Risk-based Assessment

## *Common risk “flags”*

- Member service issues, particularly those that involve prohibited or unallowable activities
- Site staff turnover/poor member retention
- Excessive absences from training and/or required activities
- Low quality and/or late reporting
- Output/outcome data that deviates substantially from expected targets
- Unusually high or low expenditures
- Difficulties with meeting required match levels

# Considerations for Selecting Monitoring Methods

- Degree and type(s) of risk posed by subgrantee/site
- Area(s) of focus for monitoring
- Budget and staff capacity
- Timing of monitoring activities

# Best Practices for Site Visits

- Ask open-ended questions
- Observe member service in action
- Gather and cross-check information from personnel in multiple roles (members, site supervisors, program directors)
- Review key documents prior to visit: site agreement, member position descriptions, application budget
- Consider unannounced visits

# Sample Member Position Description

Component	Description
AmeriCorps Member Name	Jeff A. Member
AmeriCorps Position Title	Emergency Response Crew Leader (ERCL)
Program	Helping Hands, 911 Safe Place, Waverly, PA 45678
Site Location	The member will be based at Helping Hands, 911 Safe Place, Waverly, PA 45678; deployments may occur at any location in the state
Purpose	Provide local response in the aftermath of natural disasters
<b>Duties</b>	<b>Provide food, water, and shelter to people in need; lead a team of 8 first-year AmeriCorps members in emergency response; deployments last one week – multiple months</b>
Qualifications	Able to lift and move 50 lbs of supplies multiple times each day; able to work in close contact with emergency responders and citizens during crises; demonstrated ability to lead effective teams, problem-solve, and resolve conflicts; pass all required criminal history and medical checks; excellent communication skills; able to remain calm in a crisis
Term of Service	November 1 – September 30
<b>Time Requirements</b>	<b>40 hours/week; exact days of week and times will vary depending on response situation</b>
Orientation and Training	25 hours pre-service; 50 hours in-service; topics include CPR, emergency response protocol, team management policies and procedures, AmeriCorps regulations and national network, and leadership
Benefits	Living allowance, post-service education award, health care; powerful service experience; able to see impact of service immediately
<b>Evaluation and Reporting</b>	<b>Mid and final performance reviews; weekly reports to supervisor; quarterly debrief summits with crew members and program leadership</b>
Supervisor	Jane S. Super, Executive Director, Helping Hands

# Sample Site Agreement

*The following Memorandum of Understanding (MOU) establishes an agreement and specific responsibilities for both the AmeriCorps program and the site. This agreement is in effect from November 1 – September 30, 20XX.*

## **PROGRAM AND SITE PARTNERSHIP GOALS**

### **ALL:**

- The site staff and AmeriCorps member (ACM) agree to work together to achieve the program goals outlined in the site application and partnership negotiation correspondence.
- The site staff and ACM will work together to develop program goals and objectives and will review changes with program staff.

## **ROLES AND RESPONSIBILITIES**

### **AMERICORPS PROGRAM:**

- Train ACM and site staff in best practices of service program delivery.
- Give technical assistance and support to strengthen the site's program.
- Administer all AmeriCorps enrollment requirements.
- Lend marketing support to site and its service activities.

### **SITE:**

- Recognize ACM and the AmeriCorps program and identify ACM by name and title in all program and marketing materials.
- Fully orient staff, current volunteers, and other important stakeholders to the AmeriCorps program agreement and requirements.
- Ensure adequate workspace including a phone, desk, and access to a computer and the Internet by the first day of the ACM's term of service.
- Provide the ACM with a thorough orientation and direct supervision (to include at least four hours per month).
- Participate in four training days with the AmeriCorps program over the course of the program year.
- Adhere to AmeriCorps regulations and the AmeriCorps Program Policies and Procedures.

# Best Practices for Desk Audits

- In-depth reviews of member documentation: not just presence but also content
- Review criminal history check documentation for members AND staff
- Ensure appropriate tracking/verification of staff and member time
- Review financial transactions and match documentation
- Aim for representative samples
- Utilize secure file transfer systems

# On-going Communication as Monitoring Tool

- Regularly scheduled check-ins (phone, in-person)
- Email correspondence
- Progress and financial reports
- Reimbursement requests
- Member training and reflection activities

