



## COMMUNITY & SITE PARTNERSHIPS

Community service will require the development of relationships. These relationships might be between your organization and the service sites (places where AmeriCorps members will perform service) or with other community agencies in your area. Keys to having successful, productive relationships are strong communication, clarification, and agreement around responsibilities, requirements, and outcomes.

This section provides the guidance to assist you in identifying organizations that share and support your organization's service vision. It will also provide concrete steps to initiate the creation of successful partnerships.

### ***At the end of this section, you will be able to***

- Build or strengthen community partnerships.
- Create formalized agreements between your organization and community partners.
- Develop a request for proposal tool and effectively use it to identify service sites and partners.
- Evaluate your organization's risk and implement strategies to decrease risk.
- Access and use a variety of tools and electronic resources to complete all activities in the Tools for Success section.



## ***Building Community Partnerships***

### **What is a Community Partnership?**

A community partnership is a relationship with other community organizations that serve as sub-grantees, host sites, member placement sites, provide facilities, transportation, materials, or other resources, with the common goal of addressing community needs. A community partnership creates synergy among two or more organizations to better address the unmet needs of a community.

### **Why should you develop Community Partnership?**

Community partnerships can strengthen service by providing and identifying resources, leveraging community assets, avoiding duplication of services, serve as a site placement, or serve in an advisory capacity. AmeriCorps programs are encouraged to support the efforts of civic, community, education, and faith-based organizations to solve local problems.

### **How do you do it?**

✓	Identify potential partners. Discuss mutual interests and opportunities to enhance services. Review the <a href="#">Keys to Building Successful Partnerships</a> worksheet.
✓	Clearly understand the organizational mission and culture of potential partners. Are they a good fit with your organization's mission?
✓	Identify the expectations, roles, and responsibilities of your community partners.
✓	Communicate! Make and take the opportunity to begin building a strong, trusting relationship with potential partners.
✓	Educate your community partners about AmeriCorps and National Service philosophy.
✓	Monitor your work together in an effort to sustain the partnership and identify and build new ones.
✓	Identify other local National Service programs/projects and discuss their experiences related to building partnerships.
✓	Make sure each organization is clear about their respective mission, goals, and approach to service in the community.
✓	Ensure your program goals are congruent with the missions of partnering organizations.
✓	Make sure there is a shared goal towards service in the community.

### ***Frequently Asked Questions***

**How important are these community partners?** *Very important! Community partners can broaden or extend the reach of your program's capacity by identifying needs and resources. If you are new to the community, community partnerships can help open doors and navigate the local environment. Community partnerships also support the program sustainability.*

**What organizations should I choose as partners?** *Cultivate relationships with education, religious, public safety, and business organizations and leaders. Identify other potential community partnerships through these relationships. Determine whether prospective community partners are known and respected in the local community.*

# Community & Site Partnerships



**Are community partnerships more trouble than they are worth?** *No, but when they do become trouble it is typically because of the lack of clarity around roles and expectations. Select your partners carefully. Be sure that prospective community partners support and buy-in to your mission and vision. Avoid situations in which the partner could change your program's mission and AmeriCorps performance measures.*

## Resources

<i>Resource</i>	<i>Description</i>	<i>Contact</i>
<b>AmeriCorps Guidance</b>	Website includes information on the AmeriCorps guidelines.	<a href="http://www.americorps.org/resources/guidelines2004.html">http://www.americorps.org/resources/guidelines2004.html</a>
<b>The Continuous Improvement Book</b>	Contains an excellent section on partnerships.	Corporation for Community and National Service
<b>Faith-Based Toolkit</b>	The Applicant Toolkit is designed to help AmeriCorps*State/ National applicants comply with the requirement to demonstrate partnerships with secular and faith-based community organizations.	<a href="http://www.nationalservicerresources.org/resources/tta/national_crime_prevention.php">http://www.nationalservicerresources.org/resources/tta/national_crime_prevention.php</a>
<b>Collaboration Handbook: Creating, Sustaining, and Enjoying the Journey</b>	Resource for developing and maintaining community collaborations.	Michael Winer and Karen Ray. St. Paul, Minn., Amherst H. Wilder Foundation, 1994.
<b>Collaboration: What Makes it Work (2nd Edition)</b>	A review of Research and Literature on Factors Influencing Successful Collaboration.	Paul W. Marressich and Barbara R. Monsey. St. Paul, Minn.: Amherst H. Wilder Foundation, 1992. From the National Service Resource Center lending library. Phone:1-800-860-2684 Ext.260



## Partnership Roles and Responsibilities

### What are Partnership Roles and Responsibilities?

The formal understanding between your organization and other organizations of the activities, leadership, and management role each organization will assume is the context for identifying the partnership roles and responsibilities. For example, an organization that has the role of handling all Corps member benefits will likely incur the specific responsibility for filing and maintaining all financial reports for the partnership. These roles and responsibilities may be identified and agreed upon in a Memorandum of Understanding.

