

2014-2015 Request for Proposals (RFP)

Performance Measures and Tiers

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Performance Measures

Performance Measures are measurable indicators of a program's performance as it relates to **member service activities**.

Performance measurement is the process of regularly measuring the services provided by your program and the effect your program has in communities or in the lives of members or community beneficiaries.

The main purpose of performance measurement is to strengthen your AmeriCorps program and foster continuous improvement and to identify best practices and models that merit replication.



Performance Measures

Performance measurement is the process of systematically and regularly collecting and monitoring data related to the direction of observed changes in communities, participants (members), or end beneficiaries receiving your program's services.

In contrast to evaluation, it is not intended to establish a causal relationship between your program and a desired (or undesired) program outcome.



What is Performance Measurement

Key Areas of Difference	Performance Measurement	Impact Evaluation
Causality	Assumes causality; does not “prove” theory of change.	Seeks to show causality and “prove” theory of change
Implementation	Tracks outputs and outcomes on a regular, ongoing basis.	May occur from time to time, but not on a regular ongoing basis
Time Focus	Shorter term focus: what can be measured within one year	Longer term focus
Design	Balances rigor with practicality; measurement implemented by program staff with limited resources and expertise.	Uses most rigorous evaluation design and methods that are right for the program (e.g. quasi-experimental design)



Performance Measures

It is important to note that PMs are related to the MEMBERS service. Not your organization in general. You need to clearly articulate in the narrative and through these measures that because of these members (intervention) you have been able to do ____ (output and outcome).

As you consider applying to be an AmeriCorps program, you will need to understand if by having members you are expanding the service your program is able to currently provide or if you are going to be engaged in new activities.

Measures should capture the most significant activities of your program.



Why do we Measure Performance?

The main purpose of performance measurement is to strengthen your AmeriCorps program and foster continuous improvement and to identify best practices and models that merit replication.



Why do we Measure Performance?

- **Accountable**
 - Stakeholders
 - KVC and CNCS
 - Congress
- **Measure Change**
 - Reliable information collected in a systematic way.
- **Improve Programs**
 - Identify and Correct problems
 - Strengthen the intervention
 - Determine where to allocate limited resources

Performance Measure Requirements

1. Utilize the CNCS National Performance Measures.*
2. Have at least one aligned Measure.
 - Output and Outcome
3. Include measures that capture the service being performed by ALL of your AmeriCorps members.
 - If you are requesting 10 MSYs, then 10 MSYs should be reflected in the PM activities.

Performance Measures

- Disaster Services
- Economic Opportunity
- Education
- Environmental Stewardship
- Health Futures
- Veterans and Military Families

Performance Measures

National Performance Measures are tied to 6
CNCS Focus Areas

Definitions for each focus area are from the
CNCS 2011-2015 Strategic Plan. These
definitions inform the Performance Measures.



Disaster Services

- Grants will help individuals and communities prepare, respond, recover, and mitigate disasters and increase community resiliency. Grant activities will:
 - Increase the preparedness of individuals
 - Increase individuals readiness to respond
 - Help individuals recover from disasters, and
 - Help individuals mitigate disasters.

Economic Opportunity

- Grants will provide support and/or facilitate access to services and resources that contribute to the improved economic well-being and security of economically disadvantaged people. Grant activities will help economically disadvantaged people to:
 - Have improved access to services and benefits aimed at contributing to their enhanced financial literacy;
 - Transition into or remain in safe, healthy, affordable housing; and
 - Have improved employability leading to increased success in becoming employed.

Education

- Grants will provide support and/or facilitate access to services and resources that contribute to improved educational outcomes for economically disadvantaged people, especially children. Grant activities will improve:
 - School readiness for economically disadvantaged young children;
 - Educational and behavioral outcomes of students in low-achieving elementary, middle and high schools, and
 - The preparation for and prospects of success in post-secondary education institutions for economically disadvantaged students.

Environmental Stewardship

- Grants will provide direct services that contribute to increased energy and water efficiency, renewable energy use, or improving at-risk ecosystems, and support increased citizen behavioral changes leading to increased efficiency, renewable energy use, and ecosystem improvements particularly for economically disadvantaged households and economically disadvantaged communities. Grant activities will:
 - Decrease energy and water consumption;
 - Improve at-risk ecosystems;
 - Increase behavioral changes that lead directly to decreased energy and water consumption or improve at-risk ecosystems; and
 - Increase green training opportunities that may lead to decreased energy and water consumption or improve at-risk ecosystems.

