

Welcome to the technical assistance call for the 2016 AmeriCorps Request for Applications. This call will focus on the California Performance Measurement Worksheet, hereafter referred to as PMW.

PMWs are one of the major components of an AmeriCorps grant application and is required from all applicants.

For this presentation, you'll need to have the PMW forms in front of you for reference. The PMW forms are located on page 8 of the RFA Application Forms document.

## Session Overview

- Review CV performance measurement requirements
- Review CA PMW components
- Discuss use of National Performance Measures
- Questions and answers



Our objectives for this webinar are to:

- Review CV performance measurement requirements
- Review CA PMW components
- Discuss use of National Performance Measures
- Address questions you may have regarding completing the CA PMW at the end of the presentation.

## Important Dates

April 1, 2016	Notice of Intent to Apply Due by 5:00pm
April 26, 2016	Applications Due by 5:00pm
May 23 – June 3, 2016	Clarification Period
June 10, 2016	CV issues final funding decisions
June 15, 2016	Approved Applications submitted electronically in eGrants (federal online grants management system)
June 16 – 24, 2016	eGrants Application Review/Final Edits
August – October 2016	Contracting Process and Program Launch

# What is performance measurement?

....systematic process for measuring program outputs and outcomes.

## Outputs

- Amount of service provided (people served, products created, or programs developed)

## Outcomes

- Changes or benefits that occur as the result of the intervention
- Changes in individuals, organizations, communities, or the environment
- Changes in attitudes/beliefs, knowledge/skills, behavior, or conditions



So what is performance measurement? Performance measurement is the ongoing, systematic process of tracking your program outputs and outcomes.

Outputs are the amount of service provided. They measure the completion of activities and document the fact that individuals received services, products were created, or programs were developed. They answer the question, "How much service did we perform?" or "What products did we develop?" They do not answer the question, "What changed as a result of the service provided or product developed?"

Outcomes reflect the changes or benefits that occur. Outcomes can reflect changes in individuals, organizations, communities, or the environment. This may include changes in attitudes, knowledge, behavior, or condition.

In summary, performance measurement can show whether a change occurred. To find out whether the change occurred because of the intervention, you would use other approaches, such as evaluation methodologies (which is not covered in this presentation).

## Why Measure Performance?

- Accountability to funders and stakeholders
  - Tell your story, justify funding
- Recognizing progress; reflects change
  - Reliable information collected in a systematic way
- Program Improvement
  - Spot and correct problems
  - Strengthen the intervention
  - Determine technical assistance needs
  - Determine where to allocate resources



So why do we measure performance?

One reason is accountability. Performance measurement satisfies the need of funders and stakeholders (including CV commissioners, staff, community members, and beneficiaries) to see that the program is getting results. Performance measurement helps you communicate achievements in a way that funders and stakeholders will find meaningful and compelling.

Another reason to measure performance is to determine if the change you thought would happen with your intervention is actually occurring. Performance measurement is a systematic way to collect reliable information about the intervention's implementation and progress toward outcomes.

You can also use performance measurement data to spot check and correct problems. Are you reaching the population you intended? Do some people require more or less intensive service to show a positive outcome? Even when an intervention is implemented exactly as planned, performance measurement can help you find ways to strengthen the intervention to make it more effective.

Performance measurement is a way to get feedback so you know if your intervention is making the expected difference, and helps you decide how to make the most effective use of your limited resources.

## Key PMW Requirements

- Each applicant will need to complete a set of CA Performance Measurement Worksheets (PMW):
  1. A **fully-aligned** PMW for the *primary* needs and service activity.
  2. Common Strengthening Communities PMW
  3. Common Member Development PMW
- The **Primary** and **Common Strengthening Communities PMWs** combined must account for at least 80% of total member hours.
- Member development activities cannot exceed 20% of total member hours.
- Each additional secondary needs and service PMW must have an output and outcome.
- A separate PMW is required for any proposed allowable fundraising activities.



The RFA Application Instructions describe CV PMW requirements in more details. The required forms are included in the RFA Application Forms document.

Each applicant will need to complete a set of performance measures using the California Performance Measurement Worksheets or PMWs included in the *RFA Application Forms*. These worksheets consist of:

1. A **fully-aligned** PMW for the *primary* needs and service activity,
2. The Common Strengthening Communities PMW, which tracks member activities and outputs related to volunteer recruitment, and the
3. Common Member Development PMW, which measures the program's member development efforts and impact on AmeriCorps members.

CV considers a fully-aligned PMW to have an output and outcome. The primary needs and service activity is the activity or intervention to which members devote the most service hours.

