

# Member and Site Monitoring and Reporting Requirements



**Barbara Reynolds:** We're going to jump into the content for today in just a second. Before we do I want to make a couple of housekeeping announcements, just to make sure you're fully oriented into the webinar world and to the Adobe Connect world.

As you can see on the slide in front of you, you should have in addition to seeing the PowerPoint, the slides that the presenters will use today, there's also a pod called web links in Adobe Connect. In that pod you'll see a link to today's evaluation. We're asking for short feedback on the webinar at the end of the presentation, as well as a link to the knowledge network where you can see the slides that the presenters are going to be using today. Just want to make sure that you know you have both of those things in front of you, and that they'll be in front of you throughout the presentation.

We are recording today's session. I just want to make sure that you know that, and that you disconnect if you don't want to be recorded. We will take this presentation audio as well as the visuals and combine them and post them on the Knowledge Network in just a couple of weeks.

Then finally, in terms of technology, we will use the chat box throughout today's presentation. The chat box is actually where you will ask questions during the Q&A. You can also use it at any point to make a comment, ask a question, draw attention to yourself in anyway. I'll be monitoring the chat while the presenters are speaking today.

I do want to check and make sure that the chat feature is working for you. If you could, take just a quick second and send out a greeting, a howdy, a what's up, what's going on, cheerio, whatever your greeting du jour is to your folks to I can make sure you're hearing me.

Great, thank you Marina. I see greetings from Pennsylvania, Meredith. Awesome. Thank you, Hillary. Thank you. Keep it coming, I like it. This is very validating in the eerie, silent world of webinars that you guys are greeting and that you can hear my voice. So, terrific. Thank you so much. This is great to see, as I said. Welcome, everyone, and thank you for being with us today.

If you've not joined one of the program staff development or staff development webinars, just let me give you a quick sense of just what these are. Each year, AmeriCorps State and National designs a series of online trainings and delivers them on a variety of topics. In general, what we're looking to do is to build the skills and knowledge around core issues that affect all of our work together, all of our "Ameri work" if you will.

We typically address a mixed audience of those state commission folks as well as program folks. We hope that in doing this, we'll give all of you and all of us a chance to take a step back, take a break from the joy that is Kentucky. I see folks are saying hello from Kentucky and New York and Hawaii. That you're able just to take a break from your day-to-day work in your various offices and focus on some of these broader issues. So that's the overall purpose for our webinar series.

You can see for 2018, we've already delivered a number of sessions and have a few more left to do for 2018. Next month, we'll have a session on submitting grantee progress reports. Then in the fall, we'll look again at financial management, as well as data quality monitoring. Just to make sure that you know, these sessions are coming up. You can get the registration links and the information about them on the Knowledge Network.

As I said, today's target audience, like many of our webinars, we really are addressing all of you who work in state service commissions, who work in national programs, and our tribal AmeriCorps partners. We typically target these webinars to folks who are newer in their jobs, thinking you may be at a steeper part of your learning curve for AmeriCorps. Honestly, though, we also think these are nice refreshers for folks who have any interaction with the topic at hand. For today's topic, the monitoring and reporting, we hope that the session will be useful to you, even if you're not new to your position.

Those are all of the basic housekeeping announcements, and connections and framing for today's session, to link to the broader webinar series. It's my pleasure to turn it over, now, to our speakers for today. You can see both Kerry Luper and Oksana Jensen on the slide in front of you. Both Kerry and Oksana are program officers and have been for several years at AmeriCorps State and National. They are rock star members of the training and technical assistance committees. I'll just do that shout out as well. It is my pleasure to turn it over to Oksana. Take it away.

**Oksana Jensen:** Thank you so much Barbara. I hope everybody can hear me well. It is so great to see such great participation from all over the country. As Barbara mentioned, my name is Oksana Jensen. Kerry Luper and I will facilitate today's discussion on member and site monitoring and reporting. We're joined today by a couple of great colleagues from the field who will share their experience.

I wanted to give you a quick overview of today's agenda. First, I will go over and talk through the monitoring of members, some of the general requirements and expectations related to site member monitoring, as well as discuss some of the tools and best practices. I wanted to point out that we will focus heavily on monitoring, but we'll also discuss the role of effective monitoring in relation to reporting and how it can help facilitate effective reporting, and vice versa. We will have, next session, we'll focus specifically on grantee progress reporting and some of the best practices related to reporting. So, just wanted to point that out.

Kerry will then facilitate a deeper dive into what monitoring and reporting practices look like in practice, with our two esteemed colleagues, Erin Bennett of City Year, and Maureen Eccleston of PennSERVE. Then, we will wrap up by providing some additional resources for your reference. We will make sure to pause and provide you with opportunities to ask questions throughout. But like Barbara mentioned, please use the chat box at any time a question strikes you. We will make sure to get to it when we have a pause in the presentation.

Here's some guiding questions to frame our discussion today. Or perhaps we could call them burning questions. First, what is monitoring in the context of AmeriCorps programs? What am I required to monitor and report? How should I go about it? What if I find something wrong? We will talk about the answers to all of these in the upcoming slides.

So this quote is directly from our code of federal regulation. I will not read it, but you can see it on the slides here. To let you know, the code of federal regulation, or the CFR as we call it for short, for those who may be new to AmeriCorps world, answers the first questions. What is monitoring? What are you required to monitor?

The answer, essentially, is everything. Monitoring needs to cover each program, function, or activity supported by the grant or sub-grant. This, of course, includes AmeriCorps member service activity. But it also includes other core program functions, such as training and supervision, data collection, budget expenditures, and a million other things that you are doing as part of your AmeriCorps program management.

The CFR also states the end-goal of monitoring, the why. That is to ensure compliance with applicable federal requirements, and ensure that performance goals are being achieved. On the compliance side, a helpful trio of principles to keep in mind is prevent, detect, and enforce. For those of you who have been in AmeriCorps for a while, you've probably heard those from your program officers, from my trainings. But those of you who are new, you will hear those and that's the framework that we look at for a monitoring perspective.

Prevent compliance issues from happening by setting a strong systems for training and oversight. Detect any compliance issues as soon as they occur through robust monitoring strategies. Enforce corrective actions to ensure that the compliance issues are resolved promptly, and preventative measures are put in place for the future.

Regarding performance goals, it's important to develop high-quality data collection tools and systems that will help your monitoring progress in achieving the outputs and outcomes you committed to in your grant application. You also want to keep track of your performance related to member management, such as member enrollment and retention, effective member training and development, and other member related issues. Finally, you want to be monitoring your budget to make sure that you are able to live within your means and that you have the necessary funds to make sure this happens.