Healthy Futures

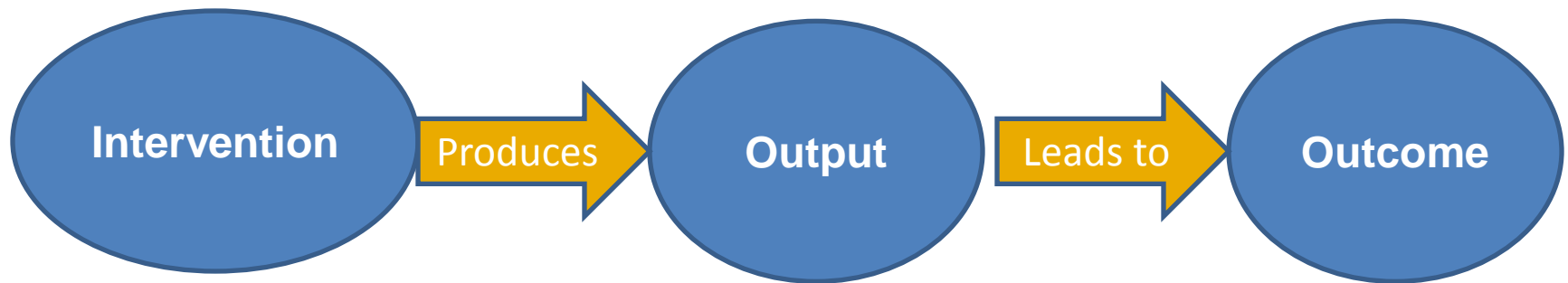
- Grants will meet health needs within communities including access to care, aging in place, and addressing childhood obesity. Grant activities will:
 - Increase seniors' ability to remain in their own homes with the same or improved quality of life for as long as possible;
 - Increase physical activity and improve nutrition in youth with the purpose of reducing childhood obesity and increasing access to nutritious food, and
 - Improve access to primary and preventive health care for communities (access to health care).

Veterans and Military Families

- Grants will positively impact the quality of life of veterans and improve military family strength. Grant activities will increase:
 - The number of veterans and military service members and their families served; and
 - The number of veterans and military family members engaged in service provision.

Developing Performance Measures

Use your **Logic Model** when developing your **Performance Measures**.



The **Output** and **Outcome** should measure the same intervention and beneficiaries.

Developing Performance Measures

Example #1

Intervention: Construction teams assess housing request, plan and execute housing upgrades and repairs and complete inspection requirements for individuals with disabilities.

Output: Individuals with disabilities receive housing service (upgrades and repairs).

Outcome: Construction team members improve construction skills.

Developing Performance Measures

Example #1

Intervention: Construction teams assess housing request, plan and execute housing upgrades and repairs and complete inspection requirements for individuals with disabilities.

Output: Individuals with disabilities receive housing service (upgrades and repairs).

Outcome: Construction team members improve construction skills.

NO GOOD

Developing Performance Measures

Example #2

Intervention: Members meet one-on-one with 3rd grade students who are reading below grade level on a weekly basis for 10 months.

Output: Number of students who start in a CNCS-supported education program. (ED1) Number of students that completed participation in CNCS-supported K-12 education programs. (ED2)

Outcome: Number of students with improved academic performance in literacy and/or math. (ED5)

Developing Performance Measures

Outcomes:

- Meaningful
- Ambitious yet realistic
- Reflect the change you want to measure

Developing Performance Measures

Meaningful

- Is the outcome addressing the community need/problem?
- Is the outcome central or peripheral?
- Is the target audience (beneficiaries) identified in the outcome?
- How many will benefit?
- How much change will occur for the beneficiaries?
- Is the outcome supported by evidence for the intervention?

Developing Performance Measures

Ambitious yet Realistic

- Program timeframe
- Scope of the intervention,
- Severity of the problem being addressed,
- Program resources

Reflect the Change you want to Measure

- Attitude, knowledge, behavior, or condition
- Will inform the instrument you use

Definitions

Strategy = Intervention

- The strategy/intervention will be the same for all components of the measure – output, outcome – because all of these should result from the same intervention.

