

January 19, 2024

Joint Executive Committee and Staff Work Session

Understanding Strengths Assessment and Setting Action Priorities



Proposed Agenda

- 45 min 2 breakout groups. Each dives into 3 domains and examines components
 - If brutally honest, what seems accurate and what might be off due to perception vs reality.
Use these to code: T(rue), P(artially true), N(ot accurate)
 - What are the risks of partially true and not accurate? What are consequences? Would rating of risk(s) be high, medium, low?
- 15 min Report out by domain: risks, consequences
- 20 min Consensus on 2 high risk areas, how to address
- 10 min Next steps. Report out to full board?

At the end of the work session on Jan 19, 2024, Exec Committee members agree the 6 items below were to be the focus of attention for this year because the risks are serious enough that operations could be impacted if they are not addressed. They acknowledged that some (e.g., sufficient staffing) is not within our control but is within our influence. The results of the full discussion follow this page.

A. Organizational Structure & Planning: DOMAIN RANK 4 (avg. 3.38)

Score	Rank	Component
39	8	There is a plan in place to ensure smooth succession and continuity when staff need to be replaced, including contact information of partners, position descriptions, documentation of timelines, calendars, etc. The plan is distributed to the right people and includes everything they would need to know to ensure continuity of the commission's work.

B. Human Capital: DOMAIN RANK 7 (avg. 2.92)

Score	Rank	Component
37	10	The commission maintains sufficient staffing to carry out commission responsibilities and to accomplish the goals in the state service plan.
31	11	The commission has and uses a comprehensive recruitment plan to develop and maintain a reliable pool of staff applicants (e.g., nurture a robust pipeline of AmeriCorps alum toward becoming full-time regular staff) while centering diversity, equity, and inclusion goals.

Financial Management & Resource Development: DOMAIN RANK 5 (avg 3.25)

Score	Rank	Component
44	6	The commission has and uses a robust plan for bringing in necessary resources to meet its federal match requirements.

Commission Reporting & Compliance: DOMAIN RANK 1 (avg 3.82)

Score	Rank	Component
50	2	FFRs (Federal Financial Reports) and PPRs (Program Progress Reports) are submitted in a timely and accurate manner. These reports are thorough and conform to both federal and state requirements.

Subgrant Management: DOMAIN RANK 2 (avg 3.74)

Score	Rank	Component
45	7	The commission has a system for aggregating subgrantee data, confirming the accuracy of subgrantee data, and ensuring subgrantee data collected meets AmeriCorps agency requirements.

For each component of a domain, the potential score is 60 because there were 15 responses. The points used to determine the score are on the domain summary (page 1). A reminder, there are 8 domains.

A. Organizational Structure & Planning: DOMAIN RANK 4 (avg. 3.38)

Jan 19 Reality Check	Score	Rank	Component
T	57	1	The commission has a written organizational chart that outlines the reporting structure (including people in positions of power to execute the work of the commission). All people listed are aware of their role and position in the organizational chart.
P ¹ Med Risk	55	2	Commission policies and procedures are up-to-date and operational, and they are periodically reviewed and updated to ensure they continue to be relevant and effective. Policies and procedures meet state requirements (e.g., for procurement, hosting public meetings, FOIA, etc.).
T	54	3	Continuity is built into the organizational structure with some key staff roles as non-appointments that are not impacted by gubernatorial transitions.
T	54	4	Commission policies and materials incorporate mandated AmeriCorps anti-discrimination language.
P ² Low Risk	53	5	The commission actively seeks out and incorporates community input as part of its state service plan development and/or strategic planning process. Community input is representative of the state/territory at large.
P ³ Low Risk	50	6	The state service plan is current, incorporates any relevant plans (e.g., Agency Strategic Plans for the agency within which the commission lives, or governor’s priorities), and adheres to federal statutory requirements.
P ⁴ Low Risk	45	7	Diversity, equity, inclusion, and related priorities are reflected in mission, vision, values, and the state service plan with action steps and mechanisms for accountability.
P ⁵ High Risk	39	8	There is a plan in place to ensure smooth succession and continuity when staff need to be replaced, including contact information of partners, position descriptions, documentation of timelines, calendars, etc. The plan is distributed to the right people and includes everything they would need to know to ensure continuity of the commission’s work.

¹ Commission has its own policies around operation which are reviewed, and grants, which need to be put on routine review schedule.

² Process for strategic plan involves outreach but it was noted, the Commission membership does not cover certain parts of the state (e.g., western).

³ Existing plan extended a year so Commission has final decisions on transition issues.

⁴ DEI task force has not reached section of its work where accountability mechanisms would be set.

⁵ True for positions except Exec Director who is the person who ensured new staff found all these things. All positions, including ED, have position descriptions.