On the next slide, let's look at ourselves in the basic cycle of an AmeriCorps program. Really, this is a paired down version of a cycle. Monitoring and reporting occurs in the implementation, and program evaluation and revision stages. They're marked in red, here. It supports the continued growth of the programs vision and foundation. It is a critical part of continuous program improvement, since it provides a reality check about what is actually happening on the ground and allows you to make informed decisions.

It's essential that monitoring not be an add-on to someone's already full job description. It needs to be integrated into all aspects of program management, and all program staff will have some role in it. I cannot emphasize that enough, to make sure that that is considered.

Here's another, and probably better, way of looking at monitoring. Not just the legal requirements, but also an opportunity to gauge and channel the impact that all the different member and site activities that happen each year,

including the tax payer funds that you use to support those activities. Ultimately, you want all of those elements to pull together in service of the ultimate goal of getting things done. This means that you're managing public resources effectively, and that you're achieving public positive and meaningful impact for program beneficiaries for the broader community, and for the AmeriCorps members themselves, which is really, really important, as you know.

So, effective program management is a systemic approach. It ensures that various roles in the AmeriCorps brand management system are achieving their respective performance goals and are in compliance with federal requirements. Monitoring extends all the way from CNCS to the members and sites, with different actors being responsible for activities that are appropriate to their role along the way. I would also point out that the arrows probably go the other way as well, so it's just a really important relationship between the various parts of that chain.

However, there's no one-size-fits-all approach to monitoring. It may look very different depending on the type of AmeriCorps entity you are. Monitoring responsibilities and activities for a commission will likely be structured differently than those of a tribal or national direct programs. Similarly, they may vary dependent on the size and complexity of the program. It may be different for a large national direct grantee with thousands of members and hundreds of sites than a small regional or tribal program.

It is important to know that monitoring and reporting, for the purpose of AmeriCorps program management, are two sides of a complimentary, symbiotic relationship. On the one hand, monitoring activities are essential to accurate grant reporting. On the other hand, reporting is an important tool in program monitoring.

For example, reviewing various data and information submissions you may receive from your members, and service location, and different forms as part of your overall reporting process allows you to see if your program is on track and if it's meeting its performance measures; if members are on track in their service hours; and if there are areas of concern that should be addressed at a specific location or an operating site, or grantee level.

In order to achieve the fundamental goals of getting things done, as we discussed in a couple of slides ago, you need a well thought-out monitoring plan that you put in place from the very earliest stages of program implementation. Your plan should address the who, what, when, where, and how questions.

Who? Program and finance staff working together as a unified team. We can't emphasize enough how important it is for both the programmatic and the financial sides of the organization to do monitoring together, and that they communicate openly with each other about what they are seeing and what it means. We have had several issues with our OIG findings or just programs failing related to grant staff and financial staff not communicating with program staff in their monitoring efforts and having those roles being siloed. It's really, really important that you try to work as a unified team.

What? All aspects of AmeriCorps funded activities, as we've said before, should be monitored. When? Monitoring activities should be built into the program and financial staff schedules right up front, and should follow the flow of the program year. Different types of monitoring will be more appropriate to different points of the year. We will talk more about that in a couple of slides. It's important to be really transparent about the monitoring plan and make sure that everyone involved knows what to expect, the staff, the sites, the members.

Then, where and how? It should be done onsite or virtually, or both. We'll talk about the next slide about some of the possible monitoring methods you can use. The specific methods you use will depend on the geography, the program design, as we've said. It will also depend on the type of particular risk that's posed by the program and your structure.

This is what I will call our pyramid of monitoring. For those of you who dabble in architecture, probably know that a triangle is one of the strongest and most stable shapes for building a structure. The design we chose here is not an accident. Please note that risk-based assessment is at the center of the pyramid and it's central to all monitoring plans, no matter the type of program. The results of the risk-based assessment will inform your choice of monitoring methods. Common strategies used by programs include on-site visits, desk reviews, written reports, and on-going communication with members and sites.

Let's just talk a little bit more about risk-based assessment. Initially, it may sound negative to suggest that you look at your program sites and members through the lens of risk. The goal is ultimately a positive one, to diagnose potential challenges before they happen, and to put the right kinds of supportive structures in place to make sure that every site and every member is able to be successful.

There are a lot of advantages to risk-based assessment. First and foremost, it gives you a chance to look comprehensively at all aspects of your program in a consistent way, so that everyone gets the level of support that is right

for them. Second, unless you have unlimited staff, time, and capacity, which we're guessing nobody really does, we always can have more, this allows you to be smart about how you allocate your time, team members time, and your limited resources. If you have a large nationwide program, it simply may not be possible to visit every site in person every year. It makes sense to devote more staff time for in depth monitoring of the most risky activities or sites, while using less time intensive monitoring strategies for the less risky areas of the program.

You also want to make sure that you're choosing monitoring strategies that are appropriate for the conditions on the ground. A risk assessment allows you to figure out the areas where the chance of potential challenges is the highest, and then choose the monitoring approaches that mitigate those challenges the best. For example, if your risk assessment indicates the possibility of staff displacement at a particular site, your monitoring strategies should include reviews of member position descriptions, and regular interviews and conversations with members placed at those sites.

Risk assessments are generally structured as a series of questions about each sub-grantee or site. Some questions will probably cover areas that are riskier than others, in terms of potential impact on program success. It makes sense to weigh your questions based on the degree of risk they represent. It also makes sense to do the risk assessments on or before the start of the program year so that you can design your monitoring plan using a full set of up-to-date information. However, risk assessment isn't a once a year and done exercise. As conditions at different sites change, or as the program model evolves, you need to continually assess how those changes impact the challenges faced by the program and what monitoring approaches you should use to mitigate those challenges.

If you're not familiar with risk-based assessment or if you're new to AmeriCorps, please reach out to your program officer. They may have examples of other grantees or other commissions who are using effective risk-based assessment strategies that have good questionnaires in place already, that they can share with you to develop this process. It is a really, really, important process, especially, like I said, with the limited resources and time and staff.

So, on the next slide, here's some risk flags to look for, both during the risk assessment process and throughout the program year. Some of the risk flags include: member service issues are common risk flags, particularly if you detect activities that are prohibited or unallowable under AmeriCorps regulations. The actions of members and staff may also be risk flags. A lot of staff turnover, poor member retention, late or incomplete reports. Other things could be unexplained absences from trainings or program-wide events for members or key staff.

