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
Skype Features

Click this icon to open the Conversation box.

Click this icon to mute your microphone.
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

- Vision
- Foundation-building
- Implementation
- Program Evaluation/Revision

AmeriCorps Program
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

Member and Site Activities and Expenditures

Getting things done
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

- On-Site Visits
- Risk-based Assessment
- Desk Reviews/Written Reports
- On-going Communication
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

<table>
<thead>
<tr>
<th>Component</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>AmeriCorps Member Name</strong></td>
<td>Jeff A. Member</td>
</tr>
<tr>
<td><strong>AmeriCorps Position Title</strong></td>
<td>Emergency Response Crew Leader (ERCL)</td>
</tr>
<tr>
<td><strong>Program</strong></td>
<td>Helping Hands, 911 Safe Place, Waverly, PA 45678</td>
</tr>
<tr>
<td><strong>Site Location</strong></td>
<td>The member will be based at Helping Hands, 911 Safe Place, Waverly, PA 45678; deployments may occur at any location in the state</td>
</tr>
<tr>
<td><strong>Purpose</strong></td>
<td>Provide local response in the aftermath of natural disasters</td>
</tr>
<tr>
<td><strong>Duties</strong></td>
<td>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</td>
</tr>
<tr>
<td><strong>Qualifications</strong></td>
<td>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</td>
</tr>
<tr>
<td><strong>Term of Service</strong></td>
<td>November 1 – September 30</td>
</tr>
<tr>
<td><strong>Time Requirements</strong></td>
<td>40 hours/week; exact days of week and times will vary depending on response situation</td>
</tr>
<tr>
<td><strong>Orientation and Training</strong></td>
<td>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</td>
</tr>
<tr>
<td><strong>Benefits</strong></td>
<td>Living allowance, post-service education award, health care; powerful service experience; able to see impact of service immediately</td>
</tr>
<tr>
<td><strong>Evaluation and Reporting</strong></td>
<td>Mid and final performance reviews; weekly reports to supervisor; quarterly debrief summits with crew members and program leadership</td>
</tr>
<tr>
<td><strong>Supervisor</strong></td>
<td>Jane S. Super, Executive Director, Helping Hands</td>
</tr>
</tbody>
</table>
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**
## Member Management

### Initial Assessment

<table>
<thead>
<tr>
<th>Number</th>
<th>Description</th>
<th>Recommended Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>The Member Management section includes elements required for compliant systems, policies and processes related to member support, enrollment, recruitment and retention.</td>
<td>N/A</td>
</tr>
<tr>
<td>2</td>
<td>Commissions and Directs:</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Verify member eligibility [45 CFR § 2522.200]</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Ensures that member eligibility documentation is reviewed and found satisfactory prior to enrollment. [AC IV]</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Ensures that records documenting satisfactory completion of program requirements are maintained as required. [AC IV]</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>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]</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>If the commission/direct uses an alternate search protocol to conduct criminal history checks, has it been approved by CNCS. [45 CFR § 2540.206]</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Ensures that AmeriCorps members are selected in a fair and non-discriminatory manner [45 CFR § 2522.210 (a), 2522.100 (g) &amp; § 2540.210, 220]</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Ensure member position descriptions provide for meaningful service activities and performance criteria that are appropriate to the skill level of members. [AC IV]</td>
<td></td>
</tr>
</tbody>
</table>
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
organization with its principal place of business at 121 Habitat Street, Americus, Georgia 31709
("HFIH"), Greater Birmingham HFIH, a Alabama not-for-profit corporation (the "Host Site").

WHEREAS, The Corporation for National and Community Service ("CNCS" or the
"Corporation") has granted HFIH 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, HFIH 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 $10,700.09
to the Host Site:

NOW THEREFORE, in reliance upon and in consideration of the mutual representations and
obligations hereunder, HFIH 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 1st day of
July 2012.

HABITAT FOR HUMANITY INTERNATIONAL, INC.

Date: 8/9/2012

BY: [Signature]

Peter Rumsey, Director of National Service Programs

Greater Birmingham HFIH

Date: 7/19/12

BY: [Signature]

Board President, Executive Director, or Designee

Date: 7/19/12

BY: [Signature]

Host Site Manager

HABITAT FOR HUMANITY NATIONAL SERVICE PROGRAM
REVISED MAY 2012

HOST SITE PARTICIPATION AGREEMENT

RECEIVED
training / technical assistance
FOUNDATION = STAKEHOLDER RELATIONSHIPS
PARTICIPATION AGREEMENT
<table>
<thead>
<tr>
<th>Project Tag</th>
<th>Host Site</th>
<th>State</th>
<th>Zip</th>
<th>Reporting Period</th>
</tr>
</thead>
<tbody>
<tr>
<td>&quot;801 Wabash Ave, Duplex, S (LEED)&quot;</td>
<td>Charlotte, HFH of</td>
<td>NC</td>
<td>28222</td>
<td>July 1 - September 30, 2012,</td>
</tr>
<tr>
<td>&quot;504 Pinosa St, Duplex, S (LEED)&quot;</td>
<td>Charlotte, HFH of</td>
<td>NC</td>
<td>28227</td>
<td>July 1 - September 30, 2012,</td>
</tr>
<tr>
<td>&quot;024 Marble St, Lowry, G, R (LEED)&quot;</td>
<td>Charlotte, HFH of</td>
<td>NC</td>
<td>28227</td>
<td>July 1 - September 30, 2012,</td>
</tr>
<tr>
<td>&quot;Aldana, Y.&quot;</td>
<td>Maumee Valley</td>
<td>OH</td>
<td>43628</td>
<td>July 1 - September 30, 2012,</td>
</tr>
<tr>
<td>&quot;Aldana, Y.&quot;</td>
<td>Maumee Valley</td>
<td>OH</td>
<td>43628</td>
<td>October 1 - December 31, 2012,</td>
</tr>
<tr>
<td>&quot;Apollo Heights, Lot 48&quot;</td>
<td>Wake County,</td>
<td>NC</td>
<td>27604</td>
<td>October 1 - December 31, 2012,</td>
</tr>
<tr>
<td>&quot;Augusta Crossings, Lot Wake County, 57&quot;</td>
<td>HFH of</td>
<td>NC</td>
<td>27604</td>
<td>October 1 - December 31, 2012,</td>
</tr>
<tr>
<td>&quot;Augusta Crossings, Lot Wake County, 57&quot;</td>
<td>HFH of</td>
<td>NC</td>
<td>27604</td>
<td>October 1 - December 31, 2012,</td>
</tr>
</tbody>
</table>
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 IFH 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: □□□□

Did HSM attend HSM Meeting? Yes □ No □ Dates/Place attended: □□□□

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

<table>
<thead>
<tr>
<th>HOST SITE TRAINING AND TECHNICAL ASSISTANCE</th>
<th>Host Site Self Evaluation</th>
<th>For Program Staff Use ONLY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Does the Host Site feel competent in the following areas:</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>National Service Overview and Participation Agreements</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>Effective HS Management &amp; HS Support Model</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>Member Development</td>
<td>□</td>
<td>□</td>
</tr>
</tbody>
</table>

Status (Requirement met, Action needed, Best Practice): Select One

Comments or T/TA Recommended: □□□□

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
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
  – Member timesheets
  – Member files
  – Match documentation
• Desk Monitoring
• 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
Resources

• Managing AmeriCorps Grants webpage: www.nationalservice.gov/build-your-capacity/grants/managing-america-corps-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
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
Maureen K. Eccleston  meccleston@pa.gov