B. Human Capital: DOMAIN RANK 7 (avg. 2.92)

Jan 19 Reality Check	Score	Rank	Component
T	56	1	The board actively collaborates with staff to drive the work of the commission and accomplish the goals identified in the state service plan.
P Low risk	49	2	The commission includes diversity, equity, and inclusion training in its board and staff onboarding and through ongoing professional development.
T	47	3	Volunteer policies and processes are written clearly and comprehensively and communicated effectively.
T	46	4	The commission follows a shared process for board development, resulting from relationships cultivated with the governor's office, with particular attention paid to appointments.
T	42	5	The commission has strong volunteer practices, training programs, and recognition, and applies diversity, equity, and inclusion goals to volunteer engagement.
T	41	6	The professional development of staff is integral to commission operations. The commission effectively supports in-role growth to build on staff interests and skills and promotes internal upper mobility to management and leadership roles.
N Low risk	39	7	The commission has and uses an effective outreach plan that builds a pool of commissioner candidates centering diversity, equity, and inclusion goals.
P ⁶ Med risk	38	8	Training events fulfill an equity checklist ensuring all can participate and have the spaces they need. This may include accessibility (e.g., mobility, sight, hearing), dietary accommodations, large print, nursing space, prayer space, awareness of religious holidays, etc.
T	38	9	The commission incorporates diversity, equity, and inclusion in its consideration of selecting vendors such as consultants and trainers.
N High risk	37	10	The commission maintains sufficient staffing to carry out commission responsibilities and to accomplish the goals in the state service plan.
N High risk	31	11	The commission has and uses a comprehensive recruitment plan to develop and maintain a reliable pool of staff applicants (e.g., nurture a robust pipeline of AmeriCorps alum toward becoming full-time regular staff) while centering diversity, equity, and inclusion goals.

⁶ Staff have a “mental checklist” they use but not something that could be used consistently or by a new person. Easy to fix

Financial Management & Resource Development: DOMAIN RANK 5 (avg 3.25)

Jan 19 Reality Check	Score	Rank	Component
T	54	10	The commission follows federal requirements for match documentation, particularly for in-kind matches.
T	53	2	Procurement processes conform to both federal and state requirements, while effectively meeting the commission's needs.
T	53	4	Internal processes are in place and used to prudently steward resources (e.g., timekeeping ensures staff time is allocated effectively).
T	53	7	The commission engages in regular, effective advocacy in the state legislature, to build and maintain relationships that influence appropriations in the commission's favor.
T	52	1	Financial policies and processes are written clearly and comprehensively and distributed to guide commission financial management across all major areas (i.e., federal and state grants, private funding sources, audit procedures, organization budgeting, in-kind and match resources, etc.).
T	49	3	Dedicated internal staff with a substantial knowledge base manage finances and resource development.
P ⁷	48	5	Management and monitoring of budgets effectively combines reconciliation, comparison, and appropriate adjustment as well as attention to items across multiple budgets to ensure there is no duplicate spending ("double dipping"). Plans are in place for mitigating unexpended commission funds
T	45	9	The commission operates a 501(c)3 foundation or other mechanism to collect donations in order to generate match and/or supplemental funding for AmeriCorps or other commission initiatives.
P ⁸ High risk	44	6	The commission has and uses a robust plan for bringing in necessary resources to meet its federal match requirements.
P ⁹ Medium risk	34	8	The commission cultivates and sustains champions in the state/territory that generate financial support from the private sector to support the commission and/or the commission's programs.

⁷ For portion that Commission staff control, this is true but central accounting services poses problems with regard to getting timely information that could mitigate unexpended funds.

⁸ Commission match on operating grants is heavily dependent on a single source of in-kind.

⁹ The foundation is critical in addressing this.

Commission Reporting & Compliance: DOMAIN RANK 1 (avg 3.82)

Jan 19 Reality Check	Score	Rank	Component
T	58	1	Commission staff is knowledgeable about core commission responsibilities (i.e., things the commission is required to do, versus things that are helpful or nice to have but not required).
P ¹⁰ Low risk	56	6	The commission submits any necessary reports to state officials and keeps commissioners informed of the commission’s compliance with federal and state reporting, as required.
T	56	7	Commission staff understand how to find information and answers to questions related to grant requirements/compliance (ex.e.g., Uniform Grant Guidance, regulations). The commission reviews Terms & Conditions upon publication to be knowledgeable about changes.
T	55	3	The commission is responsive to AmeriCorps monitoring, improper payment monitoring, and to Office of Inspector General (OIG) investigations and audits.
P	53	4	The staff understand the “risk levels” of different compliance pieces (i.e., what are likely to be major sticking points versus those that are not) and ensure time and focus is spent on the most vital components.
T	53	5	The commission knows the process for requesting reporting deadline extensions and maintains open communication with the AmeriCorps agency about (potential) compliance issues, rather than waiting until they occur (ex.e.g., letting the AmeriCorps agency know in advance about situations where you might be submitting something late).
P ¹¹ High risk	50	2	FFRs (Federal Financial Reports) and PPRs (Program Progress Reports) are submitted in a timely and accurate manner. These reports are thorough and conform to both federal and state requirements.

¹⁰ Annual reports to the legislature have been late. Due January 31 but are sent end of February typically.

¹¹ Information from DAFs unreliable and difficult to get. This impacts staff time considerably.

Grantmaking & Program Development: DOMAIN RANK 1 (avg 3.82)