You may see risk flags in programmatic data. For example, outputs and outcomes that are a lot lower or a lot higher than what you would have expected, given the program model. We did have a webinar specific to data quality and data quality plans that will help you with seeing some of the data issues and spot-checking them that can help you with the monitoring process.

Finally, you may see financial flags. Spending rates that are higher or lower than they should be. Problems with maybe match commitments, or expenditures that don't seem to fit the type of program activities that are taking place. All of these things should activate your "spidey sense" and alert you that there's a list of performance or compliance concerns that need to be addressed through monitoring.

When selecting monitoring methods, you should consider several important factors. First, the degree and types of risk posed by the sub-grantee or site, such as results of your risk assessments. They can help you prioritize your site and sub-grantees to monitor and determine which methods to utilize in different cases. For example, sites that have a high level of risk may require site visits where you can review their systems and processes in person, meet their members and staff, and observe their program operations. On the other hand, if you have site and sub-grantees that continue to perform well and assess at low-risk, they may not need as frequent or in depth monitoring and regular check-in calls. Desk monitoring may be sufficient.

Second, you should look at areas of focus for monitoring. When selecting monitoring methods, you should consider the area of program management and compliance that you are trying to focus on. For example, if you're monitoring an organization's overall policies and procedures, you can do a desk audit of their written materials and provide feedback on their practices. Then you can follow up with other monitoring methods on issues of concern that arise from the desk audit. If you're monitoring their member management, specifically, it may be necessary to be onsite so you can talk to members, review member files in person, observe them during their service, meet with their supervisors, and overall get a feel for the place of service and what their experience looks like.

Third, you should look at budget and staff capacity. Monitoring is essential to every AmeriCorps program, but it costs money and time to do it well. This is where the risk-based approach can be helpful. It can help you prioritize the areas that are a prior risk, and utilize your limited staff time and financial resources on the areas of the most concern.

The fourth consideration is the timing of monitoring activities. As I've said before, monitoring should be a year round activity and should incorporate various methods. Through site visits and desk audits are usually time and labor intensive, you should schedule those through the less busy time periods in your program. It is a good idea to visit new sites and sub-grantees as early as possible, to provide them with any additional technical assistance and to make sure that they start off on the right foot.

To help get the most of the site visits, one of the tools in your monitoring tool belt, you should first ask open-ended questions during member and staff interviews. It's good to have those questions prepared in advance, again based on the type of visit, what you're looking at. You can definitely draft them in advance and use them.

You also should observe members service in action. You should gather and cross-check information from personnel in multiple roles, such as members, site supervisors, program directors, and others. You should come up with planned interview questions for different individuals and different roles, and try to get a comprehensive and consistent view of the program operations. Some questions might be the same for the different roles, some may vary, but it is good to have those prepared.

You should review key documents prior to your site visit, that is always helpful to do in advance. That way, you can focus on in-person discussions and review when you get there. You should take a look at site agreement, member position descriptions, application budget, in advance. That's just a couple of examples. You can look at some of the member files in advance, some of the policies and procedures in advance. These will provide you with a lot of good preliminary information that will help you learn about how an organization operates and inform the rest of your visits and which areas need additional level of inquiry.

You should also consider, to a limited extent, unannounced visits when needed. These are not ideal and can definitely cause some challenges, but they may be necessary in certain circumstances, particularly if you do not have confidence that you're getting sufficient information about what is truly happening on the ground through pre-planned site visits. For example, if you have a lot of complaints from members at a particular site, about their service conditions or safety, and the site does a good job of disguising those when you are visiting during a planned visit, it might be a good idea to come unannounced, one time, to see if the situation may be different during a typical service day. So, like I said, use it to a limited extent, but they may be considered in certain circumstances.

Next, we'll look at the role of member service description in monitoring. A service position description is a key tool in member management and monitoring. As you know, all programs are required to have position descriptions included in the member agreements. Those should accurately and thoroughly describe the member's roles and responsibilities within the program and their specific service activities.

Here, on the screen, is a sample position description. We highlighted in red, several areas that can be monitored throughout the year. First, the member duties. This is critical as this is an area of frequent concern in member management. The approved member duties must be clear to the member, their supervisor, and leadership at the host sites. This can help you avoid members being assigned tasks that are outside of the scope of the service, or that are potentially prohibited. And it is really, really important to ... and that is the reason why we have everybody, all the members sign their member agreement prior to the start of service. So that way the program, the site, the member all understand and agree what their position description is and what their assigned duties are.

So second, you should also monitor time requirements. Knowing the expectations related to the time commitment for a specific member, can help you in monitoring the time keeping process and whether members are serving sufficient hours to allow them to complete their term of service on time.

Similarly, excessive hours served at various times of the year, may be a red flag related to overall member management and may signal that members may have been asked to do it additional duties that may not have been originally planned for or approved by the program.

Third, evaluation and reporting. Make sure that there's sufficient feedback between the member and the program about their service and their experience by providing them with an opportunity to report periodically on their activities to the program and the supervisor. And to assess their performance during and at the end of the service year.

So next we'll look at a sample site agreement. Also a really critical document in your program management and in your monitoring. And it can be really helpful in your monitoring efforts. Please make sure that you spell out the expectations related to the resources and support that should be provided for the members and that their host sites and their requirements are adhering with AmeriCorps policies and procedures. And this is where we often see faults in the monitoring and program implementation processes that maybe the site agreement is not a thorough or it's not enforced. And so when you do find, in terms of when you detect any issues and you have to enforce them, your site agreement with the site. Your site agreement is a very important tool in the process. So it is very important that it is thorough. That it's clear. That it's communicated to everybody involved. And that it is used throughout the program for monitoring purposes.

The agreement on this site, on this slide provides just example support that are required from a program or that are expected from a program. Keep in mind that while there are CNCS expectations related to member training and supervision for all programs, what that looks like on the ground will depend on the specific program design and they vary from program to program. And it is important to keep in mind that a well-crafted site agreement that outlines the specific expectations for member support will be very important in your efforts to ensure successful member service and to monitor your site, as I said previously.

So desk audits as I've said previously are also a valuable tool for monitoring purposes especially when in person site visits are not possible or you can't do them frequently. Or, this is just a better way to do some of the monitoring activities for some elements of program management.