### Why do you need to specify Partnership Roles and Responsibilities?

In any great partnership, it is helpful to understand and discuss what each partner's role and relevant responsibilities will be in the relationship. This is an opportunity for you to explicitly identify the role **each** organization performs to accomplish the AmeriCorps performance measures and what resources they bring to the table. The key point here is to be as explicit as possible in identifying the specific roles each organization will play.

### How do we do it?

	✓ Review the <a href="#">Service Site Eligibility Requirements</a> for the Delta Service Corps for a sample of specific roles and responsibilities.
	✓ Once roles are outlined, it is crucial that key staff from both organizations sit down, discuss, and clarify their understanding of those roles. By being explicit now about each organization's commitments, you will avoid misunderstandings down the road.
	✓ Develop written documents. Suggestions include a Memorandum of Understanding (outlines role, responsibilities, expectations, important dates), and an annual calendar of events and activities.

### Resources

<i>Resource</i>	<i>Description</i>	<i>Contact</i>
<b>Collaboration: What Makes it Work (2nd Edition)</b>	A review of Research and Literature on Factors Influencing Successful Collaboration.	Paul W. Mattessich et al. (St. Paul, Minnesota: Amherst H. Wilder Foundation, 2001) from the National Service Resource Center lending library. Phone:1-800-860-2684 Ext.260



## Creating a Memorandum of Understanding

### What is a Memorandum of Understanding (MOU)?

The Memorandum of Understanding or other written document explicitly outlines the roles, responsibilities, requirements, expectations, and functions between your organization and the partnering organization. This document has many names including Host Site Agreement, Letter of Understanding, or Statement of Agreement. The basic purpose, however, remains the same.

### Why do you need a Memorandum of Understanding?

The MOU basically ensures that each organization understands what it is committing itself to over the life of the service year. Its purpose is to protect your organization, the AmeriCorps members, and the service site from any miscommunication or misunderstanding of requirements and expectations.

### How do you do it?

✓	Review the <a href="#">Memorandum of Understanding Organization Responsibilities</a> (MOU) template. This can be used to create your MOU.
✓	Conduct a site visit using the <a href="#">Service Site Selection Criteria</a> tool. Review your findings with staff.
✓	Once you've clearly identified the roles, it is crucial that key staff from both organizations sit down, discuss, and clarify their understanding of those roles. Being clear about what each organization is committing to will reduce potential stress down the road.
✓	Write your MOU. Review the <a href="#">Basic Elements of a Memorandum of Understanding</a> checklist. Review the <a href="#">MANYCorps Booster Host Site Agreement</a> and use as a guide.
✓	Once the MOU is signed, check out the <a href="#">Plan for New Programs</a> used by MANYCorps to guide the development of their new programs.

### Frequently Asked Questions

#### **How detailed should we write our Memorandum of Understanding/Statement of Agreement?**

*Provide sufficient detail in the following areas: Human Resources Support, Training and Investment, Site Monitoring, Financial Support, Material Support, Performance Measurement Support. It is important that crucial things that could negatively impact any of these five areas be clearly addressed.*



## *Selecting Service and Operating Sites: Request for Proposal*

### **What is a Request for Proposal Review and Selection Process?**

A Service Site Request for Proposal (RFP) is a formal document that invites prospective Service Site Partners to submit a proposal describing how AmeriCorps members would serve at the service site. A service site is the day-to-day host of your AmeriCorps members during their term of service. AmeriCorps members are placed at the service site to provide service to the community. Your organization and the service site form a partnership, with each accepting responsibility for specific aspects of the AmeriCorps member's experience and the service projects.

### **Why do I need a Request for Proposal Review and Selection Process?**

An effective way to proceed in identifying, reviewing, and selecting Service Site Partners is to institute a competitive selection process. The submitted proposals are then reviewed and rated according to pre-determined criteria and an objectively run process. The organizations with the highest-rated proposals are selected to become partners.

