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AMERICORPS
PLANNING FOR THE FUTURE

DECEMBER 2007

Prepared for:
Rochester AmeriCorps

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Project Director

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ACKNOWLEDGMENTS

Staff Team

This project was directed by Donald Pryor. Rebecca Sumner provided most of the day-to-day supervision and oversight of the project, was involved in the focus group discussions and survey design, and played a crucial role in the redesign of many of the forms and evaluation processes. Kathiann Willis led the focus group discussions, was responsible for drafting most of the evaluation and form redesigns, and wrote most of the final report.

INTRODUCTION

CGR, Center for Governmental Research, responded to AmeriCorps' request to assist with identification and implementation of internal management process improvement opportunities, and the development of an improved evaluation process and tool for ongoing internal use throughout the remainder of the AmeriCorps grant period. During the project, CGR addressed the following issues:

❖ *Reviewed existing evaluation and data collection materials and processes to identify improvement opportunities in data collection and reporting processes.*

❖ *Conducted individual interviews and focus group discussions* with selected current and recent AmeriCorps members, AmeriCorps staff, site supervisors, and other relevant stakeholders to gain additional information about the functionality of current processes and data collection requirements, and to seek input about potential future changes for AmeriCorps consideration.

❖ *Designed a pilot approach for AmeriCorps to use to test and refine future program data collection and evaluation approaches.*

❖ *Identified outcome indicators and data collection approaches applicable to multiple sites.*

❖ *Developed an improved ongoing internal evaluation process for AmeriCorps to strengthen the local program's ability to monitor its progress throughout the grant period and make ongoing improvements suggested by evaluation results.*

METHODOLOGY

To address these issues, CGR completed the following tasks:

Review of Existing Materials

To gain an understanding of the data collection processes in place, CGR completed a thorough review of the current evaluation and data collection processes and the forms currently in use that are

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used to generate AmeriCorps reports. Our review included an assessment of the appropriateness and ease of use of current forms and processes, and their value in answering key questions about the impact the program is having on its members and its host sites and programs. These initial reviews, as supplemented by additional perspectives obtained by interviews, focus groups, and the survey described below, were used to strengthen the forms and processes currently in use, to link them more directly to reporting requirements and evaluation needs of the program, and to modify or eliminate forms, processes and reports that have no direct value to the program, its host sites, the members, or program funders.

CGR evaluated the following forms submitted by Site Supervisors: the In-Kind Expenses Form, the Site Supervisor Mid-Year Survey, the Member Evaluation Form, the Host Site Impact Survey, and the Host Site Objective Progress Report.

Member-submitted forms that were evaluated included the Member Development Day Evaluation Form, the Mid-Year Member and Year- End Member Surveys, and the Post-Program Member Survey.

CGR collected information from AmeriCorps staff, site supervisors, and program alumni to determine the purpose for each form, whether it was for internal or external use, how often the data is collected, when the data is due, how the data collected is used, and the perceived value of each form.

Interviews and Focus Groups

CGR conducted a series of interviews and focus group discussions to collect information from key stakeholders as a means of better understanding and evaluating current evaluation, data collection and monitoring processes. A Web-based survey was also developed and was administered to AmeriCorps alumni. As delineated in more detail below, we interviewed AmeriCorps staff and conducted a total of four focus groups with site supervisors. Discussions with regular users about the forms and processes allowed CGR to gain insight into their functionality and provided the opportunity to obtain suggestions on potential modifications. The focus group discussions, survey, and interviews were based, in part, on the initial review of existing processes and forms identified above. The combined information from these

approaches was used to determine where processes and forms could be improved, standardized, streamlined or eliminated.

AmeriCorps identified 16 host sites in Rochester for the 2007-08 program year. Ten of these are continuing from the previous year and six sites are new. Four focus groups were conducted with representatives of these subsets of host sites—continuing sites and sites new this year. Supervisors at sites from the previous year that did not continue with AmeriCorps were not interviewed.

Scheduling focus group interviews with progam alumni proved to be very difficult. As an alternative, an electronic survey was developed using Surveymonkey's Web-based service. The survey was administered to the 26 members that were identified by AmeriCorps staff and had a 58% response rate (15/26). Five of the members are currently in their second year as an AmeriCorps member.

While the interview/discussion protocols varied according to the participants, questions were designed to address such topics as: identification of successful program processes; identification of potential process improvement areas; the perceived impact of AmeriCorps on its members and on program site activities and outcomes; suggestions for how to measure the impact attributable to AmeriCorps' involvement across multiple sites; and suggestions or "wish lists" for ways of improving existing processes and forms. Interviews and focus groups added to CGR's ability to identify best practices and consistent procedures, as well as challenges and concerns facing the program—and the insights gained helped shape recommendations for continuous improvement.

FOCUS GROUPS AND SURVEY RESULTS

CGR conducted four separate focus groups attended by seventeen site supervisors representing eleven of sixteen host sites (69%).

Site Supervisor Feedback

The site supervisor focus group discussions provided much useful information about the supervisor-submitted forms. Information was also provided by supervisors about the member selection and

member training processes and how site supervisors thought these could be improved.

Supervisors' feedback on each form is described below: Most of the issues raised about the forms were addressed by CGR in recommended changes in the forms, as described further in this report (see the Forms Redesign section on page 12 of this report and the Appendix).

In-Kind Expenses

This form is used to document in-kind expenses incurred at each host site.

Most site supervisors forwarded this form to the individual within their organization responsible for finances and, therefore, had no problems with the form or its content. None mentioned any issues being noted by their finance personnel with the form or the process to complete and submit it.

Confidentiality concerning staff salaries was mentioned as an issue, but one that had been previously resolved.

Site Supervisor Mid-Year Survey

The Mid-Year survey is administered to site supervisors in January to gauge how well their members are doing at their site.

Although this form was introduced in the 2006-07 year and administered to the site supervisors at the end of one supervisor's meeting, none of the supervisors present at the focus groups recognized it. AmeriCorps staff noted that the site supervisors participating in the focus groups may not have been the same individuals in attendance at the meeting when the survey was administered and that it was not mailed to all site supervisors. Clearly, the method chosen to administer this new survey was problematic and should be reviewed in future.

Most stated that they liked the content of the form, although one supervisor noted that some questions seemed to be pre-test type statements (#3 and #4 on the original form) and might not be appropriate. These statements pertained to supervisors' understanding of the AmeriCorps program and its mission.

Many felt that waiting until January to administer this survey was too late in the program year. They felt that it should be administered sooner, approximately two to three months after the

start of the program in order to more quickly identify any problems and provide time for their resolution earlier in the program year.

Many also suggested that the statements on the form be numbered.

Member Evaluation Form

The member evaluation form is completed by both the site supervisor and the AmeriCorps member. It rates member performance in a variety of areas and identifies areas for member development.

Many supervisors observed that the timing of this evaluation is not optimal. It is to be completed in January, June, and again in August. Supervisors stated that the amount of time that elapses before the first report is due is too long and that the interval between the due dates of the second and third reports is too short. They noted that the short time between these last two due dates doesn't allow sufficient time for desired changes in member performance that may have been indicated in the second report to have occurred.

Supervisors also noted that members who completed their required hours of service before the end of the last reporting period, July to August, may no longer be attending their original site and, therefore, are not available to be evaluated at that initial site.

Supervisors agreed that the reporting periods should be October to December, January to April, and May to August. They also suggested that if any of these recommended timing changes were instituted, they should be applied uniformly to all reports that they submit to AmeriCorps.