Jan 19 Reality Check	Score	Rank	Component
T	60	1	The review process is clearly defined and followed to ensure everyone understands their role and how decisions are made.
T	58	2	The grant application process is clearly defined internally and externally (e.g., possible differences for formula versus competitive grants).
p ¹²	58	3	The application review process intentionally incorporates reviewers with varying perspectives and experiences. External reviewers are engaged for additional perspectives.
p ¹³	58	4	The diversity of the program portfolio is considered when making funding decisions.
T	57	5	The grantmaking process meets the requirements of the state and federal statute (i.e., competitive process).
T	57	6	The grant application process is designed to be straightforward for applicants (e.g., plain language is used in RFPs where possible to assist applicants). The commission provides assistance and/or resources to potential applicants during the grant application process. The commission provides trainings to potential applicants to assist in application development.
T	57	7	The commission offers planning grants to provide applicants an opportunity to develop programs before competing for program grants and to help build compliant programs before launch. Planning grants provide opportunities for programs to develop an understanding of compliance requirements. Planning grants are used as part of strategic program development when funds are available, rather than only as a method to spend down money.
p ¹⁴	56	8	The commission has and follows a plan to mitigate and repurpose unexpended program funds to effectively steward funds.
T	48	9	Deliberate outreach and support is provided to under resourced organizations and/or those identified in the commissions' diversity, equity, and inclusion priorities, to assist them in accessing AmeriCorps funding. The grant application process results in under resourced organizations applying for and receiving AmeriCorps funding.
T	47	10	The commission has and follows an established process for recruiting new grantees, including outreach to build awareness among potential applicants. The commission's recruitment and outreach process includes special focus on priority areas (e.g., geographical areas without programs, organizations led by those representing the community served, etc.).
N ¹⁵	22	11	Concept papers are accepted to evaluate whether the organization would be an appropriate sponsor and if the proposed project meets core criteria.

¹² Need more purposeful recruitment instead of organic "whoever applies."

¹³ Area for improvement

¹⁴ Risk of returning funds is high. Programs do not spend and we don't realize it until end of year. Grantees return awards at a point when it is hard to repurpose funds.

¹⁵ Did experiment with concept papers. Ended up adding another step to the process for small organizations.

Subgrant Management: DOMAIN RANK 2 (avg 3.74)

Jan 19 Reality Check	Score	Rank	Component
T	58	1	The commission maintains consistent communication with programs throughout the grant timeline and provides ample opportunities for feedback and questions from subgrant recipients.
T	55	2	The commission works to set programs up for success by providing templates, tools, resources, etc. Training and technical assistance is intentionally provided to subgrantees early on to prevent later compliance issues.
T	51	3	The commission identifies training needs based on experience level of subgrantee staff and risk areas for individual programs. Training opportunities are customized to the extent possible to address those experience levels and risk areas.
p ¹⁶	51	4	The commission effectively implements a risk-based monitoring plan for subgrant management, including assessment and monitoring. The commission spends time ensuring the riskiest areas receive the most monitoring focus to ensure they are compliant and well-managed (e.g., National Service Criminal History Checks (NSCHC), match documentation (cash and in-kind), time keeping, member enrollment, training on allowable costs, living allowance payments, federal fiscal grant management).
T	50	5	The commission has a process in place to track the number of years a program has been receiving federal funds and does not rely on eGrants for match percentage.
T	49	6	The commission clearly defines the roles of its subgrantees versus the commission, and clearly sets expectations and duties.
p ¹⁷	45	7	The commission has a system for aggregating subgrantee data, confirming the accuracy of subgrantee data, and ensuring subgrantee data collected meets AmeriCorps agency requirements.

¹⁶ There is a risk assessment rubric that is used every year to assess the risk level of grantees. However, monitoring is applied as if all are high risk so area for improvement is aligning risk level, reporting and monitoring activities.

¹⁷ Not well managed or accessible. Need to do better job with higher risk finance data and time records of members.

These last 2 domains were not considered in this exercise.

Volunteer & Nonprofit Infrastructure: DOMAIN RANK 6 (avg 3.08)

Score	Rank	Component
59	1	The commission conducts or contributes to a community service awards or recognition event or program to recognize service and volunteerism in the state/territory.
47	2	The commission has a strong network of partners within the state/territory that cultivates an awareness of the volunteer and nonprofit infrastructure and effectively positions itself within that web of relationships including partnerships with historically under resourced organizations and communities.
47	3	The commission engages with elected officials to promote the commission’s work as well as volunteerism and civic engagement in the state/territory. The commission has or works to have legislative supporters at the state/territory and national levels.
44	4	The commission is an effective advocate for sound volunteer-related legislation (e.g., “hold harmless” etc.), maintains awareness of these issues, and is active in developing recommendations for legislative action.
42	5	The commission has and uses a robust communication plan to increase awareness of the commission throughout the state, resulting in productive partnerships, as well as promoting volunteerism and civic engagement broadly. This plan includes diversity, equity, and inclusion-specific strategies.
40	6	The commission operates and/or oversees a volunteer portal for the state/territory.
40	7	The commission is well known throughout the state in public, private, and nonprofit sectors.

Supplemental Services: DOMAIN RANK 8 (avg 2.81)

Score	Rank	Component
47	1	Commission staff participate in ASC Learning Communities and work groups.
40	2	The commission provides benefits and supports directly to AmeriCorps members serving in the state/territory (e.g., professional development training, access to ASC Member Assistance Program, emergency financial assistance, etc.).
40	3	The commission provides supports for AmeriCorps alums following their service (e.g., funding for activities, meeting and/or office space, marketing/social media amplification, etc.).
40	4	The commission has and follows a communications plan to guide external communications. Staff and resources are dedicated to external communications.
36	5	AmeriCorps members and/or AmeriCorps programs are called upon during times of disaster. Procedures are in place for action steps before, during, and after disasters. The commission has relationships with other organizations/departments/people to provide disaster services.
15	6	The commission operates a LeaderCorps, InterCorps Council, or other leadership development initiative for current and former national service participants in the state/territory.