### **How do you do it?**

✓	Review the <a href="#">Service Site Selection Review List</a> to identify components of a strong service site relationship.
✓	Review the <a href="#">LISC Operating Site Selection Process</a> to identify elements of an effective service site.
✓	Create a <a href="#">Request for Proposal</a> (RFP) and proposal evaluation tools to identify and select qualified Service Sites; identify the elements important to your organization and incorporate those into your RFP template. This can go a long way to ensuring you have good working relationships with your sites and a quality service experience for your Corps members.
✓	Inform local organizations of the RFP opportunity.
✓	Create a Memorandum of Understanding/Service Site Partnering Agreement in preparation for the completion of the RFP process. See <a href="#">MANYSite Booster Host Site Agreement</a> sample and visit the National Service Resource Center for samples.
✓	Determine how many Service Site partners your organization wants to partner with over the service year. Start with fewer versus many Sites; each partner is a relationship that will need development and ongoing support.
✓	Establish an RFP release, submission, and review process timeline.
✓	Recruit and train a committee of stakeholders (could be staff, advisory group, or community members) to assist with the selection and scoring process. Decide how to address conflicts of interest that might arise.
✓	For the actual review step, determine critical components as "must haves" in submitted proposals, use the <a href="#">Request for Proposals Rating Sheet</a> to identify the best organizations, create a scoring rubric and form to guide a reviewer in scoring each proposal.
✓	Follow the timeline established to review and select partner organizations; provide timely written responses to organizations selected or rejected.

# Community & Site Partnerships



✓	Review the <a href="#">Four Phases of the Service Site Selection Process</a> .
✓	Review your grant provisions. Determine what things your organization must do. Decide how the provisions apply to a potential partnering organization.
✓	Set a timeline to guide the prospective partner phases. Phases could include partner identification, site review using criteria, and finalizing partnership; meet with a potential partner during the Program Design phase to discuss the criteria.
✓	Communicate! Make and take the opportunity to begin building a strong, trusting relationship with partners.
✓	Partnerships work well if they include the following: <ul style="list-style-type: none"> <li>○ A clear definition of the roles, responsibilities, and accountability of partners.</li> <li>○ Active partner participation and frequent communication.</li> <li>○ A diverse knowledge base among partners.</li> <li>○ A plan for sustainability and capacity building.</li> <li>○ An effective advisory group committee.</li> <li>○ A proactive, well-qualified program director.</li> </ul>

## Frequently Asked Questions

**I have a great friendship with the Executive Director of another organization. Can't I just bypass the service site selection process and partner with them?** *Don't enter into a partnership without conducting a thorough review process first. This should include interviewing staff, on-site visits, review record keeping processes, etc. Make sure that all parties are clear on the expectations and responsibilities.*

**How often should we communicate with our service site partners?** *Interact with your partners as often as needed to ensure the program's progress and compliance, and to nurture the partnership. Invite service partners to program meetings, consider holding joint staff meetings or meetings with service site supervisors. Keep open and consistent lines of communication.*

**In a competitive process, are we allowed to select organizations we already know and are comfortable with?** *Yes, you may select such organizations. Just be sure they are well suited to the AmeriCorps performance measures and outcomes and that they rate the highest among other organizations. In other words, don't "force-fit" them into your program just because you have enjoyed collaborating with them in the past.*

## *Resources*

<i>Resource</i>	<i>Description</i>	<i>Contact</i>
National Service Resource Center	Samples of Host Site and Memorandum of Understanding Agreements	<a href="http://www.nationalserviceresources.org">www.nationalserviceresources.org</a>

*TOOLS*  
*for*  
*SUCCESS*



## ***Sample Host/Service Site Selection Review List***

This is a sample document that can be tailored to your organization's needs. Below are suggested questions and organizing themes to assist in the identification, review, and selection of a prospective partner.

### ***General Service Site Information***

- Organization's Mission Statement
- Organization Type
- Organization's partnerships or affiliations

### ***Service Site's Proposed Project or Service Activities***

- What are the service project activities AmeriCorps members will perform?
- How often will AmeriCorps members perform the service activities?
- What community need is being addressed?
- Describe the community and the people who will be impacted by the service.
- What skills do AmeriCorps members need to be successful on this project?
- Who will supervise the AmeriCorps members?
- Will the AmeriCorps members serve full-time or part-time?

### ***Service Site Roles & Responsibilities***

- Draw a sample organizational chart showing the Host Site AmeriCorps Supervisor, AmeriCorps member roles, and relevant supervisory structures.
- Describe the AmeriCorps member Host Site orientation and on-going training process.
- Identify a timeline for orientation and on-going training.
- Does the organization have appropriate office space (computer, telephone, etc.) and materials for AmeriCorps members?
- Does the Host Site agree to complete and return performance measurement materials in a timely manner?

### ***Host Site Environment***

- Is the Host Site building accessible to people with disabilities?
- Is this a safe working environment for AmeriCorps members?
- What skills do AmeriCorps members need to be successful on this project?
- Who will supervise the AmeriCorps members?