Result = Output, Intermediate Outcome, End Outcome

Indicator = For outputs, a description of the number of beneficiaries to be counted. For outcomes, a description of the measureable change that will occur.

Definitions

Target Statement = The indicator plus the expected number
– 100 beneficiaries will...

Target = The number in the target statement
– 100

Definitions

Instrument = The specific tool that will be used to collect your data

- School attendance records, pre/post test

Data Collection Methodology = How data will be collected

- Survey, pre/post test

Definitions

Result Statement: Students will demonstrate improved academic performance...

Indicator: Number of students with improved academic performance

Target Statement: 100 Students will demonstrate improved academic performance...

Target: 100



Key Points

- Performance measurement is a systematic process of measuring progress (outputs and outcomes).
- Performance measurement does not seek to “prove” a theory of change, but can provide snapshots.
- Impact evaluation can determine if results occurred because of the intervention.
- Strong performance measures align with the theory of change (need, intervention and outcome)
 - The intervention is based on evidence that supports a cause-and-effect relationship between the intervention and an intended outcome.
 - The theory of change helps identify an appropriate outcome to measure.

Key Points

- **Quality outcomes should:**
 - Be meaningful
 - Be ambitious yet realistic
 - Match the type of change you want to see (attitude, behavior, knowledge/skills, condition)
- **Strong performance measures are aligned.**
 - Output comes from the intervention
 - Outcome is likely to result from the output
 - Output and outcome measure the same intervention and beneficiaries.

Resources

- **CNCS National Service Knowledge Network**
 - <https://www.nationalserviceresources.org/npm/ac>
- **Building a High Quality AmeriCorps Program: From Blueprint to Implementation: New Program Start-up Guide**
 - http://www.nationalserviceresources.org/files/legacy/filemanager/download/grantee_resources/programStartupGuide.pdf
- **Learning Pathways for Program Start-Up**
 - http://s3.amazonaws.com/resource_center_video/taag/program-start-up/index.html
- **CNCS National Service Hotline**
 - https://questions.nationalservice.gov/app/ask_eg
- **eGrants Online Help System**
 - <https://egrants.cns.gov/espan/webhelp/!SSL!/WebHelp/eGrants.htm>

Tiers

- Created by the CNCS for National Competitive funds
 - Included in the RFP.
 - CNCS takes tiers into consideration when making funding decisions.

AmeriCorps Program Requirements

The AmeriCorps program is a Federally funded program. As such, the following requirements apply to the program activities and funds expended as part of the program.

- Administrative Requirements
 - 2 CFR 215 (A-110), A-102
- Cost Principles
 - 2 CFR 225 (A-87), 2 CFR 230 (A-122), 2 CFR 220 (A-21)
- Audits
 - A-133
- National and Community Service Act of 1990 (as amended by Serve America Act)
 - 42 USC 12501 *et seq.*, and 45 CFR 2510 *et seq.*
- Applicable Federal Policies
- AmeriCorps Regulations
 - 45 CFR 2520-2550
- AmeriCorps Provisions



Grant Review and Selection Process

- October 21, 2013 at 4:00 p.m. – Letters of Intent to Apply Due to KVC
- October 23, 2013 at 11:00 a.m. – Webinar on Information regarding Performance Measures and Tiers*
- November 14, 2013 at 4:00 p.m. – Applications are due to the KVC
- December 2, 2013 – Programs will be notified of their selection to either the competitive or the formula funding process
- December 2, 2013 – Competitive applicants will receive feedback from the KVC about their applications
- December 16, 2013 at 4:00 p.m. – Competitive applications are due to the KVC

Grant Review and Selection Process

- December, 2013 – External Review Process for Competitive applications
- January 3, 2014 – Competitive applicants are informed of final decision by KVC to move the application on to the National Competition or move the application to the formula process
- January 31, 2014 at 4:00 p.m. – Formula applications are due to the KVC
- February, 2014 – External Review Process for formula applications
- March 10 – March 21, 2014 – Clarification period between Applicants and the KVC
- April, 2014 – Tentative announcement of grant awards*
- May, 2014 – Final notification of grant awards*

KVC Contact Information

Please contact the KVC with any questions:

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Slides courtesy of OneStar Foundation