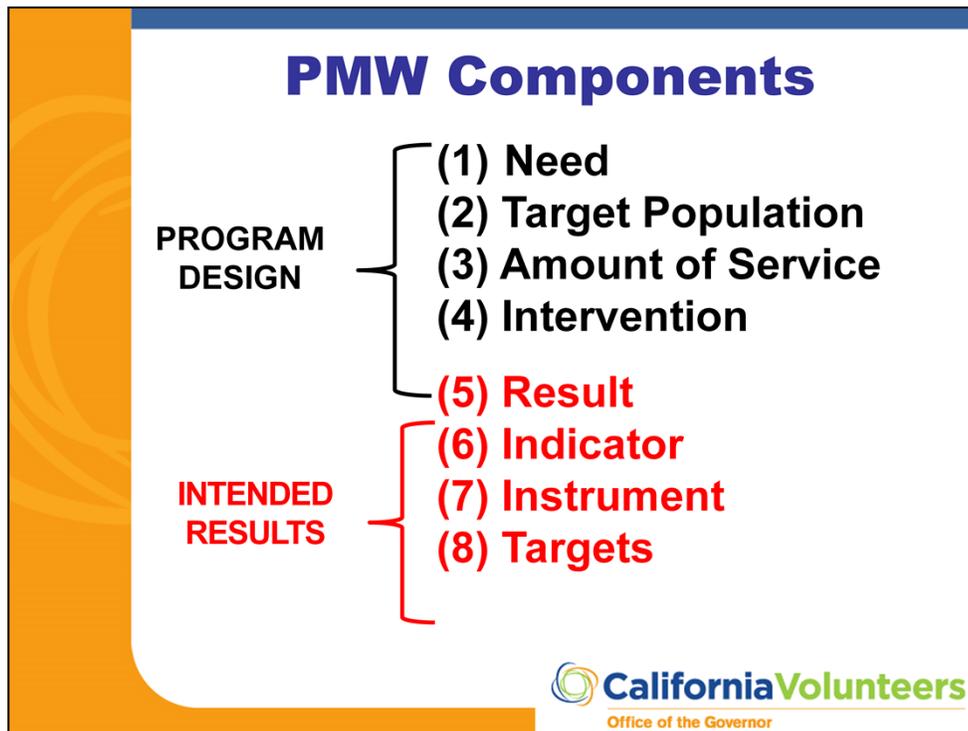
Your primary PMW and Common Strengthening PMW combined need to account for at least 80 percent of total member service hours.

Member development activities cannot exceed 20% of total aggregate member service hours.

If your program will be engaging AmeriCorps members in additional needs and service activities outside of the primary intervention, then you can just duplicate the needs and service PMW as needed. Just remember each additional secondary needs and service PMW must have an aligned output and outcome.

A separate PMW is required for any proposed allowable fundraising activities.

For CV, PMWs are the blueprints of a program model. If you're funded, the PMWs trump the narrative and you'll report on progress against the deliverables stated on your PMWs.



This slide shows an overview of the components in a California PMW.

The first four rows of the PMW represent your program design, capturing the community need your program intends to address, the specific high need target population your AmeriCorps members will serve or impact, the amount of service dedicated to the intervention, and the intervention itself.

The last four rows of the PMW describes the intended results of the program.

# 1. Community Need

**This is where your PM starts!**

Detailed information should be in your Narrative. On the PMW you should:

- Clearly identify the need you'll address.
- Use data from reliable local sources.
- Just the highlights of relevant facts



Row 1, the Community Problem or Need is where your performance measure starts!

Your Program Narrative will have included detailed information on the community need. On the PMW, you should clearly identify the need addressed by each performance measure and provide a brief summary highlighting just the relevant data that support the need.

## 2. Target Population

Describe the “high need” group. Your narrative describes who/what needed AC services. Your activities should focus on those groups.

- a. High need target pop.: *[HINT: Review Community Need narrative]*
- b. # of direct high need beneficiaries:
- c. Describe how you will identify & select to assure you have high need beneficiaries.



Row 2 of the PMW is about the target high need population that will receive your program services.

Your narrative describes who/what needed AmeriCorps services. In the PMW, your activities should focus on those groups. Row 2 specifically asks for a brief description of the high need target population, the number of direct high need beneficiaries the program will serve, and a description of how you will identify and select participants to assure you have high need beneficiaries.

**For “a”**, you should include the criteria that your program will use to assess who qualifies as to receive your program services. Given that your program will have limited resources to serve everyone that qualifies for your program, item C is about describing your process for selecting who receives your services.

### 3. Amount of Service

Think about the amount of effort needed to achieve the Result for the number you hope to serve.

- a. # Members:
- b. Hours per day:
- c. Days per week:
- d. Duration [weeks]:
- e. Total estimated hours for the activity:



Row 3 of the PMW refers to the specific member input or amount of service needed to achieve the Result for the number of participants you hope to serve. This is how you know how many and what type of member to request to achieve the desired or meet the community need.