\*\*Building trusting relationships is key

# Documenting Monitoring Activities

Compliant (y/n)		Initial Assessment	Type					
	N/A		Prevent	Detect	Enforce	good strategies	needs improvement	
		The Member Management section includes elements required for compliant systems, policies and processes related to member support, enrollment, recruitment and retention.						comments required if either "good strategies" or "needs improvement" is checked
Commissions and Directs:								
1		Verify member eligibility [45 CFR § 2522.200]						
see the "Member Eligibility" tab for the regulation and the "Member Documents" Tab for a complete check list of required documents.								
2		Ensures that member eligibility documentation is reviewed and found satisfactory prior to enrollment. [AC IV]						
3		Ensures that records documenting satisfactory completion of program requirements are maintained as required. [AC IV]						
4		Ensures that criminal history checks conducted on members and staff listed in the budget (CNCS or match share). [45 CFR § 2522.205-207 and 45 CFR §2540.200-207]						
see "Criminal History" tab in spreadsheet								
5		If the commission/direct uses an alternate search protocol to conduct criminal history checks, has it been approved by CNCS. [45 CFR § 2540.206]						
6		Ensures that AmeriCorps members are selected in a fair and non-discriminatory manner [45 CFR §2522.210 (a), 2522.100(g) & 2540.210, AC.V]						
7		Ensure member position descriptions provide for meaningful service activities and performance criteria that are appropriate to the skill level of members. [AC IV]						
Ensures that members are aware of prohibited activities and that prohibited activities are not								

# Handling Compliance Issues

- *What if I find a problem?*
  - Document the issue
  - Specify required corrective actions in writing
  - Notify CNCS if appropriate
  - Re-train staff and/or members
  - Follow-up within a reasonable period to confirm correction
  - Disallow hours and/or costs if needed

# Program and Commission Spotlights

**Felicia Williams**

Habitat for Humanity International

**Maureen K. Eccleston**

PennSERVE: The Governor's Office of  
Citizen Service

# Program Spotlight – Habitat for Humanity



**Felicia Williams**  
**Habitat for Humanity International**  
Sr. Specialist, Member and Site Development  
Atlanta, GA

HABITAT FOR HUMANITY NATIONAL SERVICE PROGRAM  
AMERICORPS®NATIONAL  
2012-2013 HOST SITE PARTICIPATION AGREEMENT

This HABITAT FOR HUMANITY NATIONAL SERVICE PROGRAM AMERICORPS®NATIONAL 2012-2013 HOST SITE PARTICIPATION AGREEMENT (this "Agreement") is made and entered into by and between HABITAT FOR HUMANITY INTERNATIONAL, INC. a Georgia not-for-profit corporation with its principal place of business at 121 Habitat Street, Americus, Georgia 31709 ("HFHI"), Greater Birmingham HFH, a Alabama not-for-profit corporation (the "Host Site").

WHEREAS, The Corporation for National and Community Service ("CNCS" or the "Corporation") has granted HFHI a grant in the amount of \$3,900,000.00 for the purpose of supporting the conduct of a National Service program with AmeriCorps members ("Members") engaged in direct service and capacity-building toward the principle goal of "getting things done" by improving lives, strengthening communities, and fostering civic engagement through service and volunteering.

WHEREAS, HFHI wishes to make one or more Members available to the Host Site to achieve that goal through the allocation of 4 AmeriCorps Members at a cash cost per Member of \$10,700.00 to the Host Site;

NOW THEREFORE, in reliance upon and in consideration of the mutual representations and obligations hereunder, HFHI and the Host Site agree to the terms set forth in all of the EXHIBITS A through D attached hereto, and incorporated herein by reference.

IN WITNESS WHEREOF, the parties have executed this Agreement this 19<sup>th</sup> day of July 2012.

HABITAT FOR HUMANITY INTERNATIONAL, INC.

Date: 8/14/2012 BY: Peter Rumsey  
Peter Rumsey, Director of National Service Programs

Greater Birmingham HFH

Date: 7-19-12 BY: Aranda Mc  
Board President, Executive Director, or Designee

Date: 7-19-12 BY: Julie Howard  
Host Site Manager

HABITAT FOR HUMANITY NATIONAL SERVICE PROGRAM  
REVISED MAY 2012

HOST SITE PARTICIPATION AGREEMENT  
RECEIVED  
R12312 D

FOUNDATION = STAKEHOLDER RELATIONSHIPS  
PARTICIPATION AGREEMENT

training / technical  
assistance



## HFHI National Service Host Site Training Project Plan 2013-14

**Department Purpose:** HFHI National Service exists to develop and cultivate lifelong housing leaders, advocates, and community change agents; Help build organizational capacity of Habitat for Humanity; Support our goal to serve more families and improve communities.