Components of Domains

This section of the summary shows the ratings selected by respondents and the distribution of the selections. If an option is not listed, no one selected it. To some degree this is the "raw data" behind the scores which were determined by using the point value of a rating multiplied by the # of respondents who selected the rating. Values are on page 1 but repeated here for reference:

- Beginning -1 - "This generally does not describe our commission. We have only begun to consider this."
- Developing -2 - "This somewhat describes our commission, or only describes us in limited circumstances."
- Implementing -3 - "This generally describes our commission but is not completely institutionalized."
- Refining -4 - "This is a strength and a well-established practice of our commission."
- Not applicable or blank response -0 - "This is not relevant to our commission at this time (and is not required of us)."

A. Organizational Structure & Planning

A.1. The commission has a written organizational chart that outlines the reporting structure (including people in positions of power to execute the work of the commission). All people listed are aware of their role and position in the organizational chart.

- 12 Refining: This is a strength and a well-established practice of our commission.
- 03 Implementing: This generally describes our commission but is not completely institutionalized.

A.2. Continuity is built into the organizational structure with some key staff roles as non-appointments that are not impacted by gubernatorial transitions.

- 11 Refining: This is a strength and a well-established practice of our commission.)
- 02 Implementing: This generally describes our commission but is not completely institutionalized.
- 02 Developing: This somewhat describes our commission, or only describes us in limited circumstances.

A.3. Commission policies and procedures are up-to-date and operational, and they are periodically reviewed and updated to ensure they continue to be relevant and effective. Policies and procedures meet state requirements (e.g., for procurement, hosting public meetings, FOIA, etc.).

- 10 Refining: This is a strength and a well-established practice of our commission.)
- 05 Implementing: This generally describes our commission but is not completely institutionalized.

A.4. Commission policies and materials incorporate mandated AmeriCorps anti-discrimination language.

- 09 Refining: This is a strength and a well-established practice of our commission.)
- 06 Implementing: This generally describes our commission but is not completely institutionalized.

A.5. There is a plan in place to ensure smooth succession and continuity when staff need to be replaced, including contact information of partners, position descriptions, documentation of timelines, calendars, etc. The plan is distributed to the right people and includes everything they would need to know to ensure continuity of the commission's work.

- 02 Refining: This is a strength and a well-established practice of our commission.)
- 06 Implementing: This generally describes our commission but is not completely institutionalized.
- 06 Developing: This somewhat describes our commission, or only describes us in limited circumstances.
- 01 Beginning: This generally does not describe our commission. We have only begun to consider this.

A.6. The commission actively seeks out and incorporates community input as part of its state service plan development and/or strategic planning process. Community input is representative of the state/territory at large.

- 08 Refining: This is a strength and a well-established practice of our commission.)
- 05 Implementing: This generally describes our commission but is not completely institutionalized.
- 02 Developing: This somewhat describes our commission, or only describes us in limited circumstances.

A.7. Diversity, equity, inclusion, and related priorities are reflected in mission, vision, values, and the state service plan with action steps and mechanisms for accountability.

- 02 Refining: This is a strength and a well-established practice of our commission.)
- 11 Implementing: This generally describes our commission but is not completely institutionalized.
- 02 Developing: This somewhat describes our commission, or only describes us in limited circumstances.

A.8. The state service plan is current, incorporates any relevant plans (e.g., Agency Strategic Plans for the agency within which the commission lives, or governor's priorities), and adheres to federal statutory requirements.

- 08 Refining: This is a strength and a well-established practice of our commission.)
- 04 Implementing: This generally describes our commission but is not completely institutionalized.
- 03 Developing: This somewhat describes our commission, or only describes us in limited circumstances.

B. Human Capital

B.1. The commission follows a shared process for board development, resulting from relationships cultivated with the governor's office, with particular attention paid to appointments.

- 06 Refining: This is a strength and a well-established practice of our commission.)
- 04 Implementing: This generally describes our commission but is not completely institutionalized.
- 05 Developing: This somewhat describes our commission, or only describes us in limited circumstances.

B.2. The commission has and uses an effective outreach plan that builds a pool of commissioner candidates centering diversity, equity, and inclusion goals.

- 04 Refining: This is a strength and a well-established practice of our commission.)
- 04 Implementing: This generally describes our commission but is not completely institutionalized.
- 04 Developing: This somewhat describes our commission, or only describes us in limited circumstances.
- 03 Beginning: This generally does not describe our commission. We have only begun to consider this.

B.3. The board actively collaborates with staff to drive the work of the commission and accomplish the goals identified in the state service plan.

- 11 Refining: This is a strength and a well-established practice of our commission.)
- 04 Implementing: This generally describes our commission but is not completely institutionalized.

B.4. The commission maintains sufficient staffing to carry out commission responsibilities and to accomplish the goals in the state service plan.

- 03 Refining: This is a strength and a well-established practice of our commission.)
- 04 Implementing: This generally describes our commission but is not completely institutionalized.
- 06 Developing: This somewhat describes our commission, or only describes us in limited circumstances.
- 01 Beginning: This generally does not describe our commission. We have only begun to consider this.
- 01 Not Applicable: This is not relevant to our commission at this time (and is not required of us).

B.5. The commission has and uses a comprehensive recruitment plan to develop and maintain a reliable pool of staff applicants (e.g., nurture a robust pipeline of AmeriCorps alum toward becoming full-time regular staff) while centering diversity, equity, and inclusion goals.

- 01 Refining: This is a strength and a well-established practice of our commission.)
- 03 Implementing: This generally describes our commission but is not completely institutionalized.
- 07 Developing: This somewhat describes our commission, or only describes us in limited circumstances.
- 04 Beginning: This generally does not describe our commission. We have only begun to consider this.