There was some disagreement among supervisors about the new 5-point rating scale, formerly a 10-point scale, used for member evaluations. One supervisor felt strongly that there are no longer enough options for rating members and has expanded the scale to include decimal points.

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Host Site Impact Survey

This survey is administered at the end of the program year and is used to determine whether the AmeriCorps member and program had an impact on a site's ability to serve its clients.

Most supervisors felt that the survey was repetitive and noted that information collected on this form is also requested on the Host Site Objective Progress Report that they complete three times per year. They stated that AmeriCorps should already have the information at the end of the program year and that they shouldn't have to provide it again.

A number of supervisors did not think the form was valuable to them, although one supervisor mentioned that the form would be valuable to use to inform their agency administrators about AmeriCorps' impact on their agency in the event of possible budget cuts.

A small number of supervisors felt that the form was not appropriate for their programs. Information requested on the survey addresses the number served and these supervisors indicated that, because their programs are not focused on number of clients served but on number of projects completed, they had some difficulty completing it.

One supervisor noted that it wasn't clear how to calculate the member's impact on clients served.

Host Site Objective Progress Report

The Objective Progress Report is completed three times per year and is used by sites to report on their progress towards meeting targets for objectives identified in the proposals they submitted to receive an AmeriCorps member.

This form received mixed reviews from the site supervisors. Some were confused about how to complete it while others stated that they had no problem doing so.

It became apparent that those involved in selecting the site objectives had less difficulty completing this report than did supervisors who had not been involved in the proposal stage.

Many supervisors stated that the data collected here is similar to what is collected on the Host Site Impact Form, but more detail is requested in this report.

Many supervisors suggested adding more instructions to the Site Tracking section of the report. Most liked the content of the remainder of the report pertaining to member development and member's civic engagement and volunteer activity. A few supervisors noted, however, that tracking non-AmeriCorps volunteers can be problematic and is not applicable at some sites.

Site supervisors noted that their member's objectives might change after placement at the host site, making it difficult to complete the report.

The timing of this report was also called into question and it was suggested by a majority of supervisors that it should be changed to align with the reporting periods suggested for the Member Evaluation Form.

Many supervisors requested e-receipt of this and all forms, but acknowledged that not all participating agencies had the technological capability required for AmeriCorps to adopt that as the routine method for distributing materials.

General Comments/ Observations

Responses from site supervisors were mixed regarding whether they wanted to see results from the various reports, but most did agree that group discussion of best practices regarding how to compete the forms would be helpful.

About half of site supervisors felt that AmeriCorps staff needed to do more site visits to support their members, but acknowledged that, with funding and staff cutbacks, this may be difficult.

A few site supervisors commented on the member site match process. Some commented that it was like 'speed dating' and wished that the process could be extended to one week instead of the current one day schedule. Others commented on the need for AmeriCorps staff to ensure that members receive adequate geographical and cultural training. This is especially important for members arriving from other areas who are not familiar with the city of Rochester. One site supervisor mentioned a member from another state who needed transportation to the site because he/she hadn't realized the distance involved in walking to reach the host site.

Member visits to sites prior to the completion of the member site match process was noted to be very important, and some supervisors mentioned that they would like more prescreening opportunities.

The majority stated that AmeriCorps is a great program that they support because they couldn't do as much as they do without it.

Member/Alumni Survey Feedback

Results of the Web-based member/alumni survey are described below.

Member Development Day Evaluation Form

Eleven of the fifteen respondents (73%) indicated that they had completed this form in the past. All indicated that it took less than ten minutes to complete, was easy or very easy to use, and asked for valuable information. When asked about the amount of information asked for in the form, only one respondent thought that it was too much.

Mid-Year Member Survey

Eleven respondents (73%) indicated that they had completed this form in the past. Again, all indicated that it took less than ten minutes to complete, was easy or very easy to use, and asked for valuable information. When asked about the amount of information asked for in the form, all respondents thought that that just the right amount of information was asked for.

End-of-Year Member Survey

Eleven respondents (73%) noted that they had completed this form in the past. Again, all indicated that it took less than ten minutes to complete, was easy or very easy to use, and asked for valuable information. When asked about the amount of information asked for in the form, all respondents thought that that just the right amount of information was asked for.

Respondents were also asked if they would have been interested in the results of these surveys, whether results were ever shared with them, and whether the survey captured the information needed by AmeriCorps. The table below indicates that most would have been interested in seeing survey results and most believe that the forms capture the information needed by AmeriCorps, but only slightly more than one-third indicated that results were ever shared with them.

	Information of Interest?	Information Shared?	Form captures information?
Member Development Day Evaluation	69%	38%	77%
Mid Year Survey	77%	38%	69%
End of Year Survey	77%	38%	69%

AmeriCorps staff indicated to CGR that members must complete the End of Year Member survey in order to receive their education award, and they were puzzled as to why the response rate for this and the other two surveys was not 100%. CGR notes that a response rate of 73% provides sufficient information for evaluation purposes.

Post Program Member Survey

This item was not included in the survey questions since the members identified to receive the Web-based member/alumni survey would not have been administered the Post Program Member Survey due to their recent completion of the program or their current re-enrollment in it. Rochester AmeriCorps staff indicated that they would be reluctant to make major changes to the form since it is fairly new and provides information that is included in their final report to the national corporate office. CGR did redesign the form slightly based on feedback received from Rochester AmeriCorps staff.

General Comments/ Observations

Survey respondents were asked questions abut the member site match process based on comments made by site supervisors. All alumni indicated that the information they received on each site during the member site match process was valuable, the level of support that they received from Rochester AmeriCorps staff during this process was supportive or very supportive, and that the level of support provided by AmeriCorps once they were placed was supportive or very supportive. When asked whether adequate support was provided by AmeriCorps if there were problems associated with their placement, 93% answered 'Yes'. Only one individual answered 'No'.

Member Site Match Process Comments

Some comments about the member site match process included:

"The process was very interactive. I really like the ability to choose one of three sites…"

"It was clear and was a big help in making my site placement decision…"

"I think that if one followed the suggestions and called the sites before selecting, the experience would be most beneficial."

Comments About Obtaining Information

When asked for suggestions to help AmeriCorps obtain the information they need, seven of thirteen responded (54%). Some suggestions included the following:

"Talk directly to us. Have Washington do a couple interviews. There is so much to say about this wonderful program that can't be done in computer boxes and multiple choice boxes."

"If possible, Member Development Day evaluations should be verbal/interactive. Time should be allotted at the end of each training/presentation for members to DISCUSS the value of that training/presentation. I can't speak for all, but having to fill out a form in the last few minutes of the day does not inspire me to give complete and thoughtful answers. It only inspires me to circle the ratings as quickly as possible and turn the form in."

"Do more on-site visits. Talk one-on-one with the member."

"More qualitative information- I never wrote about what my experience was or what I did throughout the year. I don't feel like the value of this year was conveyed through surveys and reports by my supervisor. I know it would be time consuming for AmeriCorps, but I think it would also be valuable."

"…have each member write a short paragraph or two rather than filling out forms. People tend to just put the bare minimum when supplied with 'yes' and 'no' questions."

Comments About Impact of AmeriCorps

All respondents provided a comment when asked to describe how AmeriCorps has affected their life and workplace skills and knowledge. Some of these included:

"Thanks to AmeriCorps I am pursuing a Masters in Social Work. … AmeriCorps has also helped me to gain huge amounts of self-esteem, self-awareness, and self-discipline. I think that my generation of 20-somethings feels that it has no voice, but

AmeriCorps taught me that what I do in my community really does make a difference."

