

2019 AmeriCorps State Funding Opportunity: Performance Measurement Worksheets (PMWs)

October 24, 2018

Technical Assistance Webinar Series

- Funding Overview
 - Wednesday, October 3, 1-2pm
- Selection Criteria
 - Wednesday, October 10, 1-2pm
- Program Management and Design
 - Wednesday, October 17, 1-2pm
- **Performance Measures**
 - Wednesday, October 24, 1-2pm
- Budget Development
 - Wednesday, October 31, 1-2pm

Session Objectives

- Understand Performance Measurement
- Know how to complete California PMWs

Why Measure Performance?

- Accountability to funders and stakeholders
- Recognizing progress/reflecting changes
- Inform program improvement

Let's start by considering why we measure performance. Yes, it is a requirement of the grant, but it is also more than that. Measuring performance keeps you accountable to your stakeholders, your partners, your beneficiaries, and the communities you serve. Another reason 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 your intervention's implementation and progress towards outcomes.

You can also use performance measurement data to inform program improvement, including spotting and correcting problems, strengthening your intervention, identifying technical assistance needs, and determining where to most effectively allocate resources.

What is Performance Measurement?

Systematic process for measuring program outputs and outcomes.

Outputs

- Amount of Service provided

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

When we say “performance measurement,” we are talking about the systematic process to measure program outputs and outcomes.

Outputs are the amount of service provided. For example, the number of students tutored, the number of disaster response kits produced, the number of people that receive nutrition education.

Outcomes are the changes that result from the outputs. The number of students with increased academic achievement. The number of communities prepared for disaster. The number of people eating healthier.

Performance Measurement Worksheets

- Tells the complete story of your program design
- Includes all components of your Theory of Change (Need, Intervention, Outcomes) with more detail
- Identifies the Targets your program will be held to in implementation

The Performance Measurement Worksheets are where you will articulate your program's performance measures in the context of your overall program design.

The PMWs tell the complete story of your program, including all elements of your program's theory of change: the need, the specifics of the intervention and member activities, and the intended result and how those will be measured.

The PMWs are where you identify the performance targets that your program will be held to if funded.

Key Requirements

- Complete set of Performance Measurement Worksheets (PMWs)
 - A fully-aligned primary needs and service PMW
 - Any non-primary needs and service PMWs
 - Common Strengthening Communities PMW
 - Common Member Development PMW
- Fundraising activities must have their own PMW

The requirements for completing the Performance Measurement Worksheets are covered in detail in the Application Instructions, but here are the key requirements. Each applicant will need to complete a set of performance measures using the California Performance Measurement Worksheets Template found in the Application Forms. The worksheets consist of a fully aligned PMW for the primary needs and service activity, the common strengthening communities PMW, which tracks member activities related to volunteer recruitment, and the common member development PMW, which covers the program's member trainings. Any non-primary activities must be included in a separate needs and service PMW will fully-aligned outputs and outcomes. All fundraising activities must be included in their own PMW. CV considers a fully-aligned PMW to have an output and outcome that are logically aligned with the goals of the program as articulated in the theory of change.

Needs and Service

- Aligned performance measure required for primary activities
- All non-primary activities must have separate aligned performance measures
- Proposed outcomes measurable in grant year, attributable to AmeriCorps member activities

The Needs and Service PMW reflects the majority of your members' service activities. This is required for the primary activities of your program; any activities that will be outside of the primary focus will need to be captured in a separate non-primary Needs and Service PMW. All Needs and Service PMWs must have an aligned output and outcome, measurable within the grant year and attributable to AmeriCorps member activities.

Strengthening Communities

- All programs are required to recruit volunteers, but not all members are required to perform volunteer recruitment activities
- Outcome optional, unless members will train and manage volunteer to deliver intervention
- Volunteer capacity building activities must be captured in Needs and Service PMW

All California AmeriCorps programs are required to include a volunteer recruitment component. Those activities are included in the Common Strengthening Communities PMW. It is not required that all members perform volunteer recruitment activities; it is up to the program to determine how much of the AmeriCorps members time is spent on these activities.

You are only required to report on the outputs of volunteer recruitment, number of volunteers recruited and managed, and the number of hours they spent volunteering. An outcome is optional, unless members will train and manage volunteers to deliver a specific intervention as part of the program's design.

Any activities around building an organization's capacity to recruit, train, or manage volunteers must be captured in a Needs and Service PMW.

Member Development

- Required of all applicants
- Outcome should focus on performance, not just gains in knowledge
- Additional outcomes may be added as appropriate for the program
- May not exceed 20% of total aggregate member service hours

Member development is also a requirement for all programs. This PMW covers all member training and development. Outputs are predefined as completing core training, but the program can add more if desired. The outcome involves members increasing their skills as a result of the trainings. The outcome should focus on member performance, not just their reported gains in knowledge. Other outcomes can be added by the program if desired as well.