So best practices include first, ensuring in depth reviews of member documentation. You want to look at not just the presence of something, but also the content. So for example, if you're checking member agreement, don't just check to make sure that it's in there and it's signed, but review to make sure it includes all of the required information. Similar for the member position Description. Don't just take a look and see, oh it's there. Take a look at is it consistent with the programs' scope of work? Is it consistent with expected member duties? Are there any potential prohibited activities? So similar with criminal history check element of say, member agreement or member policy and procedure for a specific program. You definitely want to look at the content as well as the presence of something.

Two, in specifically reviewing criminal history check documentation for members [inaudible 00:30:18]. So not just where there's discussion of if it's present in the member agreement but also what are the specific policies and procedures related to criminal history check. As many of you know, this is an area where our field is spending a lot of time and resources and unfortunately, we are still seeing a lot of non-compliant criminal history checks. So it is very important to monitor a criminal history check policies and implementation of those policies more importantly as part of your monitoring processes.

So desk audit is a great way to look at it. You can do it in the beginning. Actually a good idea to do it is before a program starts. Particularly for new programs before their program start year to see if they have the appropriate things outlined and that they know how to do it. And then maybe early on in the program and throughout the program year you can review the actual files from the member files to see if they've been carried out appropriately and according to their plan.

You also want to ensure that you have appropriate tracking and verification of staff and member time. This is another area where we see a lot of OIG findings and just a lot of issues with some of the member files. So you can do this my sampling a specific time period for programs and staff. You should also consider reviewing time sheets for members who are exited. To make sure that the hours that were reported in the AmeriCorps portal are supported with the time sheets.

Another area for desk audit reviews is also financial transactions and match documentation. You can review those in collaboration with the finance stats. In selecting files to review you should aim to have a representative sample. So for example, when you're pulling a sample of member files, try to include members of different service terms. Those who have been exited. Those who are still serving. Maybe members who have been exited early either for a compelling personal circumstance or cause to make sure there's a proper documentation. And you also always should utilize a secure file transfer system to receive files with sensitive personal information for sub-grantees insight. It should never be sent to you via unsecured system if it includes any PII.

So another important tool in your my terms processes is on-going communication. And as I've mentioned previously, monitoring is a year around on going activity. So in addition to site-visits and desk audits that may happen at

specific times during the year that you designate, there are other methods that can happen throughout. And so your regular scheduled check in calls either by phone or in person, or your email correspondence are a really important part of your overall training and technical assistance and oversight and monitoring.

So one way your regular check in calls may be using monitoring is just paying attention to questions that are being asked during phone and email correspondence. And looking and seeing if there's any indication that maybe additional technical assistance or inquiry may be needed for specific issues that may come up. And that'll give you an opportunity to strengthen your prevent side of your monitoring approach.

And this is, again, throughout the year this is on-going. This is a great opportunity.

Another area, you can look at is a progress and financial reports. We talked about reporting as being a key in monitoring. Very important to look at your sub-grantee reports, your member reports, depending what your structure is, your financial reporting, to look for any, like we said, for any red flags, any inconsistencies, any challenges that sites or members or programs are experiencing that need to be addressed.

You also can look at reimbursement requests as a way of monitoring. Member training and reflection activities. So if, again, depending on your role within the program structure or AmeriCorps structure you can, if you are reviewing member reflection records, you can see if there are concerns maybe about member experience or maybe they're a little behind in their hours or maybe a particular activity that they're doing raises concerns. Again, this is all information you can use.

Social media obviously is becoming an increasing used tool for monitoring. And keep in mind that overall any of approach that you choose, building trusting relationships is key to an effective monitoring process. So that's first and foremost should be your approach. Is just making sure that throughout the year you have a good trusting relationship with your sites, your members, or your sub-grantees, again, depending on your role within the AmeriCorps system.

So in order to document monitoring activities you must ensure that you have proper systems in place, including, documenting your site visits, your desk audits and other interactions. So again, there's not a specific expectation. This may look different for different programs, as long as you do have documentation. You can talk to your program officer about setting up such a system if you're new or if you don't have one. Some programs use the CNCS monitoring tool and the excerpt is available here on the slide.

As a starting point, and you can adapt it to your organization. And you can get a copy of this tool from your program officer if you don't have it.

So then, transitioning, the previous conversation was mostly related to the prevent side of monitoring as well as the tech side. What do we do to strengthen our monitoring systems to develop them? And then to also detect any issues that they may come up during the way. What do we do when we actually identify a compliance issue? So here are six important steps that you should take.

And first you should document that issue. Very important. Regardless of how small or large it may be you want to make sure you document it. You want to specify corrective actions in writing. And it will depend on the gravity of the issue or the extent of that issue. Notify a CNCS if appropriate. And there are certain requirements in the terms and conditions related to reporting if it's a specific issue. So minor issues may not need to be reported. Things like prohibited activities, criminal history check noncompliance, fraud, waste and abuse are a thing that absolutely have to be reported to CNCS. So, if you're not sure, definitely discuss with your program officer. But again, the terms and conditions outline some of these reporting requirements.

You also should consider re-training staff and members as appropriate. Depending on what the issues is and where that failure in compliance may have happened. So consider that as part of your resolution. Follow up within a reasonable period to confirm that it has been corrected, that issue. Disallow hours and costs if needed. And again, that's something that could be discussed with your program officer if you're not sure what types of costs should be disallowed. And also the grants officer.

The extent of the specific response may depend on the problem. Always discuss like I said, with the program officer and grant officer so the financial findings, if you're not sure. And if you do identify significant issues please make sure to report them to CNCS.

So this provides sort of an overview of some of the expectations and requirements and best practices and tools related to monitoring of sites and members and reporting to a smaller extent. Now we will pause for any questions that there are and then we will transition to a really, really exciting part of this webinar about program and commissions

spotlight where we will hear from our colleagues in the field about how they've handled things and some of the things they've learned.

So Barbara do we have any questions?

**Barbara Reynolds:** Yeah, hey Oksana. So at this point I don't see any questions yet in the chat but I do just want to remind folks if you have any questions or comments about anything you've just heard, now's the time. We'll take a minute or so and see if there are any bits that you would like to have Oksana address or if you would like to talk a little bit more about. Any questions you want to chat in at this time?

**Oksana Jensen:** And we will have several opportunities also for questions after our panelists present and also towards the end. So I'm sure you will have specific questions for them related to their practices on the ground. And I do see somebody, a couple of people typing in. And while we wait for that I just want to stress and I've said it a couple of times. So especially if you're new to AmeriCorps as a new program or a new staff, definitely monitoring is a topic you should discuss with our program officers for best practices, tools. See if there are any examples of materials you can borrow from other programs or commissions. And usually people are very willing to share things they've developed and again, like I said, the CNCS monitoring tool is a good starting point. It really outlines everything we look for as program officers when we go out and monitor our commissions and national direct rankings and tribes. So it kind of tells you everything. It boils it down and then you can, from that, develop the specifics about that plan.