"My membership in AmeriCorps has increased my value in the workplace. Without AmeriCorps, I would not have obtained my (current) position…"

"The experiences and connections I made through AmeriCorps helped me get (my) current job…"

"AmeriCorps has affected my self confidence, has increased my passion for community building, has given me a community of committed, social action oriented, hard-working people. I have made life long friends through AmeriCorps. I have learned leadership, youth development, and how to work more effectively with people from diverse backgrounds. I have learned the value of a dollar."

"AmeriCorps has given me the opportunity to gain valuable skills that I would not have been able to get elsewhere. It has been one of the best decisions I have ever made!"

These comments clearly indicate that the AmeriCorps experience does provide members with skills and knowledge that they feel will benefit them even after having left the program.

Comments About Community Involvement

When asked to describe how AmeriCorps has affected their level of involvement in the community, comments included:

"I always wanted to get involved, but I just didn't know how. Everything felt so cut off and exclusive, but AmeriCorps has changed that. I feel that no matter where I end up after my AmeriCorps experience I will be an active member of my community…"

"This past year I have participated in community events I would have NEVER even considered becoming involved in in the past."

"I've always been involved in the community, but now I know how to effectively do more and where to look to find interesting projects."

"I am more involved with the community in my job and outside involvement than ever before. AmeriCorps has facilitated this involvement and moved me to do more."

"AmeriCorps has introduced me to numerous opportunities to be involved in the community. Being in AmeriCorps has definitely made me a more active community member."

These comments indicate that, even for those individuals who had already been involved in their community, the AmeriCorps experience provided the impetus to become more involved.

Comments About Program Improvement

Survey respondents were asked for recommendations or suggestions for improving any aspect of AmeriCorps. Four had no recommendations and three suggested that the AmeriCorps program be expanded to add staff and reach more individuals in the community. Two other respondents mentioned changes to the service projects (more of them and more outside of their host site); two suggested that the educational award be increased; one suggested that current AmeriCorps staff never be allowed to leave; and another suggested that the program be better promoted.

REDESIGN AND PILOT MODIFIED APPROACHES

Based on what was learned from the initial study components, modifications of evaluation/data gathering forms and processes have been proposed and are included in the Appendix. While CGR had initially proposed conducting a pilot test of up to two new data collection approaches, the contract requirement to complete this report by the end of 2007 makes it impossible to do more than propose the actions to be initiated at the start of next year's program in order to have Rochester AmeriCorps staff conduct the pilot. Results from the pilot project will provide AmeriCorps with the information to make any necessary adjustments to the processes and/or forms that may become evident with their implementation.

Forms Redesign

Based on comments received from site supervisors, members/alumni, and collaboration with AmeriCorps staff, data collection forms and surveys were revised to improve their clarity and functionality.

All but the In-Kind Expenses Form were revised to varying degrees. Although the Proposal Evaluation and Feedback Forms were not formally evaluated by CGR, they were also revised. The proposed revised forms are all provided in the Appendix.

Another new form, the Site Visit Form, was created for use by AmeriCorps staff during visits to sites. The form is to be used to help AmeriCorps staff collect similar, relevant information from all sites and to collect any qualitative or anecdotal information that might be lost in a strictly verbal exchange.

CGR proposes that AmeriCorps group all the forms, surveys, and reports into three very basic categories of distribution— (1) those completed before the program year begins (such as the Proposal Evaluation Forms), (2) those completed during the program year (including the Site Visit Form, the In-Kind Expense Form, the Objective Progress Report, the Member Evaluation Form, the Site Supervisor Mid-Year Survey, and the Mid-Year Member Survey) and (3) those completed at the end of or after the program year (the End-of-Year Member Survey, the Host Site Impact Survey, and the Post- Program Member Survey). Within each of these broad categories, there might be several different times during which some forms might need to be completed (for example, the Site Visit Form). Forms could then be color-coded according to where they fall in the program year—perhaps yellow at the beginning, then green when fully operational and, finally, red for year end or post program documents.

Although CGR has recommended in discussions with Rochester AmeriCorps staff that the schedule for submitting a number of surveys and forms be changed based on feedback from site supervisors, AmeriCorps staff felt strongly that the timing remain as is. Since some host sites have programs that are based on an academic year, they feel that it is best to have all sites remain on a similar calendar and not have documents due on two different schedules. In response to the observation that there is not sufficient time between the second and third reports to observe any member development, AmeriCorps staff noted that the time between the first and second due dates provides them enough information to gauge member performance. In addition, because some sites are on an academic calendar, the programs that they

administer after June are most likely not the same programs as those that were administered during the earlier part of the year, so opportunities to evaluate change would not be available or appropriate in any case.

Appendix I contains copies of all updated forms.

Pilot Proposal

In light of comments received during the focus groups conducted with the site supervisors, member/alumni comments, and observations made by AmeriCorps staff, the following is suggested as a possible solution to improving data collection processes which will, in turn, streamline AmeriCorps' reporting process. It is recommended that the following procedures be pilot-tested in five sites as described at the end of this section.

Early in the project, AmeriCorps staff noted that they may visit sites annually, but those visits are more member focused. Site supervisors confirmed this during the focus group discussions. And, while the supervisors acknowledged the staff cutbacks at AmeriCorps, many still expressed a desire for more contact with AmeriCorps staff for themselves and their AmeriCorps members.

Site supervisors also noted that it would be helpful to have more instruction in filling out some of the required forms. While AmeriCorps staff does provide technical assistance to clarify objectives if a site requests it or if it is recognized that a site has an issue, site supervisors comments suggest that more contact would be welcome. Similarly, site supervisor feedback was corroborated by the AmeriCorps staff who note that their site visits are not always conducted for the purpose of administrative oversight, e.g., to determine whether reports are being completed.

CGR recognizes that more informal visits may take place, but notes that sites may benefit from more structured interactions.

CGR proposes that AmeriCorps staff become even more involved than suggested by site supervisors. AmeriCorps staff described their proposal review process, which involves a committee review of each proposal submitted by potential host sites. Sites complete a Request for Proposals in the spring of each year in which they describe their organization, select from AmeriCorps' program objectives, and explain how an AmeriCorps member will be

utilized at their location. We propose that the revised Proposal Evaluation Form be used by the committee during the approval process.

Once a site has been approved to receive an AmeriCorp member, it is recommended that AmeriCorps staff meet with the site supervisor to review the activities identified by the site that the member would complete to help achieve the objectives selected. One or two activities will be chosen for each objective and will be what the site is responsible for reporting in the Objective Progress Report.

In addition to selecting key activities for inclusion in the Objective Progress Report, the instrument(s) to be used to measure progress towards outcomes targets will also be identified as part of these meetings.

Should a site change an objective, a new Objective Worksheet will be submitted to AmeriCorps describing the new objective, the reason for the change, and the activities the member will complete. If a site submits a new Objective Worksheet, AmeriCorps staff will meet with the site supervisor to identify the key activities the site will report on for the new objective.

Using the new Site Visit Form, AmeriCorps staff will visit each host site at least once during the program year. These visits will provide AmeriCorps staff the opportunity to collect qualitative information from the site supervisors and ascertain that the AmeriCorps member is not experiencing any problems. The form will also be used to collect information about such things as member performance and preparation.

At the end of the first reporting cycle, an In-Kind Expense Form, a Member Evaluation Form, a Mid-Year Member Survey, a Site Supervisor Mid-Year Survey, and the first Objective Progress Report are due.