### ***Sample Host/Service Site Selection Criteria***

- Sites must offer service activities that meet the service performance measures of the program.
- Sites must be able to provide enough service activities to keep members occupied, but not over-burdened.
- Sites must be accessible to members.
- Sites must provide a safe working environment for members and service recipients.
- Sites must appoint a staff person to supervise your AmeriCorps members at each site where they serve (AmeriCorps Site Supervisor).
- Sites must provide orientation and training for AmeriCorps members on-site.
- Sites must have site supervisors willing to meet the AmeriCorps program requirements and have the time and ability to manage the AmeriCorps members at their site.
- Sites must have the capability and capacity to meet administrative obligations.
- Sites must have the capability and capacity to meet any financial obligations.

*Adapted from the Catholic Network of Volunteer Service website.*

## *Keys to Building Successful Partnerships*

*By Andrew Huff*

*AmeriCorps\*VISTA Source*, Summer, 1998, Issue 4.

Collaboration is vital to any successful project or initiative. The more organizations work together and combine efforts, the more productive and effective they can be. While overlap of services is one of the most common problems facing community-based organizations and nonprofits, it can be resolved quite easily. Here are some of the keys to successful collaborations.

- **Formulate a vision early in the process and remind people of it constantly.**  
If people aren't clear about why they are sitting through a three-hour meeting, you have already lost them. Having a clear vision allows participants to see the long-term goal, as well as how their particular organization fits into that goal.
- **Develop a common understanding of the issues and the partners.**  
If everyone is on the same page from the beginning, the process will move more smoothly. It is important to have everyone clear on the issues at hand, as well as which organizations are represented and how they plan to contribute to the collaboration. Brief presentations from each organization may also help the group understand the project and available resources.
- **Create ownership among partners.**  
Before the group moves forward, develop a consensus around common beliefs and ground rules. Creating ownership is a way to bring the collaborating organizations together and see themselves as one, as opposed to many. Getting everyone involved in projects and events and delegating specific tasks to people can help create this feeling of ownership.
- **Seek common ground and act.**  
Finding areas of agreement is not always easy, especially when collaborating with a variety of organizations, all of whom have their own ideas and agendas. Start by identifying mutual interests in the project at hand. Ask everyone to focus on a mutually desired result. Not only will this make action quicker and easier, but it will also build trust, reduce anxiety, and encourage open communication among participants. Creating short-term, measurable goals is a way to ensure that the group is able to seek common ground, take quick action, and remain focused.
- **Stop occasionally and evaluate the process.**  
Don't be afraid to stop and ask, "How are we doing?" Evaluating the process gives participants a chance to openly voice opinions about the direction of a project. Not only does this put a magnifying glass on the process you are using and how successful it is, but it also gives the opportunity to check in with participants to determine how they are feeling about what is taking place. Let participants know from the beginning that a performance measurement plan will be a part of the process.
- **Be patient and have some fun.**  
There is no single way to create a successful collaboration. Remember to be patient and flexible. Also, don't be afraid to have fun and enjoy the people with whom you are working. We can all learn so much from each other if we remain open and positive. If you have fun and enjoy the people involved in the collaboration, it won't seem like work at all.

Successful collaborations require work on the part of all those involved. Like any process, change is likely to create some measure of chaos. The most important thing to remember is to learn to live with this tension and go with the flow. The group and the cause will thank you for it. A strong collaboration can create a network of participants that can reach quicker and further than any single organization and enable you to get things done in half the time. So make some calls. Set up some meetings. Get the community involved. And have a good time. You will soon be on your way to creating successful collaborations.

## *Host/Operating Site Selection Process*

### **SAMPLE**

Each year in late January or early February the National Office of the Local Initiatives Support Corp. (LISC) AmeriCorps program solicits expressions of interests to participate in the AmeriCorps program from our field offices. This invitation is extended to those who are currently a part of the program, and to field offices who may be interested in hosting an AmeriCorps program in their city.

The request for proposals from the field allows the National Office to prepare an application to the Corporation for National and Community Service that reflects what LISC and its CDC partners hope to accomplish by sponsoring AmeriCorps members. The AmeriCorps grant is funded in three-year cycles. The first and fourth year of the grant are considered new competitive application periods, while the intervening years are considered as continuation periods. The application addresses community need, who defined the need and how that need will be addressed by member activity. The proposal should also include some general description of member duties, how the program will be managed at the parent, operating and site levels; and discuss member selection criteria, evaluation plans, plans for sustainability and collaboration with other partners be they private, public, or non-profit including other AmeriCorps programs. Objectives are typically designed to address three areas: Getting Things Done, Community Strengthening (including volunteer recruitment) and Member Development.