**Barbara Reynolds:** Hey Oksana. Yeah, there are a couple questions in the chat.

**Oksana Jensen:** Yeah.

**Barbara Reynolds:** Yep. One question is, "where do you find your CNCS monitoring tool?" I think you were just alluding to that as well.

**Oksana Jensen:** So please talk to your program officer at CNCS and or if you are not sure who that is yet, I feel like all programs have assigned program officers at this point. So definitely reach out to your program officer. And do you know Kimberly who that is?

**Barbara Reynolds:** Kimberly also asked Oksana, if you saw in the chat box, "what do you think is an appropriate time for corrective actions?"

**Oksana Jensen:** So it would depend on the gravity of the situation. So with things like maybe their time keeping practices are good but they could be strengthened. And maybe they're not signing them in a time period that's ideal or something like that. It might not raise to the level that's highest for example, when you find criminal history check files that are not compliant. Those would need to be addressed right away. And they will need to be corrected.

So the checks will need to be re done and also the reporting would have to be re done. Same with prohibited activities and anytime you find prohibited activities those should be brought up to up the chain of your command. If you are within the commission make sure that your executive director and leadership know and make sure the program officers know. Or if you're national direct.

It really depends on the gravity of the situation. Similar, and when we do monitoring ... when we write the monitoring reports we put findings in sort of buckets. We put a corrective action that are more urgent things that need to really be addressed and usually we give a month for correcting them unless they're really severe like I said, criminal history check or prohibited activities.

And then there are also things like continuous improvement. There are things that maybe can be corrected within a reasonable period of time but then could be also monitored by you throughout the year. So that could be things like maybe their member training you feel like could be strengthened. And that's something then maybe for next year since they're not training members till the following year. [crosstalk 00:43:07] might not be able to address.

**Barbara Reynolds:** Great. Great. Thank you so much Oksana. As you heard, as you guys heard, we have a couple more opportunities for Q&A coming up. So I think we're going to go ahead and transition now. But definitely if you have more questions or comments please chat those in the box.

**Kerry Lupher:** Awesome. Hi everyone. This is Kerry Lupher. I am a program officer with CNCS and I am just transitioning us over to our two fantastic speakers from the field. We have an individual representing a national direct that has a powerful and wide spread program for AmeriCorps. And then we have a state commission from Pennsylvania. So first up we have Erin Bennett and she is the Vice President of Federal Grants Management with City Year. So Erin I will let you start us off and tell us what this looks like in the field.

**Erin Bennett:** Hi, thank you Kerry. Good afternoon everyone. As Kerry said, I'm Erin Bennett. I have been with City Year for 17 years, or nearly 17 years, and serve on the five person headquarters government relations team which supports our operating sites with AmeriCorps programming and grant management, as well as our friendly inspector general audits.

City Year is a national direct program that operates in 21 states and enrolls over 3,000 members annually. In addition to our national direct, we receive grants through 17 state commissions. For us, this means that we not only have to monitor against CNCS requirements but also against commission specific requirements. And since we are a school based program we also have to follow some district requirements as well. So, in short, we have a lot of rules to follow and check against. As a centralized organization we work to integrate our compliance monitoring into our daily practices so that it's not a one off event, but occurs in a cyclical fashion throughout the year.

For example, we have established an annual business process or steps for reviewing our member service agreement to make sure that it is up to date and compliant. Further, we work with our IT department to build compliance activities into all of our systems so that they don't even get noticed by the site staff. So essentially we're hiding our vegetables for our kids.

Even so, we maintain continuous monitoring through our many strategies guided by the monitoring pyramid that was described by Oksana. It is important that we mix monitoring events with on-going strategies so that our staff stay engaged and focused on managing the program with fidelity to our grant objectives and our program requirements. And also to avoid anything that would cause members hard earned education award to be disallowed. Plus as a steward of tax payers dollars we want to make sure that we're meeting the conditions and requirements under which the funds are awarded.

So in essence we think of ourselves as referees making sure that all the players are following the rules. So, what do we do and how do we think about how do we start and the basis of where are we going to go with our monitoring pyramid? One of the things we recognize is that we will not be able to monitor staff remotely without being specific around our expectations and roles of what they should be doing. Therefore, to set the ground rules and have something against which we can support our sites through the pyramid approach, we've set up two tools. The service level agreement which you see a pic here on the screen and a staff scorecard.

In addition to setting expectations these tools are also valuable for managing our staff transitions and we hope for improving their staff efficiencies since they know what they should be doing as well as being able to self-identify whether they're successful or not in their tasks. Because we are a single organization we do not use sub agreements or MOAs with our operating sites. But our SLA which is here, serves a very similar purpose. The example that I'm showing you is a portion of the SLA for our member administrative management aka our lovely member files. But most of our HQ departments create SLAs for different types of services that they provide our sites.

So the one that you're seeing here is actually our 2017-18 member file SLA because we're a bit behind updating after CNCS changed the enrollment processes. So you'll see some little things in there. The one on the left, page on the left, includes a summary of what our department main responsibilities are in supporting the sites and managing their program. And the page on the right includes a detailed description of the activities that HQ and the sites are responsible for doing. And within that time frame if it's applicable, so that headquarters can meet the main responsibilities that you see on the left, successfully.

For example, for enrollment, if you look at the top if you can see it. If you look at the top line, the right hand side, headquarters is responsible for sending out communications regarding the timelines to site points of contact and the individual site point of contact is responsible for ensuring that the site staff and member supervisors are trained in the timeline. Following this approach, if anything is amiss we're able to see where the gap was. It's really helpful.

So for the scorecards, which is the next slide. The scorecards dial down on the individual staff positions responsibility around program management. Our impact staff who are responsible for service delivery and on site member management, have expectations for compliance and grant obligations in these scorecards. We cannot train 400 staff around the network. So this is a really helpful tool to communicate expectations down to the individual responsible.

For example, our impact managers who directly supervise the core have activities around timely and accurate time sheets and completing performance evaluation. And as I said, in addition to what the activities they're responsible for, the scorecards all provide measure of success which provides feedback to the individual on how they are doing. We

kept this separate from the SLA, that was a choice we made but I suppose it could be integrated into a sub-agreement. If that was something you wanted to do.