Objective Progress Report templates will be distributed to host sites along with copies of the Objective Worksheets that each site submitted with their initial proposal and copies of any Objective Change Forms that may have been submitted. The Worksheets and Change Forms will be used by the sites when completing the

Objective Progress Report to assist them in providing the correct information in the Report. In addition, they will ensure that the agreed-upon activities are the ones cited in the report.

AmeriCorps staff will review the Objective Progress Report and provide feedback to each site regarding their compliance with reporting on their activities and objectives and whether any opportunities for improvement are evident.

At the end of the second reporting period, an In-Kind Expense Form, a Member Evaluation Form, and the second Objective Progress Report are due.

At the end of the program year, an In-Kind Expense Form, a Member Evaluation Form, an End-of-Year Member Survey, a Host Site Impact Survey, a Post-Program Member Survey, and the third Objective Progress Report are due.

If, during the course of the year, a member requires support that the host site is not able to provide, AmeriCorps staff will assist in any way possible to provide additional support. Similarly, should a site supervisor indicate the need for assistance with documentation or with providing member support, AmeriCorps staff will make themselves available to help resolve the problem.

As noted earlier, it is anticipated that this pilot will be implemented at five sites selected by AmeriCorps. The sites selected will have varying degrees of expertise completing the required forms: two will have had no problems/issues with the previous process, two will have had some issues, and one will have been routinely problematic. Each site's success with both the new forms and the increased AmeriCorps staff presence will be determined and indicated adjustments made to the procedure described in this pilot. Once the pilot has been completed and any changes made by AmeriCorps, the revised procedures should be implemented across all host sites.

INDICATOR IDENTIFICATION

CGR researched best practices to identify potential new outcome indicators that could be appropriate for use by AmeriCorps'

multiple host sites. Research included review of information obtained from Project STAR, the national initiative designed to assist community service programs with the development of performance measures and evaluation plans. In addition, CGR reviewed indicators already in place at AmeriCorps, and considered input received in the focus groups, member/alumni survey, and discussions with AmeriCorps staff to determine which measures were most appropriate for multi-site use throughout the remainder of the grant period and beyond.

AmeriCorps projects focus on capacity-building activities and sustainability. Some possible outcomes arising from AmeriCorps member activities that have been suggested by Project STAR include:

- The agency serves more beneficiaries;

- The agency increases the utilization of services by existing beneficiaries;

- The agency develops new programs/services or expands existing programs/services;

- The agency improves the quality of programs or services;

- The agency establishes new partnerships;

- The agency improves collaboration with existing partners;

- The agency improves internal systems (e.g., service delivery, volunteer recruitment and training);

- The agency improves its organizational management;

- The agency establishes and expands its pool of volunteers to assist with service delivering.

Currently, host sites identify their outcome indicators and submit them with their proposals when applying to receive an

AmeriCorps member. The variety of indicators submitted ranges from in-house developed surveys to nationally recognized assessment tools. With this in mind, CGR proposes that host sites select suggested outcome indicators from a menu of indicators provided by Rochester AmeriCorps. This menu will help sites determine the most appropriate indicator(s) for their individual programs while at the same time narrowing the variety of indicators and instruments AmeriCorps staff would have to review. Menu items consist of some currently in use by Rochester AmeriCorps and others suggested by The Urban Institute and the Center for What Works.

Tables 1 through 5 in the Appendix contain common program outcomes and their suggested indicators and instruments. Targets can be set that are specific for each host site. For example, Rochester Parks and Recreation may have an indicator pertaining to skills development with a target that all youth participating will have completed a designated project. Another host site may select the same indicator, but set a target to look at test scores on the Social Competency Inventory.

The menu also contains a list of suggested instruments appropriate for use with each indicator. Instructions for their use will not be included as each host site will utilize the instruments differently. Also, AmeriCorps staff will have an opportunity to discuss how each instrument will be used at the meetings with site supervisors to reach agreement on which instruments they will use.

CGR acknowledges that the menu of suggested outcomes indicators and instruments is not necessarily all-inclusive and may need to be modified based on the specific needs of each site. Host sites would, therefore, not be limited to these suggested indicators if more appropriate ones are available.

EVALUATION PROCESS DEVELOPMENT

CGR reviewed the funder's requirement for the development of an evaluation plan for internal use and developed a tool that meets both Rochester AmeriCorps' and the funder's needs. AmeriCorps' current evaluation tools and procedures were examined to

determine which were appropriate for incorporation into the re-designed plan, along with any new suggested processes and forms. Information obtained from the National Service Resource Website was also incorporated into the plan where appropriate.

The National Service Resource defines a process evaluation as one that determines whether the administrative structure supports the program effectively. What emerged as the common theme from the focus groups was that the sites wanted and needed more communication and interaction with AmeriCorps staff, which they acknowledged would be beneficial. The disparity in how host sites have been able to meet the reporting requirements is a clear indicator that more contact is needed.

CGR recommends that AmeriCorps implement a process evaluation tool to monitor AmeriCorps' annual compliance with the steps described in the Pilot Proposal section of this report. A Process Compliance Checklist would provide AmeriCorps with prompts to serve as reminders of specific actions required for each host site by AmeriCorps staff throughout the course of the program year. These prompts will begin with the review of site proposals and end with administering the Post-Program Member Survey. The intent is that the additional contact and support provided by AmeriCorps staff will enable each host site to meet their objective targets and achieve their individual outcomes.

This checklist is also included in the Appendix.

SUMMARY

Based on the information collected during this project, CGR recommends the following:

- AmeriCorps staff increase their presence at host sites to satisfy the need expressed by supervisors for additional contact with them;

- AmeriCorps staff educate site supervisors about the importance of the reports they are required to generate;

- AmeriCorps implement a process evaluation tool to monitor AmeriCorps' annual compliance with the steps described in the Pilot Proposal section of this report;

- AmeriCorps staff educate host site supervisors about the need to collect the information requested on each form and how the form and the information are used.

The comments from site supervisors, members, and AmeriCorps alumni indicate that all are committed to the AmeriCorps program and consider it an invaluable asset that they will continue to support.