In general LISC members have been involved in activities that address the Corporation's Human Needs Issue area. This includes direct service activities as follows:

#### **Getting Things Done**

- homeownership (counseling and the physical development of housing units),
- neighborhood revitalization (green space/public space improvement, clean-ups, community gardening and planning other neighborhood events)
- work with children (leadership development, improving self-esteem, after school and summer enrichment programs and establishing sports and other recreational leagues)
- increasing economic opportunities for communities (outreach & assistance for federal and state earned income tax programs, job training, job placement and job referral)

#### **Community Strengthening**

- volunteer recruitment
- work to form and strengthen neighborhood and tenant associations and groups (including crime watches and other neighborhood safety initiatives)
- improving awareness of available services to communities

#### **Member Development**

- provide pre-service orientation ( nationally & locally)
- provide skill development opportunities that insure member success ( local training, monthly meetings)
- provide leadership development training and opportunities
- provide training & mentoring to improve chances of member retention in the community development field

#### **Site Selection Criteria**

**Existing** sites are considered for renewal based, in part, on the thoroughness of their application. Consideration is also given to :

- Responsiveness to providing reports and other requested information on a timely basis;
- Attendance at regional and national trainings; and Corporation sponsored events
- Member retention;
- The degree to which CDCs have honored their match commitment; and
- The willingness to continuously improve the management of the local program.

**New** sites are considered based on:

- the geographic distribution of sites in order to maximize impact on communities and facilitate regional training and on the potential for picking up sites previously served by another AmeriCorps program (Enterprise or other National Direct Sponsor)
- an application that thoroughly addresses issues of need, clearly articulates a plan to address those needs and provides a program structure that includes the required elements of supervision and management.
- strong indication of how the LISC office and proposed sites plan to meet match commitment

## *Host/Service Site Eligibility Requirements*

### **SAMPLE Delta Service Corps Host/Service Site**

#### **Host sites must:**

- Be non-profit 501 (c)3 or public agencies.
- Provide opportunities for corps members to perform direct service that addresses either education and/or human needs in communities within the Delta regions of Arkansas, Louisiana, or Mississippi.
- Work in coalition with at least one other public or private agency, preferably both.
- Demonstrate an ability to achieve measurable outcomes.
- Not use a Delta Service Corps member to displace any paid employee providing the same or similar service at the site, including any position for which a salary was paid within the last six months.
- Not use a Delta Service Corps member to displace any current volunteers providing the same or similar services at the site.
- Not offer Delta Service Corps members a salary or wage.
- Certify that the agency is a Drug-Free workplace and in compliance with the requirements for federal grant recipients under Section 5153 through 5158 of the Anti-Drug Abuse Act of 1988.
- Offer services without regard to age, religion, disability, political affiliation, veteran status, gender, sexual orientation, race, ethnicity, or national origin.

#### ***RESPONSIBILITIES***

#### **Host sites must:**

- Provide a non-federal cash match of \$2,600 to cover costs associated with the corps member's living stipend. (Note: This match is reimbursable on a pro-rated basis should the corps member not complete the scheduled term of service and not be replaced by another corps member.)
- Have liability insurance that covers the Delta Service Corps member while performing service on behalf of the agency.
- Provide corps members with an orientation and any agency-specific training they will need to carry out their assigned tasks. Orient agency staff about the Delta Service Corps and AmeriCorps and the roles and responsibilities of any corps members assigned to the agency.
- Designate an appropriate supervisor to supervise the corps member's day-to-day performance, as well as to evaluate the corps member quarterly and to approve the corps member's time sheets, service plans, and progress reports.
- Allow corps members to attend scheduled Delta Service Corps sponsored events, trainings, and service projects.
- Provide the corps member with any resources and tools needed to perform effectively.
- Provide corps members with appropriate mentoring and leadership opportunities that will enhance their professional development, including encouraging the corps member to participate on agency committees, working groups, or boards.
- Notify the Delta Service Corps in a timely manner of any problems with the corps member's performance, including failure to report to the site, unprofessional behavior, etc.

## *Four Phases of the Service Site Selection Process*

### **Phase 1: Outreach and Review of Current Partners.**

- If your organization has existing partners, bring them together and review the service activities over the year, performance measurement data, and other relevant issues. This can be a time to determine whether your relationship will continue another year.
- Mail new applicants the RFP packet including any relevant material about your organization. Be sure your materials identify submission dates and general timeline.

### **Phase 2: Letter of Intent due from potential partners (date).**

- If your organization chooses, have potential partners submit a letter of intent to apply. This can assist your organization in determining interested organizations and whether a sufficient number of organizations will be applying.