In answering a-e, keep in mind that these are simple calculations and should be determined by thinking about the specific activity and amount of time it may take to achieve the Result.

## 4. Intervention

These are the **core activities** that define the intervention designed to address the Need & achieve the Result.

- PMs are all about what members do.
- Describe exactly what members will be doing to achieve the Result.
- This doesn't need to be long, just descriptive.



Row 4 of the PMW focuses on the intervention or specific core activities that members will implement or deliver to address the Need and achieve the Result.

Performance measures are about what members do. You should describe exactly what members will be doing to achieve the result, including a brief description of the dosage or amount of time research and experience tell you is needed to achieve the desired change. The PMW Instructions in the RFA provides more detailed guidance on elements of information to include in your description of the dosage.

## 4. Intervention

Describe how you will achieve the result.

**Who** or what is the member working with?  
*(high need group, general group, individuals)*

**What** is being done? *(manageable details!)*

**How often** is it done? *(# of sessions per/week)*

**How intense** is the service? *(length of each session)*

**How long** is the service? *(total number of hours, weeks, sessions or months)*

**Where** is the service conducted?



This slides provides additional tips for describing your member service activity. A clear description addresses how you will achieve the result by answering the questions:

**Who** or what is the member working with? *(high need group, general group, individuals)*

**What** is being done? *(manageable details!)*

**How often** is it done? *(# of sessions per/week)*

**How intense** is the service? *(length of each session)*

**How long** is the service? *(total number of hours, weeks, sessions or months)*

**Where** is the service conducted?

## 5. Result

What the community hopes to achieve. A statement in direct response to the community need. Two types:

1. **Output:** states **amount** of work or product created/delivered.
2. **Outcome:** states the *change* that will occur due to the service.



The result is a brief statement in direct response to the community need of what the community hopes to achieve.

For an example, an **output result** could be *high need youth receive academic support*.

An aligned **outcome result** could be *improved math ability*

## 6. Indicator

It is a specific item to gauge progress toward the Result:

- It identifies the information/data to collect to assess progress
- It operationalizes the Result
- Measurable in a program year
- Each Result needs an Indicator



Row 6 of the PMW refers to the Indicator. The indicator is the change the community will look at to gauge progress toward the Result. It identifies the information/data to collect to assess progress and operationalizes the Result. The indicator must be measurable in a program year.

For each result stated in Row 5, you'll need a separate Indicator.

## 7. Measurement

How will you measure progress?

For each Indicator listed in #6 provide:

### 1. Instrument description to include

- ✓ Title of the instrument
- ✓ The specific data it will collect, &
- ✓ What it will measure
- ✓ The instrument's reliability and validity (required for outcomes)

### 2. Who will complete the instrument

### 3. How often it will be completed



Row 7 of the PMW refers to the data and instrument the program will use to measure the target in Row 7. How will you measure progress? Consider what data is needed and how will you get it?

- This is how you know [throughout the year] whether to proceed as is, or make changes.
- This is how you find out if your service is doing what you thought it would do.

## 7. Measurement Examples

Fill-in instrument name to collect data on fill-in data needed.

### **Examples:**

- Client Progress Report to collect data on independent living level.
- Forest Dept. Assessment to collect data on number of saplings thriving.
- 1<sup>st</sup> Responders Training Sign-in Sheet to collect data on attendance.

## 8. Targets

Targets are the quantifiable level of change desired to say service activity was successful.

- Targets should be your best estimate
- Be realistic--not too high & not too low
- Use previous data/research to estimate



Row 8 of the PMW is where you identify the specific output/outcome targets measurable within one program year that you'll track and report to CV.

We define targets as the quantifiable level of change desired to say the service activity was successful. Targets should be your best estimate based on prior data and research.

## 8. Output Targets

Output Targets are simple tallies and counts of service provided:

### ***Examples:***

1. 500 students will each receive 30 hour of academic tutoring.
2. 1,000 miles of waterways will be restored.
3. 100 organizations will each receive 20 hours of capacity-building services.



An output target reflects the amount of service provided. They are simple tallies and counts of the service provided.

## 8. Outcome Targets

Outcome Targets need to include:

1. Who changed [high need group receiving XX amount of AC services]
2. Number who changed [percentage and raw number]
3. What changed [e.g., knowledge, skill, behavior, conditions]
4. Amount of change [e.g., percent, points, level, certification]



Your outcome targets need to include these four components:

1. Who changed
2. Number who changed
3. What changed\*[e.g., knowledge, skill, behavior, conditions]
4. Amount of change

A change is an increase, decrease, or prevention of decline (as in health or independence).