APPENDIX

1. Proposal Feedback and Evaluation Form- New Applicants

2. Proposal Feedback and Evaluation Form- Renewal Applicants

3. Objective Worksheets

4. Site Visit Form

5. In-Kind Expense Form

6. Member Evaluation Form

7. Objective Progress Report

8. Site Supervisor Mid-Year Survey

9. Mid-Year Member Survey

10. Host Site Impact Survey

11. End-of-Year Member Survey

12. Post-Program Member Survey

13. Process Compliance Checklist

14. Suggested Outcome Indicators and Instruments

15. Focus Group Questions

16. Web-based Member/Alumni Survey

Rochester AmeriCorps
Proposal Feedback Form: New Applicants

Organization _____ **# of Members Requested** _____

AmeriCorps Objective(s) to Be Addressed: ☐ #1   ☐ #2   ☐ #3   ☐ #4

	Strongly disagree	Disagree	Agree	Strongly agree
A. Needs, Objectives and Approach				
1. The project responds to identified neighborhood or community needs and provides opportunity for change.				
2. The project reflects the mission of Rochester AmeriCorps.				
3. The project clearly addresses one or more of our program objectives.				
4. The Objective Worksheet(s) and narrative provide clear information about the overall project approach and the activities, outputs, and outcomes for each AmeriCorps objective to be addressed.				
B. Organizational Mission and Experience				
5. The organization's mission is clearly stated.				
6. There has been prior experience implementing related projects.				
7. There are current or proposed collaborative partnerships that could broaden the impact of the project.				
8. The organization incorporates community resident involvement and the use of volunteers, and explains how these efforts will be extended into the proposed project.				
C. Project Management				
9. Key staff are identified, with background and credentials described.				
10. The description of how AmeriCorps members will be supervised and by whom gives confidence that supervision will be adequate.				
11. The position description for each placement gives a clear picture of the responsibilities involved and qualifications needed.				
12. The schedule reflects at least 35 hours per week.				
13. The agency's support for the project seems adequate. *(project cash budget, including required cash match; reimbursement of expenses such as mileage and parking; additional staff/ volunteers; allocation of space; in-kind contributions of materials; etc.)*				
14. There are clear plans for how members' accomplishments will be recognized, both within the organization and in the community.				
D. Documentation and Evaluation				
15. It is clear how project activities and impact will be reported, including instruments to be used to document activities and measure results, types of data to be collected, and who will be responsible. *(Information should be tied to the measures identified for outputs and outcomes on each of the Objectives Worksheets.)*				
16. There is an indication of whether relevant data are already collected by the organization and, if so, what this information includes and how it might be made available to AmeriCorps for reporting and evaluative purposes.				

	Strongly disagree	Disagree	Agree	Strongly agree
17. The proposal reflects steps to be taken to ensure continuous program improvement.				
18. It is clear how project activities and impact will be reported, including instruments that will be used to document activities and measure results, types of data to be collected, and who will be responsible. Information should be tied to the measures identified for outputs and outcomes on each of the Objectives Worksheets.				
E. Member Training and Development				
19. There is an adequate description of initial orientation activities and on-going training that will be provided to assigned AmeriCorps members to ensure that they develop the skills and knowledge required to carry out their responsibilities.				
20. The proposal identifies how AmeriCorps members will benefit from their involvement in the project, including opportunities to maximize their growth and development.				

Strengths: _____

_____

_____

Areas for Improvement: _____

_____

_____

Conditions for approval: _____

_____

_____

_____

_____

_____

Comments: _____

_____

_____

_____

_____

_____

Rochester AmeriCorps
Proposal Feedback Form: New Applicants

Decision			
The proposal should be approved.	Yes	With Conditions (list below)	No

Strengths: _____
_____
_____

Areas for Improvement: _____
_____
_____

Conditions for approval: _____
_____
_____
_____
_____
_____

Comments: _____
_____
_____
_____
_____
_____

Rochester AmeriCorps
Proposal Feedback Form: Renewal Applicants

Organization_____**# of Members Requested** _____

AmeriCorps Objective(s) to Be Addressed: ☐ #1 ☐ #2 ☐ #3 ☐ #4

	Strongly disagree	Disagree	Agree	Strongly agree
A. Current Performance				
1. The summary explains the current member(s)' activities and accomplishments.				
2. The strengths the site offers to members are articulated.				
3. There are unique or distinctive aspects of the placement.				
4. The program has complied with AmeriCorps requirements this year.				
5. Areas of noncompliance are addressed and obstacles identified and include a plan for improvement.				
6. The proposal reflects ways in which the site has provided member support, such as orientation and training, supplies and materials, supervision, and recognition of accomplishments.				
7. This year's project varied from initial plans.				
a. What factors contributed to these changes?				
b. The site's response to these factors seemed appropriate.				
c. Changes were communicated to AmeriCorps staff.				
B. Plans for 2007-2008				
8. There are planned changes in the project and the member(s)' role.				
9. The planned changes seem reasonable and desirable?				
10. The Objective Worksheets reflect specific activities, outputs, outcomes, and measures.				
11. The position description for each placement gives a clear picture of the responsibilities involved and qualifications needed.				
12. The schedule reflects at least 35 hours per week?				
13. The agency's support for the project, including required cash match, reimbursement of expenses such as mileage and parking, additional staff/volunteers, allocation of space, in-kind contributions of materials, etc., seems adequate.				
a. The site is applying for assistance with the cash match.	☐ Yes		☐ No	

Rochester AmeriCorps
Proposal Feedback Form: Renewal Applicants

Decision			
The proposal should be approved.	Yes	With Conditions (list below)	No

Strengths: _____
_____
_____

Areas for Improvement: _____
_____
_____

Conditions for approval: _____
_____
_____
_____
_____
_____

Comments: _____
_____
_____
_____
_____
_____

EXAMPLE

Applicant Site: _____   **Date:** _____

Applicant Program: _____

☐ Please check this box if this is a different objective from the one described in your initial proposal.

Objective 1. To engage young people in positive youth development and community service activities.	
Activity (*what major activity will your member engage in to achieve this objective?):* Homework academy	
Targeted Output(s) **and Instruments To Be Used**	**Targeted Outcome(s)** **and Instruments To Be Used**
How many of ***specific types of service recipients*** *will take a* ***specified action*** *in relation to the* ***described activity*** *as documented by a* ***specific instrument.***	***How many or what percentage*** *of* ***service recipients*** *will demonstrate the* ***specified change*** *as documented by a* ***specific instrument.***
50 children and youth will participate in the homework academy five days/week as documented by attendance logs.	90% of participating children and youth will demonstrate an increase in academic performance as measured by school report card.

1

Rochester AmeriCorps
Host Site Proposal
Objective 1 Worksheet

Applicant Site: _____   **Date:** _____

Applicant Program: _____

☐ Please check this box if this is a different objective from the one described in your initial proposal.

Objective 1. To engage young people in positive youth development and community service activities.	
Activity (*what major activity will your member engage in to achieve this objective?*)**:**	
Targeted Output(s) **and Instruments To Be Used**	**Targeted Outcome(s)** **and Instruments To Be Used**
How many of specific types of service recipients will take a specified action in relation to the described activity as documented by a specific instrument.	*How many or what percentage of service recipients will demonstrate the specified change as documented by a specific instrument.*

Rochester AmeriCorps
Host Site Proposal
Objective 2 Worksheet

EXAMPLE:

Applicant Site: _____ **Date:** _____

Applicant Program: _____

☐ Please check this box if this is a different objective from the one described in your initial proposal.

Objective 2. To provide children and youth with prevention and intervention services.	
Activity (*what major activity will your member engage in to achieve this objective?):* School support services	
Targeted Output(s) **and Instruments To Be Used**	**Targeted Outcome(s)** **and Instruments To Be Used**
How many of ***specific types of service recipients*** *will take a* ***specified action*** *in relation to the* ***described activity*** *as documented by a* ***specific instrument.***	***How many or what percentage*** *of* ***service recipients*** *will demonstrate the* ***specified change*** *as documented by a* ***specific instrument.***
125 students will make use of support services such as intake and referral, counseling, tutoring, and mentoring as documented in project logs	50% of students using support services will demonstrate improved school attendance as measured by school records.

Rochester AmeriCorps
Host Site Proposal
Objective 2 Worksheet

Applicant Site: _____   **Date:** _____

Applicant Program: _____

☐ Please check this box if this is a different objective from the one described in your initial proposal.

Objective 2. To provide children and youth with prevention and intervention services.	
Activity (*what major activity will your member engage in to achieve this objective?*)**:**	
Targeted Output(s) **and Instruments To Be Used**	**Targeted Outcome(s)** **and Instruments To Be Used**
How many *of **specific types of service recipients** will take a **specified action** in relation to the **described activity** as documented by a **specific instrument.*** ***How many*** *of **specific types of service recipients** took a **specified action** in relation to the **described activity** as documented by a **specific instrument.***	***How many or what percentage*** *of **service recipients** will demonstrate the **specified change** as documented by a **specific instrument.*** ***How many or what percentage*** *of **service recipients** demonstrated the **specified change** as documented by a **specific instrument.***

EXAMPLE:

Applicant Site: _____ **Date:** _____

Applicant Program: _____

☐ Please check this box if this is a different objective from the one described in your initial proposal.