### **Phase 3: Proposal review and selection process (date).**

- A committee reviews the proposals and makes selections using a fair and equitable process. If necessary, site visits might be utilized to gain a clearer understanding of the potential partner's activities.

### **Phase 4: Memorandum of Understanding signed (date).**

- In this final phase, any negotiations, revisions, or clarifications to the original proposal are made. Once all details are satisfactory, a Memorandum of Understanding identifying the expectations, responsibilities, etc. is signed between your organization and the new partner.



## *City Year Request for Proposal Rating Sheet*

### Focus Questions

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- Quality of outcomes: Are they in-line with City Year's program goals and mission?
- Do the activities listed support the outcomes? Are they valuable?
- Are the outcomes and activities measurable in terms of being transformative—from point A to point B? Are the measurables well thought through?
- Why City Year? Does the project take advantage of the unique skill sets, diversity, and team model of CY Corps members?
- Quality of job descriptions: Do they match outcomes?
- Is there an investment in resources that reflects valuing the team?
- What are the capacity building/direct service break downs?
- Vision for collaboration: How is the organization engaging other community organizations and team sponsors?
- For schools and after school programs: How are children led in service activities?
- What is the quality of the daily schedule?

## City Year Service Project Request for Proposal

### Contact Information Page

1. For the point person submitting this proposal, please complete section 1:

First Name \_\_\_\_\_ Last Name \_\_\_\_\_

Organization \_\_\_\_\_ Title \_\_\_\_\_

Address \_\_\_\_\_ Day Phone \_\_\_\_\_

City/State/Zip \_\_\_\_\_ FAX \_\_\_\_\_

Email address \_\_\_\_\_

2. The following people participated in completing this proposal:

Name \_\_\_\_\_ Title \_\_\_\_\_

Organization \_\_\_\_\_ Day Phone \_\_\_\_\_

Name \_\_\_\_\_ Title \_\_\_\_\_

Organization \_\_\_\_\_ Day Phone \_\_\_\_\_

Name \_\_\_\_\_ Title \_\_\_\_\_

Organization \_\_\_\_\_ Day Phone \_\_\_\_\_

3. If you are a service partner or private sector sponsor please provide a brief description of your history with City Year.

4. If you are a service partner or private sector sponsor please submit the mission statement of your organization.

5. What length of time is needed to complete this project? \_\_\_\_ months, \_\_\_\_ weeks

6. This project needs to start on \_\_\_\_\_ and end by \_\_\_\_\_.

7. How many Corps members will you need to implement this project?

8. Please identify potential funding sources.

## City Year Service Project

### Request for Proposal Concept Paper

*City Year's mission is to put idealism to work by tapping the civic power of young people for an annual campaign of idealism that generates transformative community service, breaks down social barriers, inspires citizens to civic action, develops new leaders for the common good, and improves and promotes the concept of voluntary national service. City Year's vision is that one day the question most commonly asked of an eighteen year old is: "Where are you going to do your service year?"*

9. Please provide a one-page concept paper of your proposal, including how this project fulfills City Year's mission and what will be the major impact of the project (short and long term).

## City Year Service Project Request for Proposal

### Major Outcomes

10. Complete the following chart on the project’s planned outcomes, measure of effectiveness and project activities. In describing how to measure outcomes,<sup>[1]</sup> you may refer to existing City Year instruments, measures, and tools; cite instruments, measures and tools from other sources; or state what new information you will obtain and how you will obtain it.

	<b>What is (are) the activity (ies) that will generate this outcome?</b>	<b>How will you measure the effectiveness of the activity (ies) in reaching this outcome?</b>
<b>Example of a Major outcome</b>  <i>Young Heroes will believe that they will make a difference in the world</i>	<i>Weekly service activity</i>  <i>Debriefs about service at the end of the day</i>	<i>Pre-post surveys of Young Heroes: measures about making a difference</i>
<b>Major Outcome #1</b>		
<b>Major Outcome #2</b>		
<b>Major Outcome #3</b>		

*[See AmeriCorps Performance Measurement Toolkit regarding outputs and outcomes.]*

**Roles and Responsibilities**

- 11. Why are City Year Corps members the best resource for this project?
  
- 12. Complete the following information regarding the position(s) needed to implement the project:

<b>Position Name</b>	<b>Brief Job Description</b>	<b>Hours/week needed in this position</b>	<b># of people needed in this position</b>

- 13. How will these human resources be recruited and selected?
  
- 14. Who will be the City Year leadership on this project and why?

