



# Office of Faith-Based and Community Initiatives

Mitchell E. Daniels, Jr., *Governor* • Paula Parker-Sawyers, *Executive Director*

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## COMMUNICATION 2006-P-14

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**TO:** AmeriCorps\*State Sub-Grantee Organizations  
**FROM:** Paula Parker-Sawyers  
**CC:** Agency Operations Manual (2006)  
**DATE:** February 1, 2007  
**SUBJECT:** **Performance Measures** (Progress Towards)

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### **PURPOSE**

To clarify expectations of AmeriCorps\*State sub-grantee organizations relative to performance measurement.

### **EFFECTIVE DATE**

February 1, 2007

### **SCOPE**

This communication applies to all AmeriCorps\*State sub-grantee organizations and the OFBCI.

### **RECESSION**

None.

### **STATEMENT OF POLICY**

#### **A. *Statement of Purpose.***

The Corporation for National and Community Service requires AmeriCorps sub-grantees to establish and report on performance measures relative to member activities. Sub-grantees whose performance at any point throughout the year indicates that performance measures will not be achieved must take action to address the issue(s).

#### **B. *Definitions.***

Sub-grantee means the host organization with legal and fiscal responsibilities for an AmeriCorps\*State formula or competitive program and its members.

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

Performance measures are measurable indicators of a sub-grantee's performance as it relates to member service activities.

Indicator refers to the concrete, measurable information collected to determine progress towards achieving results (e.g. number of volunteers recruited; percent of students increasing reading skills one grade level).

Target describes the amount of change the sub-grantee anticipates achieving due to program efforts. Targets are based directly on the indicator (e.g. 500 volunteers recruited; 75% of students increased reading skills one grade level).

### **C. Performance Measurement.**

- (1) Each sub-grantee outlines performance measurement goals in their original, approved grant application. At the beginning of the program year, each sub-grantee will review and revise, as necessary, its performance measures for the year. The OFBCI will then review and approve the performance measures.
- (2) Each quarter, the sub-grantee will submit a Progress Report containing progress-to-date on the approved performance measures. The OFBCI will look for evidence that the sub-grantee is on track to achieve its stated performance measurement goals for the year.
  - a. A sub-grantee's performance measures are considered "not on track" if the stated output and/or outcome result indicators are 15% below expected targeted levels for a quarter. Expected targets will be determined based on prorating the targeted amounts for the appropriate quarter (e.g. after the first quarter, it is expected that 25% of the target will be met). The sub-grantee should explain seasonal or other fluctuations in targets when reporting on performance measures. The OFBCI will take these into consideration when reviewing Progress Reports.
- (3) A sub-grantee that is not on track to achieve its performance measures, as determined by the sub-grantee or the OFBCI, must complete **one** of the options below.
  - a. Option 1: Develop and submit to the OFBCI a **written corrective action plan** which includes all of the following:
    - i. The factors impacting performance goals;
    - ii. The strategy the sub-grantee is using and corrective action being taken to get back on track toward the established performance measures; and
    - iii. The timeframe for getting back on track with the performance measures.
      - For competitive programs, the OFBCI will review the corrective action plan and forward to the Corporation for review and approval.
      - For formula-funded programs, the OFBCI will review and approve the proposed corrective action plan.

- b. Option 2: Submit a **request to amend the approved performance measures**. A sub-grantee may request to amend its performance measures under the following circumstances:
- i. To adjust performance measure or target based on experience so that program goals are more realistic and manageable;
  - ii. To replace a measure related to one issue area with one related to a different issue area that is more aligned with program service activity. For example, a sub-grantee may need to replace an objective related to health with one related to the environment;
  - iii. To redefine the service that individuals perform under the grant. For example, a sub-grantee may need to define its service as tutoring adults in English, as opposed to operating an after-school program for third-graders;
  - iv. To eliminate an activity because the sub-grantee has been unable to secure necessary matching funding; or
  - v. To replace one measure with another. For example, a sub-grantee may decide that it wants to replace one measure of literacy tutoring (increased attendance at school) with another (percentage of students who are promoted to the next grade level).

The request to amend the performance measures must include all of the following:

- vi. Why the sub-grantee is not on track to meet approved performance measures;
- vii. How the sub-grantee has been tracking performance measures (e.g. instruments used; Performance Measurement Plan outlined in WBRs);
- viii. Evidence of the corrective action the sub-grantee has taken, including specific activities and timeframe;
- ix. Any new proposed performance measures or targets; and,
- x. The plan to ensure the sub-grantee meets any new measures.
  - For competitive programs, the OFBCI will review the requested amendment and forward to the Corporation for review and approval.
  - For formula-funded programs, the OFBCI will review and approve the requested amendment.

#### **D. *Timeframe.***

- (1) The sub-grantee must submit a **corrective action plan** under C(3)(a) of this policy, or a **request to amend performance measures** under C(3)(b) of this policy, either:
  - a. At the request of the OFBCI based on information submitted by the sub-grantee to the OFBCI, or;
  - b. Within 15 days of the sub-grantee's determination that it is not on track to meet its approved performance measures.

- (2) For competitive programs, the OFBCI will review the corrective action plan and forward to the Corporation for review and approval within 5 days of receipt of the plan or request.
- (3) For formula-funded sub-grantees, the OFBCI will forward an information copy to the Corporation's AmeriCorps program office within 15 days of approving the plan or the request.

**E. *Failure to Meet Approved Performance Measures.***

- (1) If, after a period of corrective action, a sub-grantee continues to under-perform, or fails to collect appropriate data to allow performance measurement, the OFBCI and/or Corporation may do one or more of the following:
  - a. Reduce the amount of the grant;
  - b. Suspend or terminate the grant;
  - c. Use the information to assess any application from the sub-grantee's organization for new AmeriCorps grant or a new grant under another program administered by the Corporation;
  - d. Amend the terms of any Corporation grants to the sub-grantee's organization; or
  - e. Take other actions the OFBCI and/or Corporation deem appropriate.

**REFERENCES AND PRECEDENCE**

**A. *References.***

Code of Federal Regulations (§2522.520 - §2522.650)  
70 FR 39603, July 8, 2005

**B. *Precedence.***

Should there be any inconsistency between the United States and Indiana Codes, United States and Indiana Administrative Codes, and this internal policy the order of precedence that will prevail is (1) United States Code; (2) Indiana Code; (3) United States Code of Federal Regulations; (4) Indiana Administrative Rules; and, (5) this internal policy.

**INTERPRETATION**

This policy is subject to the interpretation of federal and state courts, departments, agencies, and administrative bodies.

**APPROVAL:**

A handwritten signature in black ink, reading "Paula Parker-Sawyers". The signature is written in a cursive style with a large initial "P".

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**Paula Parker-Sawyers, Executive Director**

February 1, 2007

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**Date**