So that's our grounding for the pyramid. But when we look at the pyramid, the first thing we look at is on-going communications. Because communications will make or break you as a whole. Because we are large and geographically dispersed we rely on a train the trainer or communicate to the communicator approach for on-going management. We have a capacity, we do, at headquarters. We have a capacity for a fairly robust communication approach. As you see here.

For example, our weekly newsletters consolidate deadlines and updates and reminders across multiple headquarters or departments to reduce email. It also makes it easier for site staff to go to one document that's related to their position. We also try to make sure we communicate info across at least two channels. Newsletters and conference calls. So make it a little bit more information rich. But since we partner across 17 commissions, I've seen other frequencies work just as well. So you don't ... we do it weekly and monthly, but I have seen other frequencies that work just as well as ours.

Now as a tip to any national direct that's on this line, as Oksana mentioned earlier, if you have a state commission grant or ... try to reach out to the state commission and see if they have any newsletters you can attach yourself to or any calls that are open. They're really, really helpful. And they provide a lot of information for us and we use that information all the time. You just have to be sensitive about discerning what is state specific versus what is required by CNCS, because they're state specific.

So, remote monitoring. The next piece of the pyramid. We use a calendar, well we have a lot of strategies around remote monitoring. But what's helpful for us is that we use a calendar and a monitoring tracker together. So the one on the top and then the bottom one is we have a monitoring tracker. Typically we plan out our activities for the year, such as desk reviews at the start of the year, and share the calendar with our sites. There may be some TBD items at the beginning of the year for activities at the end of the year, but we would catch up on communicating those through quarterly updates.

For example, the one at the top at the right, is distributed to our site staff responsible for member files and shows the quarter two activities for those staff people. In October, for example, we at headquarters will have completed our start of the year internal reviews of the position descriptions and MSA amendments. And sites are expected to run an hour set to make sure that members are on track to reach their 1700 hours.

At the bottom, you can see how we track what we do. It's basically just a simple Excel spreadsheet, that we update as we go through the year. It helps us know what we have done, what we plan to do, and saves us from having to dig through emails and files at a later date, when we're asked what monitoring activities we did over the year.

I should comment that standardized materials are really helpful for remote monitoring. We ... standardized compliance related materials, such as the MSA, member service agreement, position descriptions and training, such as the history of national service, to the extent that we possibly can, to manage for these differences across state commissions. We either adopt that commission in requirement as a baseline requirement for all of our core, or we are creating an amendment to the MSA, for just that particular operating site, and members also find all of our amendments, so it's an ongoing process, it's really helpful.

For onsite monitoring, we have, again, two different approaches for onsite monitoring.

One is conducted by our site staff, and some is conducted by headquarter staff. As a matter of capacity and cost, local monitoring occurs at a much higher frequency than HQ onsite monitoring. So, therefore, we provide a lot of support to the local site staff.

To support them, we create some standardized tools, such as the after school safety checklist. We also support them in developing tools that meet their local needs, such as observational and interview based rubrics with standardized questions.

Site supervisors are responsible for making sure that local monitoring is conducted, and working with member supervisors ... and we work with member supervisors to help make sure that if anything is discovered during one of their monitoring events, that they get addressed at the school site.

We also ask sites to confirm that specific types of monitoring have occurred, in particular the safety checklist, but we do not actually collect everything that the site does. We would just be awash in paper if we did. So, we have them confirm it, and they're expected to store everything locally.

For headquarters, our onsite monitoring, we do go out to do site visits. We essentially use a CNCS monitoring tool that Oksana mentioned earlier in the Q and A, but we remove all of the activities that we can do through desk reviews at headquarters. So, this shortens the monitoring quite a bit.

In terms of frequency, we do not have the staff or money to visit all 29 operating sites every year, as much as we'd really, really like to, it just, it won't happen. Therefore, we prioritize based on when sites had their last visit, onsite visit, if a supervisor is new, site supervisor is new, and whether they are also receiving monitoring by their state commissions.

So, for sites that have state commission grants, they receive onsite monitoring by the commission, and we don't want to burden these sites with excessive monitoring, particularly since commissions are much more objective in their reviews of us than we are of ourselves, and their feedback is really, really helpful for guiding our performance and making changes to our program.

So, to wrap it all up, we use the risk-based monitoring ... the risk-based approach for supporting our site. That's the final piece of the pyramid, and it kind of is the glue that wraps everything together. In addition to using the risk to determine when and where we conduct our site visits, we also use it to determine how we support our staff throughout the year.

All of our sites receive baseline services that have baseline expectations, and then sites exhibiting indicators of risks, so you can kind of see on the left, will receive additional services. In order to set up this tier structure, I recommend setting your baseline activities first, and those should fit within whatever your capacity and resources are, and then you can establish what you can provide as an extra support.

For us, we use the risk assessment as a living thing throughout the year. In other words, we do not just look at it as a risk at the beginning of the year, if we know there's a trouble spot from last year, we'll provide additional outreach over the year around that specific item.

One area we also pay really close attention to, is if a site never asks questions or reaches out. If that whole group of people, we kind of group into the radio silence. For veteran staff this could be fine, but it could also mean that they're not aware of changes, or they didn't read the email, or they just don't know what they just don't know. In the end, that can cause you a lot of headache, so we, if anybody's silent for too long, we just automatically reach out to them.

We also constantly remind people to never guess, and to always call. It's our motto for our department, we're always asking them to call.

So, in a closing statement, I just want to say that we view our commissions as our best friends. Their tools inform us of what we need to do. Over the years we have taken many of their tools and adapted them. Our commissions have done a lot of our work for us, which is great. Plus, they also may know something that is unique to their state, that we just might not be aware of. So, something that's related to state law, it frequently comes up from the commission. It's not something that we just ... we can learn through either CNCS, or just learn. So, we do reach out to them about certain things like that.

And also, it's a national direct, it's always valuable to reach out to your state commission, even if you're not a sub-grantee, in order to get ideas and tools, and see what they can share.

So, that's our approach, and that's how it kind of looks for us in the field, and how we do monitoring and using that overall pyramid approach.

**Kerry Lupher:** Awesome, Erin. Thank you so much. This was really valuable information, and I think really awesome to have insight into what it means to be a large national direct, like a lot of these same approaches being used with small grassroots programs, especially a lot of our tribal grantees, I know there's a few on the phone, too. So, thank you so much for that.

And any questions for Erin?

I see we've got possibly some folks there ... giving some kudos to Erin, that's awesome.