**Host Site Training Purpose Statement:** To provide structured training and resources to host site leadership (CEO, ED or Board President), HSM and Member Supervisors to support successful program/project management, realization of program & project goals, and development of members

**Host Site Learning & Development Objectives –** Host Site Leadership (CEO, COO, ED or Board President), HSM and Member Supervisors will:

1. Understand **HFH Strategic Direction** and how Volunteer Engagement & National Service contribute to the impact goals of Habitat's strategic plan
2. Understand **Member Development** objectives and have resources and commitment to implement locally
3. **Capacity Building, Impact & Sustainability**
  - a. Understand the importance of capturing results and communicating impact
  - b. Understand capacity building and sustainability expectations and develop best practices to implement and support high-quality member projects
  - c. Understand the impact of AmeriCorps program funding & sustainability requirements at the national and local levels, including positive & negative implications;
4. Host Site understands **HFH National Service Program Management** expectations and has the abilities and resources to successfully meet those expectations. Specifically:
  - a. Understand AmeriCorps National and VISTA programmatic basics
  - b. Understand prohibited activities
  - c. Understand the roles and responsibilities of host sites, CNCS and HFH NS;
  - d. Know the reporting expectations, including interaction with the OnCorps platform;
  - e. Know the member development guidance, including the knowledge that a successful program is a reflection of the investment that the host site puts into the program;
  - f. Acquire tools/resources to foster a culture of safety awareness throughout a host site's operations and NS expectations around program safety;
  - g. Understand Human Resources processes including member relations basics and member placement.
5. **Communication and Program Promotion**
  - a. Have tools, resources, and commitment to communicate the story of how HFHI and National Service helps communities come together to solve problems and make a difference;
  - b. Have understanding, tools, and practices to appropriately promote AmeriCorps programs.

FOUNDATION = STAKEHOLDER RELATIONSHIPS  
PARTICIPATION AGREEMENT



member management

FOUNDATION = STAKEHOLDER RELATIONSHIPS  
PARTICIPATION AGREEMENT

reporting

New Vols		
%	National	Vista
75	0	0
204	0	0
0	0	0
95	0	0
45	0	0
85	0	0
5	0	0
1	0	0
5	0	0
75	0	0

Veterans		
%	National	Vista
0	0	0
0	0	0
0	0	0
0	0	0
2	0	0
0	0	0
5	0	0
1	0	0
0	0	0
10	0	0

This section is a draft, pending OMB approval. This section contains a list of demographic indicators of interest to the Corporation and our stakeholders. Please provide cumulative totals.

= of VISTA Members on board at end of reporting period:

= of VISTA Members supported by cost share:

= of Community Volunteers serving:

= of Community Volunteers serving who are Baby Boomers:

= of Service Hours performed by Community Volunteers:

Dollar value of cash resources developed by VISTA Members:

Project Tag	Host Site	State	Zip	Reporting Period	# Times Selected by Members
"601 Wabash Av, Duplex, S (LEED)"	Charlotte, HFH of	NC	28222	July 1 - September 30, 2012,	1
"606 Pinoca St, Duplex, S (LEED)"	Charlotte, HFH of	NC	28222	July 1 - September 30, 2012,	1
"822 Marble St, Lowery, C, R (LEED)"	Charlotte, HFH of	NC	28222	July 1 - September 30, 2012,	1
"Aldana, Y."	Maumee Valley	OH	43528-8040	July 1 - September 30, 2012,	2
"Aldana, Y."	Maumee Valley	OH	43528-8040	October 1 - December 31, 2012,	2
"Apollo Heights, Lot 48"	Wake County,	NC	27604	October 1 - December 31, 2012,	1
"Augusta Crossings, Lot 57"	Wake County, HFH of	NC	27604	July 1 - September 30, 2012,	3
"Augusta Crossings, Lot 57"	Wake County,	NC	27604	October 1 - December 31, 2012,	3

FOUNDATION = STAKEHOLDER RELATIONSHIPS PARTICIPATION AGREEMENT



**HABITAT FOR HUMANITY NATIONAL SERVICE PROGRAM  
HOST SITE MONITORING CHECKLIST**

HSM WILL COMPLETE A SELF EVALUATION AND IDENTIFY ANY NEEDED TRAINING/TECHNICAL ASSISTANCE. UPON COMPLETION, HSM WILL SUBMIT SELF EVALUATION AND ANY REQUESTED DOCUMENTATION. PROGRAM STAFF WILL THEN COMPLETE REVIEW IN PARTNERSHIP WITH THE HOST SITE (HSM, MEMBERS, ETC.). PROGRAM STAFF WILL PROVIDE A SUMMARY NOTING EFFECTIVE PRACTICES, RECOMMENDATIONS AND NOTIFICATION OF ANY ACCOUNTABILITY ITEMS THAT NEED TO BE ADDRESSED. IT IS EXPECTED THAT HFH NATIONAL SERVICE WORK IN PARTNERSHIP WITH HOST SITES TO REMEDY ANY ACCOUNTABILITY ITEMS IMMEDIATELY.