Objective 3. To develop and implement initiatives addressing public safety and community criminal justice issues.	
Activity (*what major activity will your member engage in to achieve this objective?):* Victim assistance services such as court advocacy and referral to community resources	
Targeted Output(s) **and Instruments To Be Used**	**Targeted Outcome(s)** **and Instruments To Be Used**
How many of ***specific types of service recipients*** *will take a* ***specified action*** *in relation to the* ***described activity*** *as documented by a* ***specific instrument.***	***How many or what percentage*** *of* ***service recipients*** *will demonstrate the* ***specified change*** *as documented by a* ***specific instrument.***
50 crime victims will be granted Orders of Protection; 75 clients will be referred for additional services; 50 families will develop and implement safety plans	75% of clients will demonstrate increased sense of safety and security and/or express satisfaction with advocacy services as measured by client survey

1

Rochester AmeriCorps
Host Site Proposal
Objective 3 Worksheet

Applicant Site: _____ **Date:** _____

Applicant Program: _____

☐ Please check this box if this is a different objective from the one described in your initial proposal.

Objective 3. To develop and implement initiatives addressing public safety and community criminal justice issues.	
Activity (*what major activity will your member engage in to achieve this objective?*)**:**	
Targeted Output(s) **Actual Outputs**	**Targeted Outcome(s)** **Actual Outcomes**
How many of specific types of service recipients will take a specified action in relation to the described activity as documented by a specific instrument.	*How many or what percentage of service recipients will demonstrate the specified change as documented by a specific instrument.*

Rochester AmeriCorps
Host Site Proposal
Objective 4 Worksheet

EXAMPLE:

Applicant Site: _____   *Date: _____*

Applicant Program: _____

☐ Please check this box if this is a different objective from the one described in your initial proposal.

Objective 4. To recruit and utilize community volunteers to expand and enhance services at AmeriCorps host sites and other organizations addressing community needs related to Objectives 1 – 3.	
Activity (*what major activity will your member engage in to achieve this objective?):* Development and coordination of service projects available to individual volunteers and community groups	
Targeted Output(s) **and Instruments To Be Used**	**Targeted Outcome(s)** **and Instruments To Be Used**
How many of *specific types of service recipients* will take a *specified action* in relation to the *described activity* as documented by a *specific instrument.* *How many* of *specific types of service recipients* took a *specified action* in relation to the *described activity* as documented by a *specific instrument.*	*How many or what percentage* of *service recipients* will demonstrate the *specified change* as documented by a *specific instrument.* *How many or what percentage* of *service recipients* demonstrated the *specified change* as documented by a *specific instrument.*
500 community volunteers will perform 7,500 hours of service and complete 250 projects as documented in project logs and records	25% increase in volunteer hours and project completion as documented by project logs; increased capacity to respond to project requests from community-based organizations as reflected by program records documenting 10 new partner organizations

1

Rochester AmeriCorps
Host Site Proposal
Objective 4 Worksheet

Applicant Site: _____ **Date:** _____

Applicant Program: _____

☐ Please check this box if this is a different objective from the one described in your initial proposal.

Objective 4. To recruit and utilize community volunteers to expand and enhance services at AmeriCorps host sites and other organizations addressing community needs related to Objectives 1 – 3.	
Activity (*what major activity will your member engage in to achieve this objective?*):	
Targeted Output(s) **Actual Outputs**	**Targeted Outcome(s)** **Actual Outcomes**
How many of specific types of service recipients will take a specified action in relation to the described activity as documented by a specific instrument.	*How many or what percentage of service recipients will demonstrate the specified change as documented by a specific instrument.*

Rochester AmeriCorps
Site Visit Form

Site: _____   **Date:** _____

Reviewer: _____

To be completed by AmeriCorps staff during each host site visit.	Strongly disagree	Disagree	Agree	Strongly agree
I see evidence of a good understanding of the mission and purpose of AmeriCorps.	1	2	3	4
I see evidence of adequate orientation to the AmeriCorps program.	1	2	3	4
Site staff was adequately informed of the program goals and member objectives.	1	2	3	4
Site staff understands and is making progress toward meeting program goals.	1	2	3	4
Site staff is able to make time to provide members with the support they need/ask for.	1	2	3	4
Members appear to be well-integrated into the agency staff.	1	2	3	4
Members are meeting initial expectations of how much they would contribute at the site.	1	2	3	4
The member training provided by AmeriCorps prepared members for their placement and supported their performance during the year.	1	2	3	4
AmeriCorps members interact effectively with coworkers.	1	2	3	4
AmeriCorps members are engaged in their work.	1	2	3	4
The service provided by members positively impacts the site.	1	2	3	4
The frequency and quality of communication with the AmeriCorps office is sufficient.	1	2	3	4
Program monitoring efforts (accountability, member hours, sign in/out sheets, etc.) are appropriate.	1	2	3	4

What impressed you most/least about the member's performance? _____

_____

_____

Any 'great stories' to share? _____

_____

_____

_____

Rochester AmeriCorps
Documentation of In-Kind Expenses

☐ Sept – Jan (due 2/10)   ☐ Feb – June (due 7/10)   ☐ July – Aug (due 9/11)

Host Site: _____

A. Salary and Fringe Benefits

Name	Title	# of Hours	Hourly Rate	Total Wages	Value of Fringe Benefits

TOTALS   _____   _____

B. Supplies

Description	Date	Amount

TOTAL   _____

C. Travel and Conferences

Name	Dates	Destination	Purpose	Amount

TOTAL   _____

TOTAL FOR CATEGORIES A – C   _____

Authorized Supervisor Signature: _____ **Date:** _____

By my signature, I certify that the above information fairly represents activity related to the AmeriCorps program. Source documentation is available for inspection on request and will be maintained for seven years following the program end date.

Rochester AmeriCorps
Member Evaluation

Member Name: _____   **Supervisor Name:** _____

Host Site: _____   **Reporting Period:** ☐ Oct – Dec (due 1/10)   ☐ Jan – June (due 7/10)   ☐ July – Aug (due 9/10)

Evaluation Rating Code: 1 = Unacceptable   2 = Marginal   3 = Satisfactory   4 = Very Good   5 = Exceptional

Area of Development	Rating	Comments
Knowledge of Work Is able to learn and remember work methods and procedures, demonstrates understanding of required phases of assigned work		
Dependability Exhibits good attendance, is punctual, informs supervisor in a timely manner if unable to work as scheduled		
Accountability Accepts responsibility, follows instructions, works well under pressure, prioritizes and uses work time productively		
Communication Exhibits good verbal communication skills; is open-minded, respectful, and appropriately assertive		
Initiative Is self-motivated, exhibits creativity and enthusiasm, is able to work independently, responds positively to new assignments		
Problem Solving Offers constructive ideas, adapts to change, exhibits good judgment, is practical and realistic		
Teamwork Works well with others, has the ability to compromise, recognizes and utilizes others' strengths, contributes to the group		
Professionalism Exhibits professional appearance, is respectful of agency resources, is courteous and considerate, maintains confidentiality		
Self Confidence Demonstrates confidence in his or her own abilities		
Motivation to Learn and Improve Asks questions, is able to accept criticism, seeks out/takes advantage of learning opportunities		
Overall Performance Rating from 1 – 5 that best reflects member's overall performance		