B.6. The professional development of staff is integral to commission operations. The commission effectively supports in-role growth to build on staff interests and skills and promotes internal upper mobility to management and leadership roles.

- 06 Refining: This is a strength and a well-established practice of our commission.)
- 03 Implementing: This generally describes our commission but is not completely institutionalized.
- 03 Developing: This somewhat describes our commission, or only describes us in limited circumstances.
- 02 Beginning: This generally does not describe our commission. We have only begun to consider this.
- 01 Not Applicable: This is not relevant to our commission at this time (and is not required of us).

B.7. The commission includes diversity, equity, and inclusion training in its board and staff onboarding and through ongoing professional development.

- 06 Refining: This is a strength and a well-established practice of our commission.)
- 08 Implementing: This generally describes our commission but is not completely institutionalized.
- 01 Developing: This somewhat describes our commission, or only describes us in limited circumstances.

B.8. Training events fulfill an equity checklist ensuring all can participate and have the spaces they need. This may include accessibility (e.g., mobility, sight, hearing), dietary accommodations, large print, nursing space, prayer space, awareness of religious holidays, etc.

- 03 Refining: This is a strength and a well-established practice of our commission.)
- 06 Implementing: This generally describes our commission but is not completely institutionalized.
- 03 Developing: This somewhat describes our commission, or only describes us in limited circumstances.
- 02 Beginning: This generally does not describe our commission. We have only begun to consider this.
- 01 Not Applicable: This is not relevant to our commission at this time (and is not required of us).

B.9. The commission incorporates diversity, equity, and inclusion in its consideration of selecting vendors such as consultants and trainers.

- 03 Refining: This is a strength and a well-established practice of our commission.)
- 06 Implementing: This generally describes our commission but is not completely institutionalized.
- 03 Developing: This somewhat describes our commission, or only describes us in limited circumstances.
- 02 Beginning: This generally does not describe our commission. We have only begun to consider this.
- 01 Not Applicable: This is not relevant to our commission at this time (and is not required of us).

B.10. The commission has strong volunteer practices, training programs, and recognition, and applies diversity, equity, and inclusion goals to volunteer engagement.

- 04 Refining: This is a strength and a well-established practice of our commission.)
- 07 Implementing: This generally describes our commission but is not completely institutionalized.
- 02 Developing: This somewhat describes our commission, or only describes us in limited circumstances.
- 01 Beginning: This generally does not describe our commission. We have only begun to consider this.
- 01 Not Applicable: This is not relevant to our commission at this time (and is not required of us).

B.11. Volunteer policies and processes are written clearly and comprehensively and communicated effectively.

- 09 Refining: This is a strength and a well-established practice of our commission.)
- 03 Implementing: This generally describes our commission but is not completely institutionalized.
- 02 Beginning: This generally does not describe our commission. We have only begun to consider this.
- 01 Not Applicable: This is not relevant to our commission at this time (and is not required of us).

C. Financial Management & Resource Development

C.1. Financial policies and processes are written clearly and comprehensively and distributed to guide commission financial management across all major areas (i.e., federal and state grants, private funding sources, audit procedures, organization budgeting, in-kind and match resources, etc.).

- 09 Refining: This is a strength and a well-established practice of our commission.)
- 04 Implementing: This generally describes our commission but is not completely institutionalized.
- 02 Developing: This somewhat describes our commission, or only describes us in limited circumstances.

C.2. Procurement processes conform to both federal and state requirements, while effectively meeting the commission's needs.

- 10 Refining: This is a strength and a well-established practice of our commission.)
- 03 Implementing: This generally describes our commission but is not completely institutionalized.
- 02 Developing: This somewhat describes our commission, or only describes us in limited circumstances.

C.3. Dedicated internal staff with a substantial knowledge base manage finances and resource development.

- 07 Refining: This is a strength and a well-established practice of our commission.)
- 05 Implementing: This generally describes our commission but is not completely institutionalized.
- 03 Developing: This somewhat describes our commission, or only describes us in limited circumstances.

C.4. Internal processes are in place and used to prudently steward resources (e.g., timekeeping ensures staff time is allocated effectively).

- 10 Refining: This is a strength and a well-established practice of our commission.)
- 03 Implementing: This generally describes our commission but is not completely institutionalized.
- 02 Developing: This somewhat describes our commission, or only describes us in limited circumstances.

C.5. Management and monitoring of budgets effectively combines reconciliation, comparison, and appropriate adjustment as well as attention to items across multiple budgets to ensure there is no duplicate spending (“double dipping”). Plans are in place for mitigating unexpended commission funds.

- 08 Refining: This is a strength and a well-established practice of our commission.)
- 02 Implementing: This generally describes our commission but is not completely institutionalized.
- 05 Developing: This somewhat describes our commission, or only describes us in limited circumstances.

C.6. The commission has and uses a robust plan for bringing in necessary resources to meet its federal match requirements.

- 03 Refining: This is a strength and a well-established practice of our commission.)
- 08 Implementing: This generally describes our commission but is not completely institutionalized.
- 04 Developing: This somewhat describes our commission, or only describes us in limited circumstances.

C.7. The commission engages in regular, effective advocacy in the state legislature, to build and maintain relationships that influence appropriations in the commission’s favor.