Name of Host Site:  Host Site Manager (HSM) Name:  Date:

Programs Being Monitored (Check all that apply and indicate the grant year applicable).

National:   VISTA

# of currently serving National members:  # of currently serving VISTA members:

# of National members terminated early:  # of VISTA members terminated early:

If HSM is new this year, did the HSM attend HSM Start Up Meeting?  Yes  No  n/a Date/Place attended: Choose one from below

Did HSM attend HSM Meeting?  Yes  No Date/Place attended: /

Program Staff Notes (Host Site staff transitions, training requirements met, etc.)

HOST SITE TRAINING AND TECHNICAL ASSISTANCE	Host Site Self Evaluation			For Program Staff Use ONLY			
	Yes	No	HSM must enter "n/a" or insert details and any T/TA Requests	Yes	No	Status (Requirement Met, Action Needed, Best Practice)	Comments or T/TA Recommended:
National Service Overview and Participation Agreements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="text"/>	<input type="checkbox"/>	<input type="checkbox"/>	Select One:	<input type="text"/>
Effective HS Management & HS Support Model	<input type="checkbox"/>	<input type="checkbox"/>	<input type="text"/>	<input type="checkbox"/>	<input type="checkbox"/>	Select One:	<input type="text"/>
Member Development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="text"/>	<input type="checkbox"/>	<input type="checkbox"/>	Select One:	<input type="text"/>

monitoring

FOUNDATION = STAKEHOLDER RELATIONSHIPS  
PARTICIPATION AGREEMENT

# Commission Spotlight: PennSERVE



**Maureen K. Eccleston**

Executive Director

PennSERVE: The Governor's Office of Citizen Service



Pennsylvania's State Service Commission  
19 operating programs + one planning grant  
1,300 AmeriCorps members

43 (of 67) counties

4 staff



# At-A-Glance



Pre-Award Assessment  
Questionnaire &  
Key Document Reviews

Mid-Year Assessment  
Questionnaire &  
Desk Monitoring

Monthly Portal Reports,  
Monthly Expenditure  
Reports &  
Quarterly Program  
Reports



# Beginning



## Pre-Award Assessment Questionnaire

- Staff downsize/turnover
- Accounting practices
- Organization and AmeriCorps P&P
- Financial capacity

## Key Document Reviews

- NSCHC eCourse certifications
- Grievance Procedures
- Member Position Description
- Member Service Agreement
- NSCHC P&P
- Training Calendar

# Organizational Assessment and Risk (Pre- and Post)

- Pre-Enrollment
  - Application and screening process, portal enrollment
- NSCHC
- Member Service Agreement
- In-Service Activities
  - Member training, timesheets, member evaluations
- Member Exit
  - Member evaluations, health and child care notification, portal exits

# Mid-Year



- Mid-Year Assessment Questionnaire
- Desk Monitoring
  - Member timesheets
  - Member files
  - Match documentation
- Risk Assessment

1. Moderate to high level of staff turnover
2. Overall programmatic progress
3. Late or inaccurate reporting
4. Major changes in project design or scope
5. History of Complaints from Members/Others
6. Has two or more satellite sites
7. New sub-grantee
8. Low enrollment/retention rate; high member turnover
9. Attendance on conference calls and trainings
10. Recent change in fiscal agent/staff
11. Fiscal Issues/Challenges
12. Required Match
13. Multiple AmeriCorps grants
14. Has one or more high costs
15. Fiscal Risk Posed by Applicant
16. Significant findings from previous site visits or desk monitoring
17. Failure to address previous issues

# Q&A



# Resources

- Managing AmeriCorps Grants webpage:  
[www.nationalservice.gov/build-your-capacity/grants/managing-amicorps-grants](http://www.nationalservice.gov/build-your-capacity/grants/managing-amicorps-grants)
  - CNCS Regulations
  - Grant Terms and Conditions
  - Policy FAQs
  - Reporting requirements
- National Service Knowledge Network eCourses on site and member management:  
[www.nationalservice.gov/resources/online-courses](http://www.nationalservice.gov/resources/online-courses)

# More Resources



- Start-Up Materials/Program Development Outlines (the Big 5)
- CNCS Monitoring Tool
- Financial management resources website: [www.nationalservice.gov/resources/financial-management](http://www.nationalservice.gov/resources/financial-management)
- CNCS Program and Grants Officers
- AmeriCorps State and National Symposium workshop sessions

# Thank you!

**Felicia Williams** [fwilliams@habitat.org](mailto:fwilliams@habitat.org)

**Maureen K. Eccleston** [mecleston@pa.gov](mailto:mecleston@pa.gov)