We'll pause here for just a second to see if there's any questions for you, Erin, before we move on.

Oh. Kat, from Florida.

**Barbara Reynolds:** Yeah, Adobe Connect is kind of a tease, right? You can see the typing.

**Kerry Lupher:** I can see who's writing. Let's see if we have any questions.

Great, here's a question from Kimberly. "How do you handle deadline issues?" Erin?

**Erin Bennett:** People who are not meeting deadlines, or missing deadlines? So, communicating out deadlines, we communicate them out a lot. We try to give as much advance notice as possible. Sometimes it is 24 hours we have deadlines. But, generally we try and communicate it out a lot.

If folks are not meeting deadlines, well, one of the things we do is we make sure that we set the deadline far enough back, so that we have enough time if they miss the deadline and we need to turn something over to CNCS. If they miss that deadline, we can go and follow up with them and get the information in that we need.

We do not have a problem with deadlines regarding certain activities, that are centralized through our ITS system, because the ITS system pushes it out. So, a lot of our requirements around our member files are built into the system, so when members are on boarded, they can't move to the next step until they complete the last step. So, that's a good preventative control. But, that's driven by our ITS system.

**Kerry Lupher:** Awesome, Erin. Thank you so much for that. That's fantastic.

So, now we are thrilled that, Erin, we have one of your ... of the commission best friend online, and that would be Maureen Eccleston, who is here with PennSERVE, she's executive director. I apologize, Maureen, I know we spoke ... if I mispronounced your name. So, I will let you just get started, and tell us about what this looks like at a commission level.

**Maureen Eccleston:** Well, thanks, Kerry, and not to worry, because about 98.7% of all people mispronounce my last name. Thanks to you and Oksana and Barbara for asking me to join the webinar today. And big thanks to Erin for showing the pretty amazing systems and tools that City Year uses. In Pennsylvania, we're lucky enough to have City Year Philadelphia as part of our portfolio, so I get to interact with Erin from time to time, and with other City Year staff, and their tools are just really strong and keep them in great shape.

So, I'm Maureen Eccleston and I have the awesome responsibility of serving as the Executive Director of PennSERVE, Pennsylvania State Service Commission. I'm also an AmeriCorps alum, and I've served in various staff roles on AmeriCorps national direct, and AmeriCorps state programs.

So, when I think of monitoring, I first ask the question, why do we actually monitor? And it's not because CNCS says we have to ... and if we could go to the previous slide for a moment. It's not because CNCS says we have to, though we do like to follow what CNCS says we have to do.

One of the main reasons we really monitor is because it helps to strengthen our programs. It helps them to see ways to improve. It helps them to decrease their own risk level. It helps them to see the areas where they're already strong, and to have some pride in that, because that can be hard, especially as a newer program. And we monitor to ensure that we're using public dollars effectively, and within the law.

As you've heard today, we do the same, we conduct both in person and remote monitoring.

The benefits of in person are in some of the less tangible, that you get with face to face interactions. As Oksana said, relationships are really important, and in person visits enable us to meet with program staff, host site staff, and AmeriCorps members.

But, whether in person or remote, monitoring really is a process. So, I'm going to share some of our techniques and tools, so you can see what we're looking for, and how we manage the process.

So, on the next slide, we have a high level overview of the remote monitoring that we do throughout the year, which begins prior to the start of the grant year.

So, we have a pre-award assessment, and we review quite a number of key documents.

We have a mid-year assessment, which includes a questionnaire and some deep desk monitoring.

We also have ongoing monitoring. We run reports from the My AmeriCorps portal on a monthly basis.

We require monthly expenditure reports, and we review all of them, and we have quarterly programmatic reports.

In addition to quite a lot of monitoring, we provide in person training and regular communication with all of our programs. So, as I mentioned, developing relationships helps with monitoring. People are far more willing to work with you, to seek advice, to admit mistakes, and to take your feedback and the requirements of the monitoring, if the monitoring isn't the only time you're in touch with them.

So, we have a two day in person training in the beginning of the year. We have monthly conference calls. We have biweekly email updates. We also visit programs at times that aren't monitoring. So, graduations and special events, or to join them for a day of service. That way, when we go for our monitoring visit, there's a positive experience to draw on.

So, for today, I'm going to focus on some of the more formal aspects of our monitoring, our assessments, document reviews, site visits, and desk monitoring.

So, our pre-award assessment includes a questionnaire that each program completes. They also submit multiple documents for us to review. We evaluate and provide feedback, and sometimes require revisions to their policies and procedures, to their AmeriCorps member position descriptions, their service agreements, and more. This process helps us to determine what we'll work on with the grantees during the year, and it also helps our programs to get their structure strong and in place, before they place their very first member.

We also conduct a pre and post assessment of the key areas you see on the screen here, for each of our programs. This goes hand in hand with the pre-award assessment and those document reviews that I mentioned.

We aim to conduct site visits every three years, more if the program has a high risk level. So, you're hearing a lot about risk-based monitoring today.

During programmatic site visits, we review a sample of AmeriCorps member file, we meet with program staff, we interview AmeriCorps members, and we interview host site or service site supervisors.

Now, for fiscal visits, and I want to note that this is an area of monitoring that differs from City Year and from some others of you on the call that are national direct, because we're responsible for both program and fiscal compliance of all of our sub-grantees. Obviously, City Year is responsible for their own fiscal compliance, so I know they have all kinds of internal policies and procedures and checks to ensure they're being compliant, it's just a different setup from commission, and from some national direct that sub-grants funds, as well.

So, we usually conduct the fiscal site visits remotely, as that's essentially a documentation review. We require programs to submit all of their backup for one month of grants, and match expenditures. So, this includes things like the general ledger, staff and AmeriCorps member time sheets, receipts for purchases, et cetera.

Now, just like you saw with City Year, we have very specific tools that we use. So, both our programmatic site visit and our fiscal site visit have specific tools that we use to conduct the visits, and memos to provide feedback, or to require corrective actions.

Finally, in our formal monitoring, we conduct a mid-year assessment for all of our programs. Now, what we review depends on if they were selected for a program and or a fiscal site visit in the same year, or not. So, essentially, if they've had a deep dive for a program or a fiscal site visit already this year, then we ask for a little bit less documentation at the mid-year desk monitoring process. But, all of the programs complete a questionnaire. We may review member and fiscal documents. This is also a time for us to look back at the previous year's monitoring, to see if there are issues that may be continuing.