- 09 Refining: This is a strength and a well-established practice of our commission.)
- 05 Implementing: This generally describes our commission but is not completely institutionalized.
- 01 Developing: This somewhat describes our commission, or only describes us in limited circumstances.

C.8. The commission cultivates and sustains champions in the state/territory that generate financial support from the private sector to support the commission and/or the commission’s programs.

- 01 Refining: This is a strength and a well-established practice of our commission.)
- 04 Implementing: This generally describes our commission but is not completely institutionalized.
- 08 Developing: This somewhat describes our commission, or only describes us in limited circumstances.
- 02 Beginning: This generally does not describe our commission. We have only begun to consider this.

C.9. The commission operates a 501(c)3 foundation or other mechanism to collect donations in order to generate match and/or supplemental funding for AmeriCorps or other commission initiatives.

- 06 Refining: This is a strength and a well-established practice of our commission.)
- 05 Implementing: This generally describes our commission but is not completely institutionalized.
- 02 Beginning: This generally does not describe our commission. We have only begun to consider this.
- 02 Not Applicable: This is not relevant to our commission at this time (and is not required of us).

C.10. The commission follows federal requirements for match documentation, particularly for in-kind matches.

- 12 Refining: This is a strength and a well-established practice of our commission.)
- 01 Implementing: This generally describes our commission but is not completely institutionalized.
- 01 Developing: This somewhat describes our commission, or only describes us in limited circumstances.
- 01 Beginning: This generally does not describe our commission. We have only begun to consider this.

D. Commission Reporting and Compliance

D.1. Commission staff is knowledgeable about core commission responsibilities (i.e., things the commission is required to do, versus things that are helpful or nice to have but not required).

- 13 Refining: This is a strength and a well-established practice of our commission.)
- 02 Implementing: This generally describes our commission but is not completely institutionalized.

D.2. FFRs (Federal Financial Reports) and PPRs (Program Progress Reports) are submitted in a timely and accurate manner. These reports are thorough and conform to both federal and state requirements.

- 08 Refining: This is a strength and a well-established practice of our commission.)
- 06 Implementing: This generally describes our commission but is not completely institutionalized.
- 01 No response - skipped

D.3. The commission is responsive to AmeriCorps monitoring, improper payment monitoring, and to Office of Inspector General (OIG) investigations and audits.

- 13 Refining: This is a strength and a well-established practice of our commission.)
- 01 Implementing: This generally describes our commission but is not completely institutionalized.
- 01 No response - skipped

D.4. The staff understand the "risk levels" of different compliance pieces (i.e., what are likely to be major sticking points versus those that are not) and ensure time and focus is spent on the most vital components.

- 12 Refining: This is a strength and a well-established practice of our commission.)
- 01 Implementing: This generally describes our commission but is not completely institutionalized.
- 01 Developing: This somewhat describes our commission, or only describes us in limited circumstances.
- 01 No response - skipped

D.5. The commission knows the process for requesting reporting deadline extensions and maintains open communication with the AmeriCorps agency about (potential) compliance issues, rather than waiting until they occur (ex.e.g., letting the AmeriCorps agency know in advance about situations where you might be submitting something late).

- 12 Refining: This is a strength and a well-established practice of our commission.)
- 01 Implementing: This generally describes our commission but is not completely institutionalized.
- 01 Developing: This somewhat describes our commission, or only describes us in limited circumstances.
- 01 No response - skipped

D.6. The commission submits any necessary reports to state officials and keeps commissioners informed of the commission's compliance with federal and state reporting, as required.

- 14 Refining: This is a strength and a well-established practice of our commission.)
- 01 No response - skipped

D.7. Commission staff understand how to find information and answers to questions related to grant requirements/compliance (ex.e.g., Uniform Grant Guidance, regulations). The commission reviews Terms & Conditions upon publication to be knowledgeable about changes.

- 12 Refining: This is a strength and a well-established practice of our commission.)
- 01 Implementing: This generally describes our commission but is not completely institutionalized.
- 01 Developing: This somewhat describes our commission, or only describes us in limited circumstances.
- 01 No response - skipped

E. Grantmaking & Program Development

E.1. The grantmaking process meets the requirements of the state and federal statute (i.e., competitive process).

- 14 Refining: This is a strength and a well-established practice of our commission.)
- 01 Implementing: This generally describes our commission but is not completely institutionalized.

E.2. The grant application process is clearly defined internally and externally (e.g., possible differences for formula versus competitive grants).

- 13 Refining: This is a strength and a well-established practice of our commission.)
- 02 Implementing: This generally describes our commission but is not completely institutionalized.

E.3. The grant application process is designed to be straightforward for applicants (e.g., plain language is used in RFPs where possible to assist applicants). The commission provides assistance and/or resources to potential applicants during the grant application process. The commission provides trainings to potential applicants to assist in application development.

- 08 Refining: This is a strength and a well-established practice of our commission.)
- 07 Implementing: This generally describes our commission but is not completely institutionalized.

E.4. The commission has and follows an established process for recruiting new grantees, including outreach to build awareness among potential applicants. The commission's recruitment and outreach process includes special focus on priority areas (e.g., geographical areas without programs, organizations led by those representing the community served, etc.).

- 05 Refining: This is a strength and a well-established practice of our commission.)
- 08 Implementing: This generally describes our commission but is not completely institutionalized.
- 01 Developing: This somewhat describes our commission, or only describes us in limited circumstances.
- 01 Beginning: This generally does not describe our commission. We have only begun to consider this.