## Training and Investment

15. The team on this project must represent what skills when it begins? Please be specific, such as: proficiency in Microsoft Windows, three people with basic construction skills, one person who is a resident of the neighborhood, etc.
16. What skills, necessary for the completion of the project, will be taught and by whom?
17. What are other organizations or individuals that will support this project and how?
18. Who from your organization will be the on-going liaison and advisor to the service project?
19. What other staff from your organization will be involved in the project?
20. What resources will your organization provide for the project?
- |   |   |
|---|---|
| <input type="checkbox"/> Office Space                 | <input type="checkbox"/> Orientation to your organization |
| <input type="checkbox"/> Computers                    | <input type="checkbox"/> Training                         |
| <input type="checkbox"/> One                          | <input type="checkbox"/> Weekly                           |
| <input type="checkbox"/> Two                          | <input type="checkbox"/> Monthly                          |
| <input type="checkbox"/> Three                        | <input type="checkbox"/> other (please specify) _____     |
| <input type="checkbox"/> Other (please specify) _____ | <input type="checkbox"/> Advisory meetings                |
| <input type="checkbox"/> Printer                      | <input type="checkbox"/> Weekly                           |
| <input type="checkbox"/> Fax Machine                  | <input type="checkbox"/> Monthly                          |
| <input type="checkbox"/> Phone                        | <input type="checkbox"/> other (please specify) _____     |
| <input type="checkbox"/> Funding                      | <input type="checkbox"/> Other (please specify) _____     |

**Training and Investment**

- 21. Please identify potential funding sources.
  
- 22. City Year involves many private sector institutions in the sponsorship of a team or a service project. What role do you see employees from the sponsor institution playing in the service project?

Application Submitted by:

Name of point person \_\_\_\_\_

Signature \_\_\_\_\_ Date \_\_\_\_\_



## ***Basic Elements of a Memorandum of Understanding***

1. Identify who the partners are and the beginning and ending date for the agreement.
2. Identify who is the lead agency. It is appropriate to include a contingency phrase such as “If the application for funding is approved...”
3. Describe the nature of the shared project. You may wish to add a brief statement about why the parties are collaborating—shared mission, applicable elements of capacity, history of working together, etc.
4. Outline the roles and responsibilities of the partners. Be brief, clear, concise, and concrete. Include information on how each partner will acquire and track measurements/data relevant to the service activities.
5. Financial arrangements: How much, when, how, who, etc.
6. If no funds are exchanged, is there any in-kind value? How much? Justify as in a budget narrative.
7. Accountability and performance measurement expectations. Be brief, clear, and concrete.
8. Process for parting ways if there are problems: notice, obligations, etc.
9. The MOU must be signed and dated by both organizations participating in the agreement.

Adapted from the Missouri Community Service Commission: Getting Started Guide

## ***Memorandum of Understanding: Organizational Responsibilities***

*Below are some suggested items to include in the Memorandum of Understanding.*

### ***Human Resources Support***

\_\_(Organization Name)\_\_\_\_\_ will

- recruit and prepare qualified Corps members.
- hold AmeriCorps members accountable for the desired service results and will work with members on their professional development and behavior.
- Regular communication with the Host Site via phone, facsimile, email, and face-to-face. \_\_(Name)\_\_\_\_\_ will meet on \_\_(day of the week)\_\_\_ with members for supervision, training, feedback, guidance and other support.

### ***Orientation and On-going Training***

\_\_(Organization Name)\_\_\_\_\_ will

- conduct a National Service orientation.
- hold an orientation for Host Site supervisors.
- provide leadership, professional development, and skills training for members.
- Conduct member retreats during the months of \_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_.
- AmeriCorps members will receive an orientation to your organization \_\_ (date)\_\_\_ to prepare them for a successful service year.
  - The orientation will include an understanding of organizational structure, organization's mission, service activities, prohibited activities, service timeline, staff meeting schedule, and all other appropriate topics.
- AmeriCorps member will participate in all Host Site training relevant to the accomplishment of service activities.
- *Other information as required.*

### ***Site Monitoring***

\_\_(Organization Name)\_\_\_\_\_ will

- conduct four formal site visits during the service year. A formal evaluation tool will be used to assess partnership functions. (*Identify the dates of formal site visits.*)
- conduct informal site visits on an on-going basis.