## Target Examples

- *220 of 400 (55%) elderly [targeted for a nursing home] receiving 30 hours of assistance, will remain “in their homes at least 4 months after service”.*
- *60 of 100 (60%) members receiving 40 hours of training will pass 1<sup>st</sup> Responders certification as trainers.*
- *300 of 500 (60%) saplings planted will be rated as “thriving” by the State Forest Dept. six months after planting*
- *132 of 220 (60%) tutees [behind 2 grade levels], receiving 30 hours of tutoring, will increase reading skill by 1 grade level*

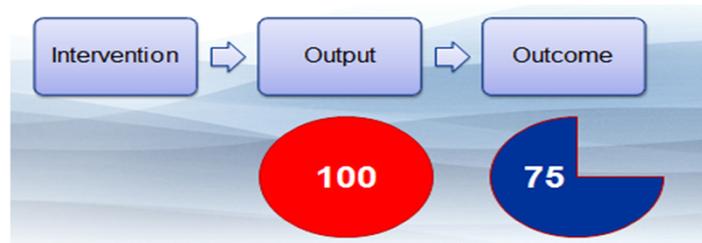


Here are some examples of acceptable target statements.

# Align Output and Outcome

## Alignment of Outputs and Outcomes:

- Intervention produces output
- Output leads to the outcome
- Output and outcome measure the same intervention and beneficiaries



Let's consider how to ensure strong alignment within a set of performance measures; that is between an output performance measure and an outcome performance measure.

When we talk about an aligned set of performance measures, we are referring to the strong link between the output and the outcome; the outcome results from the output. Remember, an output is the amount of service completed, such as the number of students mentored. An outcome reflects the changes or benefits that occur as a result of the service activity, such as improved school attendance.

Alignment also means that the output you are measuring is produced by the intervention. For example, if the intervention is that AmeriCorps members mentor youth, then the output would track the number of youth who are mentored.

In addition, an aligned output and outcome measure the same intervention and the same beneficiaries.

By measuring outputs along with outcome, programs have the context for reporting; they will know their level of success. Of those served, how many change?

For example, the output is that 100 children complete the program and the outcome is that 75 of those children improved numeracy skills. The output establishes the pool of beneficiaries we are looking to change. In the example, the level of success is that 75 out of 100 of the children improved numeracy skills.

## National Performance Measures

- Reflect the CNCS Strategic Plan and its programming priorities in the six stated focus areas
- Use of National Performance Measure is strongly encouraged but is not required.
- Included in **2016 CNCS National Performance Measures Instructions**



Let's take a minute to review National Performance Measures.

Applicants will have the option to select National Performance Measures that align with their theory of change. The use of National Performance Measures allow CV and CNCS to focus efforts on national priorities-areas where National Service has had success and experience. More importantly, it provides the data for the aggregation of AmeriCorps impacts, which is critical to strengthening the evidence base for supporting and expanding national service.

National Performance Measures reflect the CNCS 2011-2015 Strategic Plan and its programming priorities in the six focus areas stated in the RFA.

The use of National Performance Measures is strongly encouraged but is not required. If the National Performance Measures align with your program's activities, then CV strongly encourage your participation.

They are included in the 2016 CNCS National Performance Instructions document, available on CVs' AmeriCorps Funding Webpage.

## National Performance Measures

*2016 CNCS National Performance Instructions* include:

- Selection rules that specify required output/outcome pairings.
- Definitions for the intervention, target population, output and outcome
- How to calculate, measure, and collect data



Applicants opting to select National Performance Measures should pay special attention to:

- selection rules that specify required output/outcome pairings, on pages 3-6
- Definitions for the intervention, target population for the output and outcome selected
- CNCS guidelines on how to calculate, measure, and collect data.

# Questions?



## Questions?

- Email any questions to [Funding@CaliforniaVolunteers.ca.gov](mailto:Funding@CaliforniaVolunteers.ca.gov)
- FAQs will be posted weekly on Thursday mornings on CV's website: [www.californiavolunteers.org/index.php/Grants/amicorps/](http://www.californiavolunteers.org/index.php/Grants/amicorps/)

# Technical Assistance Webinars

## **Best Practices for Demonstrating Evidence**

- Friday, April 8, 2:00 – 3:00 pm

## **California Performance Measurement Worksheets (PMWs)**

- Wednesday, March 30, 2:00 – 3:00 pm
- Friday, April 8, 10:00 – 11:00 am

## **Developing an AmeriCorps Grant Budget**

- Thursday, April 14, 10:00-11:00 am

## **Q & A Sessions**

- Wednesday, April 13, 10:00 – 11:00 am
- Friday, April 15, 2:00 – 3:00 pm



**THANK YOU!**