E.5. Deliberate outreach and support is provided to under resourced organizations and/or those identified in the commissions' diversity, equity, and inclusion priorities, to assist them in accessing AmeriCorps funding. The grant application process results in under resourced organizations applying for and receiving AmeriCorps funding.

- 05 Refining: This is a strength and a well-established practice of our commission.)
- 08 Implementing: This generally describes our commission but is not completely institutionalized.
- 02 Developing: This somewhat describes our commission, or only describes us in limited circumstances.

E.6. The commission offers planning grants to provide applicants an opportunity to develop programs before competing for program grants and to help build compliant programs before launch. Planning grants provide opportunities for programs to develop an understanding of compliance requirements. Planning grants are used as part of strategic program development when funds are available, rather than only as a method to spend down money.

- 13 Refining: This is a strength and a well-established practice of our commission.)
- 01 Implementing: This generally describes our commission but is not completely institutionalized.
- 01 Developing: This somewhat describes our commission, or only describes us in limited circumstances.

E.7. Concept papers are accepted to evaluate whether the organization would be an appropriate sponsor and if the proposed project meets core criteria.

- 04 Refining: This is a strength and a well-established practice of our commission.)
- 01 Implementing: This generally describes our commission but is not completely institutionalized.
- 01 Developing: This somewhat describes our commission, or only describes us in limited circumstances.
- 01 Beginning: This generally does not describe our commission. We have only begun to consider this.
- 06 Not Applicable: This is not relevant to our commission at this time (and is not required of us).

E.8. The review process is clearly defined and followed to ensure everyone understands their role and how decisions are made.

- 15 Refining: This is a strength and a well-established practice of our commission.)

E.9. The application review process intentionally incorporates reviewers with varying perspectives and experiences. External reviewers are engaged for additional perspectives.

- 13 Refining: This is a strength and a well-established practice of our commission.)
- 02 Implementing: This generally describes our commission but is not completely institutionalized.

E.10. The diversity of the program portfolio is considered when making funding decisions.

- 09 Refining: This is a strength and a well-established practice of our commission.)
- 04 Implementing: This generally describes our commission but is not completely institutionalized.
- 02 Developing: This somewhat describes our commission, or only describes us in limited circumstances.

E.11. The commission has and follows a plan to mitigate and repurpose unexpended program funds to effectively steward funds.

- 04 Refining: This is a strength and a well-established practice of our commission.)
- 10 Implementing: This generally describes our commission but is not completely institutionalized.
- 01 Developing: This somewhat describes our commission, or only describes us in limited circumstances.

F. Subgrant Management

F.1. The commission effectively implements a risk-based monitoring plan for subgrant management, including assessment and monitoring. The commission spends time ensuring the riskiest areas receive the most monitoring focus to ensure they are compliant and well-managed (e.g., National Service Criminal History Checks (NSCHC), match documentation (cash and in-kind), time keeping, member enrollment, training on allowable costs, living allowance payments, federal fiscal grant management).

- 10 Refining: This is a strength and a well-established practice of our commission.)
- 03 Implementing: This generally describes our commission but is not completely institutionalized.
- 01 Developing: This somewhat describes our commission, or only describes us in limited circumstances.
- 01 Not Applicable: This is not relevant to our commission at this time (and is not required of us).

F.2. The commission has a process in place to track the number of years a program has been receiving federal funds and does not rely on eGrants for match percentage.

- 11 Refining: This is a strength and a well-established practice of our commission.)
- 02 Implementing: This generally describes our commission but is not completely institutionalized.
- 02 No response - skipped

F.3. The commission clearly defines the roles of its subgrantees versus the commission, and clearly sets expectations and duties.

- 11 Refining: This is a strength and a well-established practice of our commission.)
- 01 Implementing: This generally describes our commission but is not completely institutionalized.
- 01 Developing: This somewhat describes our commission, or only describes us in limited circumstances.
- 02 No response - skipped

F.4. The commission works to set programs up for success by providing templates, tools, resources, etc. Training and technical assistance is intentionally provided to subgrantees early on to prevent later compliance issues.

- 13 Refining: This is a strength and a well-established practice of our commission.)
- 01 Implementing: This generally describes our commission but is not completely institutionalized.
- 01 Not Applicable: This is not relevant to our commission at this time (and is not required of us).

F.5. The commission identifies training needs based on experience level of subgrantee staff and risk areas for individual programs. Training opportunities are customized to the extent possible to address those experience levels and risk areas.

- 09 Refining: This is a strength and a well-established practice of our commission.)
- 05 Implementing: This generally describes our commission but is not completely institutionalized.
- 01 No response - skipped

F.6. The commission maintains consistent communication with programs throughout the grant timeline and provides ample opportunities for feedback and questions from subgrant recipients.

- 14 Refining: This is a strength and a well-established practice of our commission.)
- 01 Developing: This somewhat describes our commission, or only describes us in limited circumstances.

F.7. The commission has a system for aggregating subgrantee data, confirming the accuracy of subgrantee data, and ensuring subgrantee data collected meets AmeriCorps agency requirements.

- 07 Refining: This is a strength and a well-established practice of our commission.)
- 05 Implementing: This generally describes our commission but is not completely institutionalized.
- 01 Developing: This somewhat describes our commission, or only describes us in limited circumstances.
- 02 No response - skipped

G. Volunteer & Nonprofit Infrastructure

G.1. The commission has a strong network of partners within the state/territory that cultivates an awareness of the volunteer and nonprofit infrastructure and effectively positions itself within that web of relationships including partnerships with historically under resourced organizations and communities.