### ***Financial Support***

\_\_(Organization Name)\_\_\_\_\_ will

- *Indicate what type of financial obligation the Organization incurs.*

### ***Material Support***

\_\_(Organization Name)\_\_\_\_\_ will

- The Host Site agrees to provide the following
  - AmeriCorps member uniforms
  - Secure storage space for personal belongs.
  - Office space – including access to bathrooms, tables or desks, meeting space, etc.
  - Secure storage space for personal belongs.
  - Telephone, computer, and copier access.
  - Transportation access (public accessibility)
  - *Other information as required.*

### ***Evaluation/Performance Measurement Administration***

\_\_(Organization Name)\_\_\_\_\_ will

- Complete all entries into WBRS
- Complete all required performance measurements with the timely input from Host Sites.
- Collect and share data on members' activities, accomplishments, and number of hours served.
- *Add other information as required.*

## ***MANYCorps Booster Host/Service Site Agreement***

### **Mid Atlantic Network of Youth & Family Services**

This is formally recognizing the agreement between the Mid-Atlantic Network of Youth & Family Services (MANY) and     (name of program)     to host AmeriCorps Education Award Program members as MANYCorps Boosters in service at your program.

    name of program    , as the Host Program, has requested and been granted the following member slots for the 2001-02 program year:

- Part-time (900 hours)
- Reduced Part time (450 hours)
- summer - Reduced Part-time (381 hours)
- other (please specify)

The Host Program agrees to implement the AmeriCorps program in accordance with the AmeriCorps 2001-2002 Program Provisions. Specifically, the Host Program agrees to:

- Submit two program reports on member activities and accomplishments according to report format on the following dates:  
April 15, 2002 and October 15, 2002.
- Conduct best efforts to recruit the number of AmeriCorps members awarded to this Host Program in a timely manner.
- Provide members with an AmeriCorps uniform and assure members are appropriately identified as AmeriCorps members when in service.
- Ensure orientation, training, and supervision of MANYCorps members to prepare them for their service assignment. Include full-corps events and training sponsored by MANY specifically for the AmeriCorps program
- Submission of accurate documentation of member service hour and activity logs within 30 days of the close of each month.
- Implement programming to address the program objectives indicated and evaluate progress towards accomplishing those objectives.
- Identify Program staff to oversee the member supervision and support as act as point of contact for MANY's program monitoring.

\_\_\_\_\_  
MANY Program Director

\_\_\_\_\_  
Host Program Signature

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date

## *Plan for Training and Monitoring New Program Sites*

MANYCorps operates at eight unique program sites delivering support service to youth and families in high-risk situations. The following process will be implemented in the first year of each new MANYCorps program to assure a successful start-up of a quality community service program.

### **Program Start-up (summer)**

- ✓ Identify/Hire Program Coordinator who will assume responsibility for program implementation and any other key staff.
- ✓ Meet with key staff to review project implementation and develop joint workplan, including:
  - Host site agreements with service sites
  - Operating site agreement between program and MANY
  - Develop plan for Member recruitment
  - Plan for integrating AmeriCorps into agency structure
  - Develop plan to address Member development, support and supervision
  - Develop plan to address Community Strengthening objectives
  - Develop plan to address Community Service objectives
  - Develop evaluation plan
  - Develop plan for training and technical assistance support
  - Review program workplan - share feedback and revise as indicated
  - Plan member orientation training
  - Plan staff orientation training
  - Review and approve staff and member position descriptions
  - Review and approve member agreement
- ✓ Deliver/order Program Start-up materials, including:
  - Program Director's Handbook
  - Member Handbooks
  - Member AmeriCorps gear
  - Recruitment materials (brochures, applications, posters)
  - MANYCorps Policies and Procedures Handbook
- ✓ Meet with financial staff to develop plan for funds distribution and train on WBRs
- ✓ Facilitate Program Coordinator attendance at New Program Director training sponsored by CNCS
- ✓ Train program staff in WBRs
- ✓ Develop APR map with site
- ✓ Conduct Staff Orientation Training (see Site Director Training and Orientation, attached)

### **First Quarter**

- ✓ Plan and implement member orientation training
- ✓ Identify staff and members to attend MANYCorps Member Orientation Training and MANY's Annual Conference
- ✓ Review member MIP and enrollment forms on WBRs - give feedback and approve as indicated
- ✓ Facilitate participation in local Launch Day activities and other national service days through the year.
- ✓ Site visit to program sites and member focus group (Nov.)
- ✓ Review Time Logs entered in WBRs - give feedback

### **Second and Third Quarters**

- ✓ Site visit(s) to program sites/cluster leadership\*\* and member focus group
- ✓ Review and update plan for continuing training and technical assistance support (to be done as needed but formally at site visits)
- ✓ Review Time Logs entered in WBRs (monthly for new program sites)
- ✓ Review data collected to date and identify challenges and develop action plans to address challenges identified (January).
- ✓ Review data collected and entered in APR - give feedback as indicated (April)

### **Final Quarter**

- ✓ Develop plan for service closure for members
- ✓ Review program site accomplishments and challenges
- ✓ Review program progress report and give feedback