1. The member has been effective in: _____

_____

_____

2. The member has shown growth in: _____

_____

_____

3. The member requires growth in: _____

_____

_____

4. Supervisor's comments: _____

_____

_____

_____

Supervisor's Signature and Title: _____ *Date:* _____

Member comments: _____

_____

_____

Member's Signature: _____ *Date:* _____

Must be signed by member and supervisor

Rochester AmeriCorps Progress Report
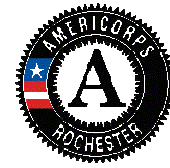
Host Site: Date:	Reporting Period: ☐Sept - Dec Jan - June July - August
Site Supervisor:	Member(s):

Instructions for Completing Progress Report

Use this packet to report on the agreed-upon activities to show your progress towards meeting targets for the objectives that you submitted in your initial proposal to receive your AmeriCorps members. The packet includes instructions on how to complete the Progress Report, a Volunteer Tracking section, and templates for use with each of the objectives. Progress Reports will be due in January, July, and September.

1. Complete the Volunteer Tracking sheet.

2. Complete the objective template for each objective you're reporting on for this reporting period. Please provide us with information on the specific activities, outputs, instruments, and outcomes. See the Site Objective Tracking example provided on page 3.

3. Describe your level of success with each outcome's target.

4. Add any anecdotes/"Great Stories", where applicable, that indicate how your AmeriCorps member contributed to your agency's ability to provide services.

Rochester AmeriCorps Progress Report
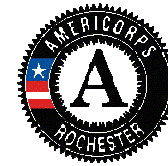
Volunteer Tracking:

AmeriCorps members will recruit, train and supervise volunteers in host site communities in an effort to increase volunteerism in local organizations as measured by the number of returning volunteers and the number of established volunteer databases

1. How many non-AmeriCorps volunteers who have never served before were involved in AmeriCorps service activities **in this reporting period**?   _____ volunteers

2. How many of the volunteers **in this reporting period** were youth (high school age or younger)?   _____ youth

3. How many of the volunteers **in this reporting period** were baby boomers (born 1/1/1946 to 12/31/1964)?   _____ boomers

4. How many hours did all non-AmeriCorps volunteers contribute to AmeriCorps service activities **in this reporting period**? (Provide the total number of hours served by all of the volunteers)   _____ hours

5. Describe the service projects and types of activities that your non-AmeriCorps volunteers participated in during this reporting period.

_____

_____

_____

_____

Volunteer Anecdotes/"Great Stories": Share a story or other qualitative data that illustrates volunteer involvement in the member's activities in this reporting period. Attach relevant newsletters, reports, etc.

_____

_____

_____

_____

Rochester AmeriCorps Progress Report
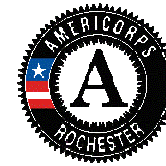
EXAMPLE:

Objective 1. To engage young people in positive youth development and community service activities.			
Activity (*what major activity did your member engage in to achieve this objective?):* Homework academy			
Targeted Output(s)	**Actual Outputs**	**Targeted Outcome(s)**	**Actual Outcomes**
How many of ***specific types of service recipients*** *will take a **specified action** in relation to the **described activity** as documented by a **specific instrument.***	***How many*** of ***specific types of service recipients*** *took a **specified action** in relation to the **described activity** as documented by a **specific instrument.***	***How many or what percentage*** of ***service recipients*** *will demonstrate the **specified change** as documented by a **specific instrument.***	***How many or what percentage*** of ***service recipients*** *demonstrated the **specified change** as documented by a **specific instrument.***
50 children and youth will participate in the homework academy five days/week as documented by attendance logs.	35 children and youth participated in adult-led activities five days/week as documented in the attendance logs.	90% of participating children and youth will demonstrate an increase in academic performance as measured by school report card.	80% of participating children and youth demonstrated an increase in academic performance as measured by school report card.

EXAMPLE:

Are you on track to meet targeted outputs and outcomes for this activity by the end of the program year?

Yes, recruitment efforts continue and we know from past experience that more children will enroll beginning this month.

Share a story or other qualitative data that support the desired result of the objective. Be brief and attach relevant brochures and/or newsletters.

Rochester AmeriCorps Progress Report

Objective 1. To engage young people in positive youth development and community service activities.			
Activity (*what major activity did your member engage in to achieve this objective?*)*:*			
Targeted Output(s)	**Actual Outputs**	**Targeted Outcome(s)**	**Actual Outcomes**
*How many of **specific types of service recipients** will take a **specified action** in relation to the **described activity** as documented by a **specific instrument.***	*How many of **specific types of service recipients** took a **specified action** in relation to the **described activity** as documented by a **specific instrument.***	*How many or what **percentage** of **service recipients** will demonstrate the **specified change** as documented by a **specific instrument.***	*How many or what **percentage** of **service recipients** demonstrated the **specified change** as documented by a **specific instrument.***

Are you on track to meet targeted outputs and outcomes for this activity by the end of the program year?

_____

_____

_____

Share a story or other qualitative data that support the desired result of the objective. Be brief and attach relevant brochures and/or newsletters.

_____

_____

_____

_____

Rochester AmeriCorps Progress Report

Objective 2. To provide children and youth with prevention and intervention services.			
Activity (*what major activity did your member engage in to achieve this objective?*):			
Targeted Output(s)	**Actual Outputs**	**Targeted Outcome(s)**	**Actual Outcomes**
How many *of* ***specific types of service recipients*** *will take a* ***specified action*** *in relation to the* ***described activity*** *as documented by a* ***specific instrument.***	***How many*** *of* ***specific types of service recipients*** *took a* ***specified action*** *in relation to the* ***described activity*** *as documented by a* ***specific instrument.***	***How many or what percentage*** *of* ***service recipients*** *will demonstrate the* ***specified change*** *as documented by a* ***specific instrument.***	***How many or what percentage*** *of* ***service recipients*** *demonstrated the* ***specified change*** *as documented by a* ***specific instrument.***

Are you on track to meet targeted outputs and outcomes for this activity by the end of the program year?

_____

_____

_____

Share a story or other qualitative data that support the desired result of the objective. Be brief and attach relevant brochures and/or newsletters.
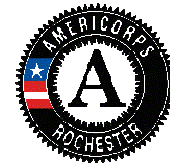
_____

_____

_____

_____

Rochester AmeriCorps Progress Report

Objective 3. To develop and implement initiatives addressing public safety and community criminal justice issues.			
Activity (*what major activity did your member engage in to achieve this objective?*)**:**			
Targeted Output(s)	**Actual Outputs**	**Targeted Outcome(s)**	**Actual Outcomes**
How many of specific types of service recipients will take a specified action in relation to the described activity as documented by a specific instrument.	*How many of specific types of service recipients took a specified action in relation to the described activity as documented by a specific instrument.*	*How many or what percentage of service recipients will demonstrate the specified change as documented by a specific instrument.*	*How many or what percentage of service recipients demonstrated the specified change as documented by a specific instrument.*

Are you on track to meet targeted outputs and outcomes for this activity by the end of the program year?