Now, out of this process, each program is given a risk score, which informs our future monitoring plan. And this risk score is based on the 17 categories that are in the tiniest of all fonts on this screen.

I do want to emphasize that for every type of monitoring that I've talked about, we do have, generally speaking, a pre-determined tool that we use. This is a checklist, or an interview script, or a score sheet for the risk assessment.

So, everything, all those documents, we review the member service agreement, position descriptions, grievance procedures, policies and procedures. We have checklists for all of them, so we know exactly what we're looking for. Now, this is really helpful both to us, and I think to our programs. Internally, it means that we're consistent with our monitoring practices. So, whether I'm reviewing a position description, or a program officer or assistant director is reviewing the position description, we're all looking for the same things, there's consistency there. And we also don't have to create any type of monitoring procedure in the heat of a question of non-compliance.

For our programs, I think it's also helpful. While we have some programs with large staff and maybe even national offices backing them up, we also fund many small organizations that have one, or maybe two staff members, who are responsible for everything. The people who have a closet full of Amerihats that they are wearing all day long. And so they can use our tools to conduct self-monitoring, to help set up their systems when they're new, and to know what to expect when we do come for a visit.

So, I hope that's been a helpful high level overview of our monitoring from the commission.

I'm happy to turn it back to Kerry, and then be available for questions.

**Kerry Lupher:** That's great. Thank you so, so much, Maureen.

So, any questions from folks out there listening, you can, again, write those comments or questions in the chat.

**Barbara Reynolds:** Hey, Maureen. This is Barbara. I have a question for you. It's not in the chat, this is just one from me.

I think you mentioned in your portfolio, you have a planning grantee? If that's true, or if you've had planning grantees in the past, are there any differences, in terms of your approach? It's obviously they don't have members, they don't have sites, but is there anything in particular about monitoring planning grants?

**Maureen Eccleston:** Yeah. We do have a planning grantee this year, and we've had them over the past few years as well, and of course it is a little bit different in some ways, it's a little bit easier, because there are no member files to review. We do a fiscal review of them, just as we do for the operating programs, and we review their policies and procedures as they develop them. So, that's one of the beauties of a planning grant, and of having these tools already available, as I can hand them to a planning grantee and say, this is the checklist you need to develop your member service agreement and your national service criminal history check procedures based on this checklist, and then we review as part of the planning grant.

The planning grant, planning grantees, excuse me, do go through the same pre- award assessment, it's just the reality is that there are fewer documents for them to submit at that time, because they haven't developed things yet.

**Barbara Reynolds:** Thank you. That's very helpful. Thank you so much.

**Maureen Eccleston:** Sure.

**Barbara Reynolds:** Any other questions for Maureen, or Erin or Oksana?

**Kerry Lupher:** Looks like someone is typing in.

**Barbara Reynolds:** Looks like the great state of Maryland is typing in, if I'm reading that correctly.

**Maureen Eccleston:** I think it must be a tremendous amount of pressure to know that we're all waiting for [crosstalk 01:12:58] to come through.

**Kerry Lupher:** Yeah, that's very true.

**Barbara Reynolds:** It does seem to happen that you'll see a name typing and then suddenly they're no longer typing.

**Kerry Lupher:** Like, the dot, dot, dot on your phone, you're waiting.

Okay. Any templates you are willing to share for checklist would be very welcome. And yes, poor Kerry, spelled Kerry like mine, then I realized that was a lot of pressure for you, Kerry. So, Maureen, any checklist that you are planning or would like to share? Anything on the website?

**Maureen Eccleston:** So, there's nothing on our website, but maybe, Barbara, I'd be happy to email some of our documents to you. There's nothing secret about what we're doing, and there's no reason to reinvent stuff. So, I'd be happy to share our tools.

**Barbara Reynolds:** Sure, and I'm happy to get those out, or get them posted on the Knowledge Network. Thank you.

**Maureen Eccleston:** Sure.

**Kerry Lupher:** That's fantastic. Thank you.

I saw that maybe someone was thinking about making a comment, but again, all eyes are on the chat. We'll see if there's any additional.

Well, we do have a few final slides with resources on them, so I will go ahead and start sharing those, and then if additional questions come up, please feel free to go ahead and add those to the chat, and we hopefully can get those answered.

So, on this slide, we have highlighted a few resources for you, to support your own monitoring efforts.

So, there is a page that's really helpful, I have made it a favorite on my own, for my own access. The Managing AmeriCorps Grants webpage, it's got all the CNCS regulations, grants terms and conditions for any and every grant for like, the last five years.

The policy FAQ's, I find are really helpful, and you can do a quick search, use a feature for searching for a particular word, what happens when a person's on suspension, that was my word of the day, or some other topic around monitoring.

And then certainly, the Knowledge Network. We've got tons of eCourses, the information from today's PowerPoint is going to be on there. We've got actual online courses that would be helpful.

And then more resources. We have created startup guide, what we would term as the big five documents, and we provide templates on how to design certain materials that are important to have as you're starting up a new program.

Again, we talked about our monitoring tool that is accessible to you through your program officer, so we are happy to send you our template, if you think that would be helpful to designing your own monitoring.

There are financial management resources online.

And then certainly, your program and grants officers work in tandem here at headquarters, as well as are available to you to support you with any questions that you have.

And then finally, we're all so excited to see Barbara and all of our colleagues and friends at the symposium, and the workshops I find are quite helpful as you're thinking through monitoring.

Oh, and what did you have here, Barbara?

You want to move forward? Okay.

**Barbara Reynolds:** Sure. Thank you, Kerry.

I just wanted to echo the thanks that Kerry and Oksana shared with both Erin and Maureen. Just really impressed by all of your time. Thank you for giving your time and your wisdom. I loved hearing your stories on the wonderful joy that is monitoring and the intricacies of it.

I did just type in the chat box the link for the feedback form for today's webinar. We would love ... it's a very brief survey. We'd love to hear any feedback and recommendations you guys have for these webinars as we move forward, and then as Kerry said, as well, this recording will be on the Knowledge Network in a few days.

The next AmeriCorps staff development webinar in the series is coming up after the symposium. So, we'll see you back here on the inter webs, on September 27th, looking at the grantee progress report.

And then again, finally just to thank you. Thanks Oksana, Kerry, Erin, and Maureen, and all of you guys for logging in today. I hope you have a good rest of your afternoon, a wonderful August, and we will see you at the symposium. Thank you so much.

**Maureen Eccleston:** Thank you.

**Kerry Lupher:** Thank you. **Erin Bennett:** Thank you.