Remember that the amount of time members spend in training cannot exceed 20% of the total aggregate hours members serve. Meaning that if you have 10 full-time members serving a combined total of 17,000 hours, only up to 3,400 of those hours can be for member development.

Fundraising

- Separate performance measure required
- Cannot exceed 10% of member's service hours
- Fundraising activities
 - Must be in support of the program
 - May not provide matching funds to cover program operating expenses
 - May not prepare federal grant applications
 - Must be specifically outlined in the PMWs and member service agreement

A separate PMW is required if you are proposing members to engage in fundraising activities. There are regulations around the types of fundraising activities that members can engage in. Time spent fundraising cannot exceed 10% of the individual member's service hours. Fundraising must be in support of the program and not to procure matching funds for the grant to cover program operating expenses. Members may not be utilized to prepare federal grant applications. Any fundraising activities must be specifically outlined in the PMWs and the member service agreement. These activities must be vetted by CaliforniaVolunteers and expected from both our perspective and the member's.

Anatomy of a PMW

Program Design

1. Community Need
2. Target Population
3. Amount of Service
4. Intervention

Intended Results

5. Result
6. Indicator
7. Instrument
8. Target

Now we're going to get a bit technical and talk about how to complete the PMWs. PMWs are comprised of two parts, the Program Design and the Intended Results. Program Design includes the Community Need, Target Population, Amount of Service, and the Intervention. Intended Results includes the Result, Indicator, Instrument, and Target.

Community Need

- Clearly identify the need you will address
- Use data from reliable local sources
- Brief summary not to exceed 500 characters including spaces

For the Community Need, include a brief summary of the need described in the Program Narrative. Be sure not to exceed 500 characters with spaces and include reliable local sources for any cited data.

Community Need - Example

- Clay Middle School has experienced a 15% increase in disciplinary referrals in the 2016-17 year. During 2017, the principal organized a group of parents, teachers, and district staff to research best practices, design activities, and implement after school activities and awareness sessions to reverse the trend. To implement the program, the school needs to have trained people who can act as mentors in the school.

Here is an example—short and to the point, using local supporting data.

Target Population

- Describe “high-need” target population
- Identify number of direct beneficiaries
- Describe beneficiary selection process

In the Target Population section you will identify the target population your program will serve. CV expects that the beneficiaries of your program are high-need. In this section you will need to describe who the high-need beneficiaries are, how many your program will serve, and how they will be selected.

Target Population - Example

- a. Describe the high need target population: 6 – 8th grade students who meet the Corporation's "disadvantaged" criteria, and have received a minimum of two disciplinary actions and/or suspension in the past year.
- b. # of direct high need beneficiaries: 360
- c. Describe the high need beneficiary selection process: A school or program administrator will use our referral form to refer participants for a member-mentor. The Referral Form includes all of the criteria above, as well as the school report on the base-line number of disciplinary actions and suspensions in the past year. Referrals will be screened and matched with a mentor as appropriate. Mentees will be accepted until all slots are filled.

This example meets all the criteria, describing the high need target population, the number of high need beneficiaries, and the beneficiary selection process.

Amount of Service

- a. Number of members in this activity
- b. Number of hours per day for this activity
- c. Number of days per week for this activity
- d. Number of weeks for this activity
- e. Total number of member hours for this activity (calculated $a*b*c*d$)

The Amount of Service describes the amount of hours members will spend on the activities included in the PMW. This includes the number of members performing the activities, the number of hours per day, the number of days per week, and the number of weeks the activity takes place. Total hours for the program year are calculated by multiplying these together.

Amount of Service - Example

- a. # of members: 30
- b. Hours per day: 5
- c. # of days per week: 5
- d. Duration in weeks: 38
- e. Total estimated hours for this activity: 28,500

Here is an example. Pretty straightforward.

Intervention

- Core activities that members will perform to meet the need and achieve the result
- Describe dosage—the amount of intervention needed to achieve desired change—including:
 - Frequency: number of sessions per week
 - Intensity: length of each session
 - Duration: total number of hours, weeks, sessions, etc. of the intervention

The Intervention is where you describe the activities associated with this performance measure; the core activities that members will perform to meet the need and achieve the result. This includes the dosage needed for beneficiaries to achieve the desired change. The dosage includes the frequency, intensity, and duration of the intervention. How many sessions per week, how long those sessions are, and the total number of sessions, hours, weeks, needed to achieve the change desired.