- 05 Refining: This is a strength and a well-established practice of our commission.)
- 07 Implementing: This generally describes our commission but is not completely institutionalized.
- 03 Developing: This somewhat describes our commission, or only describes us in limited circumstances.

G.2. The commission conducts or contributes to a community service awards or recognition event or program to recognize service and volunteerism in the state/territory.

- 14 Refining: This is a strength and a well-established practice of our commission.)
- 01 Implementing: This generally describes our commission but is not completely institutionalized.

G.3. The commission operates and/or oversees a volunteer portal for the state/territory.

- 06 Refining: This is a strength and a well-established practice of our commission.)
- 03 Implementing: This generally describes our commission but is not completely institutionalized.
- 03 Developing: This somewhat describes our commission, or only describes us in limited circumstances.
- 01 Beginning: This generally does not describe our commission. We have only begun to consider this.
- 02 No response - skipped

G.4. The commission is well known throughout the state in public, private, and nonprofit sectors.

- 04 Refining: This is a strength and a well-established practice of our commission.)
- 03 Implementing: This generally describes our commission but is not completely institutionalized.
- 07 Developing: This somewhat describes our commission, or only describes us in limited circumstances.
- 01 Beginning: This generally does not describe our commission. We have only begun to consider this.

G.5. The commission has and uses a robust communication plan to increase awareness of the commission throughout the state, resulting in productive partnerships, as well as promoting volunteerism and civic engagement broadly. This plan includes diversity, equity, and inclusion-specific strategies.

- 04 Refining: This is a strength and a well-established practice of our commission.)
- 04 Implementing: This generally describes our commission but is not completely institutionalized.
- 07 Developing: This somewhat describes our commission, or only describes us in limited circumstances.

G.6. The commission engages with elected officials to promote the commission's work as well as volunteerism and civic engagement in the state/territory. The commission has or works to have legislative supporters at the state/territory and national levels.

- 05 Refining: This is a strength and a well-established practice of our commission.)
- 07 Implementing: This generally describes our commission but is not completely institutionalized.
- 03 Developing: This somewhat describes our commission, or only describes us in limited circumstances.

G.7. The commission is an effective advocate for sound volunteer-related legislation (e.g., "hold harmless" etc.), maintains awareness of these issues, and is active in developing recommendations for legislative action.

- 04 Refining: This is a strength and a well-established practice of our commission.)
- 06 Implementing: This generally describes our commission but is not completely institutionalized.
- 05 Developing: This somewhat describes our commission, or only describes us in limited circumstances.

H. Supplemental Services

H.1. AmeriCorps members and/or AmeriCorps programs are called upon during times of disaster. Procedures are in place for action steps before, during, and after disasters. The commission has relationships with other organizations/departments/people to provide disaster services.

- 04 Refining: This is a strength and a well-established practice of our commission.)
- 04 Implementing: This generally describes our commission but is not completely institutionalized.
- 03 Developing: This somewhat describes our commission, or only describes us in limited circumstances.
- 02 Not Applicable: This is not relevant to our commission at this time (and is not required of us).
- 01 No response - skipped

H.2. The commission provides benefits and supports directly to AmeriCorps members serving in the state/territory (e.g., professional development training, access to ASC Member Assistance Program, emergency financial assistance, etc.).

- 04 Refining: This is a strength and a well-established practice of our commission.)
- 06 Implementing: This generally describes our commission but is not completely institutionalized.
- 03 Developing: This somewhat describes our commission, or only describes us in limited circumstances.
- 01 Not Applicable: This is not relevant to our commission at this time (and is not required of us).
- 01 No response - skipped

H.3. The commission provides supports for AmeriCorps alums following their service (e.g., funding for activities, meeting and/or office space, marketing/social media amplification, etc.).

- 04 Implementing: This generally describes our commission but is not completely institutionalized.
- 06 Developing: This somewhat describes our commission, or only describes us in limited circumstances.
- 03 Beginning: This generally does not describe our commission. We have only begun to consider this.
- 01 Not Applicable: This is not relevant to our commission at this time (and is not required of us).
- 01 No response - skipped

H.4. The commission operates a LeaderCorps, InterCorps Council, or other leadership development initiative for current and former national service participants in the state/territory.

- 01 Refining: This is a strength and a well-established practice of our commission.)
- 01 Implementing: This generally describes our commission but is not completely institutionalized.
- 02 Developing: This somewhat describes our commission, or only describes us in limited circumstances.
- 04 Beginning: This generally does not describe our commission. We have only begun to consider this.
- 05 Not Applicable: This is not relevant to our commission at this time (and is not required of us).
- 02 No response - skipped

H.5. Commission staff participate in ASC Learning Communities and work groups.

- 07 Refining: This is a strength and a well-established practice of our commission.)
- 05 Implementing: This generally describes our commission but is not completely institutionalized.
- 02 Developing: This somewhat describes our commission, or only describes us in limited circumstances.
- 01 No response - skipped

H.6. The commission has and follows a communications plan to guide external communications. Staff and resources are dedicated to external communications.

- 04 Refining: This is a strength and a well-established practice of our commission.)
- 06 Implementing: This generally describes our commission but is not completely institutionalized.
- 03 Developing: This somewhat describes our commission, or only describes us in limited circumstances.
- 01 Not Applicable: This is not relevant to our commission at this time (and is not required of us).
- 01 No response - skipped