Intervention - Example

- Each member will mentor 12 youth—this may include both in and out of school, depending upon the mentee's needs. Members are assigned to mentees—not classrooms, teachers, or afterschool programs. Members will work with mentees to identify challenging behaviors and design activities to improve these areas. Members will plan, implement, and report on a these activities which may include: anger management and prevention; leadership skills; social skills; study skills; meeting with parents, guardians, social workers, probation officers, etc. Members will also include small group activities [1:3] for building peer relationships, trust, and communication skills. These are structured and planned activities. Members will use appropriate opportunities to model desired behavior. **Members will meet with mentees 1:1 at least one hour per week and 1:2-3 an additional one hour per week for at least six months of the school year, for a total of 48 hours.**

Here is an example for this section. Note the bolded section is the dosage.

Result

- What the community hopes to achieve
- A statement in direct response to the community need

Output: states amount of service or product created/delivered

Outcome: states the change that will occur due to the service delivered

The Result is a short sentence that directly addresses the community need by stating what the community hopes to achieve through the described activities. The Output states the amount of service or product delivered. The Outcome states the change that will occur due to the service delivered.

Result - Example

Output

- Youth will participate in mentoring.

Outcome

- Youth will decrease disciplinary actions.

Here is an example of this section. These are simple statements; the output is that youth will participate in mentoring, and the outcome is that youth will decrease disciplinary actions.

Indicator

- What the community will look at to gauge progress toward the Result
- Answers the question “What will show progress towards the result?”
- Begin with the words “The number of...”

The Indicator is directly connected to the Result in that it is what the community will look at to gauge progress toward the result. The Indicator is what indicates progress has been made towards the result.

Indicator - Example

Output

- The number of youth matched to a mentor.

Outcome

- The number of youth with decreased disciplinary actions.

Here are some examples. The output Result identified earlier was “Youth will participate in mentoring.” These indicators will show progress towards that result. Similarly, the outcome Result was “Youth will decrease disciplinary actions.” The number of youth with decreased disciplinary actions will show progress towards that result.

Output Instrument

For each Output Indicator provide:

- a. Name or Title of instrument
- b. Specific Data the instrument will collect
- c. Minimum Participation required to be counted
- d. Procedure to protect against double-counting
- e. Who will administer the instrument
- f. How Often each service recipient will be assessed

In this row you will describe the instrument used to collect data on the output. You will need to cover all of these items.

Output Instrument - Example

- a. Mentor Log
- b. Collect data on youth matched to a mentor, number and duration of mentoring sessions
- c. 70 hours (both 1:1 and 1:2-3 mentoring)
- d. Students receive unique identifier
- e. Member/mentor will administer
- f. Instrument administered daily

Here is an example. It is preferable that you include the prompt for each item; at the very least include the lettering (a, b, c, etc.).

Outcome Instrument

For each Outcome Indicator provide:

- a. Name or Title of instrument
- b. Specific Data the instrument will collect
- c. Minimum Participation required to be counted
- d. Level of Change required to be counted
- e. Procedure to protect against double-counting
- f. Details on instrument's reliability and validity
- g. Who will administer the instrument
- h. How often each service recipient will be assessed

The instrument description for the outcome is a bit more detailed. The items are mostly the same to the output instrument, with the addition that you will need to identify the level of change required to be counted and provide details on the instrument's reliability and validity, meaning how are you ensuring the instrument is consistently measuring what you are intending it to measure.

Outcome Instrument - Example

- a. Student Tracking Log
- b. Collect data on disciplinary actions, suspensions, and expulsions, to be obtained from school
- c. 70 hours (both 1:1 and 1:2-3 mentoring)
- d. Reduction in disciplinary referrals or suspensions by 40%
- e. Students receive unique identifier matched to Mentor Log
- f. Data obtained by program supervisor directly from school records
- g. Program supervisor will administer
- h. Instrument administered three times per year

Here is an example of responses to these items.

Target

- Applicant-Determined or National Performance Measure
- Output targets are simple tallies and counts
- Outcome targets must include
 - # of people/things that changed
 - What changed (knowledge, attitude, behavior, or condition)
 - Amount of the change (minimum level of change needed to be counted)
 - Dosage received (minimum amount of service needed to be counted)
- Measurable in single grant year

The next section of the PMWs that needs to be completed is the target statement. You will need to include target for outputs and outcomes. Output targets are simple tallies and counts of the things identified in the Indicator section.

Outcomes must include the number of people or things that will change, what will change, the amount of change that will take place, and the dosage beneficiaries must receive to be counted in the measure.

These targets must be measurable in a single grant year.

Target Alignment and Quality

- Outputs and outcomes must be aligned
- Clearly identify what is counted
- Count only one thing
- Outcomes count individual gains, not average
- Outcomes measure meaningful and significant changes aligned with theory of change

A couple things to keep in mind as you complete your targets. The output and outcome targets must be logically aligned. Each target must clearly identify what is counted and only count one thing per target. Your outcomes must count changes in individuals, not averages for a group. Only include outcomes that are meaningful and significant and aligned with your theory of change. When it comes to PMWs, less is more. We prefer to see one or two strong, well-defined and well-developed measures than proposing a whole host and seeing what sticks.

National Performance Measures (NPM)

- Use only if applicable
 - If none apply, applicant may define their own aligned outputs and/or outcomes
- Include NPM identifier in the Target statement
- See National Performance Measure Instructions for specific measures and criteria

National Performance Measures are not required, but you should use them if applicable. As you are designing your performance measures, review the National Performance Measure Instruction to see if you qualify for any in your focus area. If you do, all you need to do is include the Identifier in the target statement. If no National Performance Measures apply, you can propose your own applicant-determined measures.

There are no bonus points or other benefit in this competition to using National Performance Measures over applicant-determined measures. The National measures simply allow CNCS to more easily aggregate and report on performance data across all AmeriCorps programs.

Target - Example

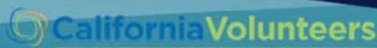

Output

- 360 disadvantaged youth will be matched with mentors
- ED1A: 340 of 360 disadvantaged youth matches will receive 70 hours of both 1:1 and 1:2-3 mentoring

Outcome

- ED7A: 272 of 340 mentees who have received 70 hours of mentoring will decrease disciplinary incidents (referrals, suspensions/expulsions, criminal or gang involvement) by 40%

Here are some example targets. This gives you an example of how to express an Applicant-Determined Measure and National Performance Measures, should you choose to use them.

Common Strengthening Communities

Community Need

- Describe the community need for volunteers

Target Population


- Describe population to be recruited as volunteers

Amount of Service

- Answer a-e (# of members, hours per day, days per week, duration in weeks, total hours)

Intervention

- Describe volunteer recruitment activities



So that was all about completing the Needs and Service Performance Measurement Worksheet for both primary and non-primary performance measures. Now let's briefly go over how to complete the Common Strengthening Communities PMW. This is similar to the Needs and Service PMW except focused on volunteers.

For the Community Need, you'll describe the need for volunteers specifically. For what reason are you recruiting volunteers?

For the Target Population, describe who members will be recruiting as volunteers.

For Amount of Service, include the time members will spend on volunteer recruitment activities.

And for Intervention, describe the specific activities members will engage in to recruit volunteers.

Common Strengthening Communities

Result

- Briefly describe what volunteers will accomplish

Indicator

- Number of volunteers and volunteer hours

Instrument

- Volunteer log

Targets

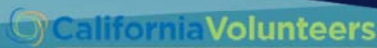

- Number of volunteers recruited and hours spent on volunteer activities

In the Result section, you will briefly describe what volunteers will accomplish once recruited. If you are recruiting volunteers to deliver a specific intervention, you can include the intended outcome result the volunteers will contribute to as well.

The Indicator is prepopulated for the output as the number of volunteers and volunteer hours. You can enter the indicator for an outcome if applicable.

The Instrument is again prepopulated for the output; you will need to use volunteer logs to track volunteers and their hours. The outcome instrument can be included if applicable.

The Targets are pre-specified for outputs as the number of volunteers recruited and hours spent on volunteer activities; you will need to enter the anticipated number of each. And again, if you are proposing an outcome, include the target for that as well.

Common Member Development

Community Need

- Pre-Identified by CV

Target Population


- Answer a-f based on proposed slots

Amount of Training

- Answer a-e (# of members, hours per each development activity, total hours)

Intervention

- Describe core training and support program will provide for members



Finally, Member Development. This is where you will include all the hours members spend on training.

The Community Need is pre-identified by CV and needs no edits.

For the Target Population, address a-f based on the proposed slot configuration. Make sure this aligns with other components of your application.

The Amount of Training is the amount of hours spent on Orientation, Ongoing Trainings, National Service Days, or other trainings. The total hours cannot exceed 20% of the total member hours across all measures.

In the Intervention, you will describe the training activities that members will receive.

Common Member Development

Result

- Pre-identified by CV, program can add more

Indicator

- Pre-identified by CV, program can add more

Instrument

- Pre-identified by CV, program can add more

Targets

- Fill in numbers for the target statements pre-identified by CV

The Result, Indicator, and Instrument are all pre-identified by CV, but you have the option to add more to each, if applicable.

The target statements are also identified by CV, you will need to enter the proposed targets for your program. You also have the option of adding measures applicable to your program as desired.

Resources

- Request for Applications
- Application Instructions
- National Performance Measure Instructions
- [High Quality Performance Measurement \(eCourse available on CNCS Knowledge Network\)](#)

Application Deadlines

- Optional Notice of Intent due November 5
 - <https://www.surveymonkey.com/r/2019NOI>
- Complete Application due November 20
 - Paper application including one original (items 1-19) & 5 copies (1-9)
 - Electronic submission by email to funding@cv.ca.gov of items 2, 7-10 & 15-18

Questions?

Thank you!

Send questions to funding@cv.ca.gov