_____

_____

_____

Share a story or other qualitative data that support the desired result of the objective. Be brief and attach relevant brochures and/or newsletters.
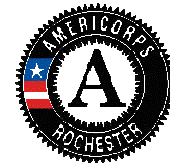
_____

_____

_____

_____

Rochester AmeriCorps Progress Report

Objective 4. To recruit and utilize community volunteers to expand and enhance services at AmeriCorps host sites and other organizations addressing community needs in the above three areas.			
Activity (*what major activity did your member engage in to achieve this objective?*)**:**			
Targeted Output(s)	**Actual Outputs**	**Targeted Outcome(s)**	**Actual Outcomes**
How many of specific types of service recipients will take a specified action in relation to the described activity as documented by a specific instrument.	*How many of specific types of service recipients took a specified action in relation to the described activity as documented by a specific instrument.*	*How many or what percentage of service recipients will demonstrate the specified change as documented by a specific instrument.*	*How many or what percentage of service recipients demonstrated the specified change as documented by a specific instrument.*

Are you on track to meet targeted outputs and outcomes for this activity by the end of the program year?

_____

_____

_____

Share a story or other qualitative data that support the desired result of the objective. Be brief and attach relevant brochures and/or newsletters.
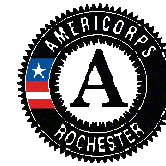
_____

_____

_____

_____

Signature and Title: _____   **Date: _____**

Rochester AmeriCorps
Site Supervisor Mid-Year Survey

Is this year your first experience supervising an AmeriCorps
Member from our program?   ___ YES   ___ NO

Please respond to each statement using the following scale:

0	1	2	3	4
N/A	Strongly Disagree	Disagree	Agree	Strongly Agree

1. I feel I have a good understanding of the mission and purpose of AmeriCorps.   ____

2. An association with the AmeriCorps program is important to my organization.   ____

3. I feel I was adequately oriented to the AmeriCorps program.   ____

4. I believe my agency is a good fit for AmeriCorps.   ____

5. Members are meeting my initial expectations of how much they would
   contribute at my site.   ____

6. The service provided by members positively impacts our site.   ____

7. Members are well-integrated into the agency staff.   ____

8. The member training provided by AmeriCorps prepares members for their
   placement and supports their performance during the year.   ____

9. I am able to make time to provide members with the support they need/ask for.   ____

10. I feel the AmeriCorps staff supports members' needs when those needs
    can't be addressed by my agency.   ____

11. The benefits we get from our members outweigh the financial cost and staff
    time and effort involved.   ____

12. As a site supervisor, I feel well supported by AmeriCorps staff.   ____

13. AmeriCorps staff keep me adequately informed about the program and my
    responsibilities.   ____

Please add any comments or suggestions that could help us improve the program or better support you or the members.

_____

_____

_____

Rochester AmeriCorps
Mid-Year Member Survey

The purpose of the following survey is to get your feedback so we can make your term of service the best experience possible and plan possible changes for the rest of the year or for next year's members. Please answer the following questions as completely and honestly as possible. <u>Your response is anonymous and confidential.</u>

Gender: ☐ M ☐ F   Age: _____   Year of AmeriCorps service: ☐ 1st   ☐ 2nd

Number of host sites at which you have been placed so far this year: _____
   (Do not include extra credit sites.)

I. Assessment: Overall Program

Using the following scale, please indicate your level of satisfaction with each item:
1-very dissatisfied; 2-dissatisfied; 3-neither dissatisfied nor satisfied;   4-satisfied; 5-very satisfied

1. Your overall orientation to the AmeriCorps program.   _____

2. Your orientation to your rights and responsibilities as a member.   _____

3. Your access to resources, materials, etc. at the AmeriCorps office.   _____

4. The helpfulness/effectiveness/professionalism of the local AmeriCorps program
   staff when you have questions or need help.   _____

5. Feedback received from AmeriCorps staff on work performed.   _____

6. The effect that the overall AmeriCorps program is having on the community.   _____

7. The effect that your specific AmeriCorps service is having on the community.   _____

8. The availability of AmeriCorps leadership opportunities.   _____

9. Your overall experience so far this year as an AmeriCorps member.   _____

10. If friends of yours were thinking about joining Rochester AmeriCorps, how would you advise them?
   ☐ Strongly encourage   ☐ Encourage joining   ☐ Discourage joining   ☐ Strongly discourage

Please explain: _____

_____

_____

11. If this is your first term of service, are you considering enrolling for a second term in our program next
   year?
   ☐ Yes, definitely   ☐ Probably   ☐ Maybe, not sure yet   ☐ Definitely not

Please explain: _____

_____

_____

II. Assessment: Host Site

Using the following scale, please indicate your level of satisfaction with each item:
1-very dissatisfied;   2-dissatisfied;   3-neither dissatisfied nor satisfied;   4-satisfied; 5-very satisfied

12. General orientation to your host site.   _____

13. Orientation to your position and duties at your host site.   _____

14. The amount of work you are responsible for at your site.   _____

15. The progress you are making toward completing your host site assignments.   _____

16. Overall supervision by host site staff.   _____

17. Feedback received from host site staff on areas of development   _____

18. Training opportunities offered at your host site.   _____

19. Opportunities to develop leadership skills at your host site.   _____

20. The amount of freedom you have to make to decisions at your site.   _____

21. Access to resources, materials, etc. at your site.   _____

22. Inclusion in staff meetings and events at your host site.   _____

23. Your site's adherence to the goals, objectives and tasks approved
    for your year of service.   _____

24. Your overall experience so far at your host site.   _____

25. If friends of yours were thinking about selecting this work site, how would you advise them?
    ☐ Strongly encourage   ☐ Encourage   ☐ Discourage   ☐ Strongly discourage

Please explain: _____

_____

_____

III. Assessment: Member Development

26. What aspects of our Member Development Days have been valuable and useful to you? (Check all that
    apply.)
    _____ Reflections
    _____ Workshops/Training sessions (please specify: _____)
    _____ Meaning of Service readings and discussion
    _____ Contact with other members
    _____ Interaction with AmeriCorps staff
    _____ Other: _____

Please explain: _____

_____

27. What aspects of our Member Development Days have not been valuable or useful to you? (Check all that apply.)

_____ Reflections
_____ Workshops/Training sessions (please specify: _____)
_____ Meaning of Service readings and discussion
_____ Contact with other members
_____ Interaction with AmeriCorps staff
_____ Other: _____

Please explain: _____
_____

28. What is your overall rating of Member Development Days? ☐ Excellent   ☐ Good   ☐ Fair   ☐ Poor

Suggestions/comments: _____

_____

_____

_____

IV. Overall Impressions/Comments

30. So far, what do you like **most** about being an AmeriCorps member? _____

_____

31. So far, what do you like **least** about being an AmeriCorps member? _____

_____

32. What are the two most important skills you have gained so far from your AmeriCorps experience?

_____

_____

33. Is there anything AmeriCorps is not currently doing that you would find helpful? _____

_____

_____

34. Are there any suggestions you would make to improve the program? _____

_____

_____

Additional Comments: _____

_____

_____

Rochester AmeriCorps
Host Site Impact Survey

This survey collects critical information on the impact that AmeriCorps members have had on their host sites and on the community. As you fill it out, please be as specific as possible, especially in answering open-ended questions. Please return to the AmeriCorps office by **September 10, 2008**.

Agency Name: _____   Your Name and Title: _____

I. Host Site Impact

Using the scale below, please respond to questions 1 through 3:
1-No/Negative effect;   2-Somewhat enhanced;   3- Significantly enhanced;   4- N/A

1. What effect did the AmeriCorps members in your agency have on the quality and/or effectiveness of services offered by your agency in the past year? *(For example, the members allowed you to provide more individualized attention to those you serve or to serve clients in an innovative way.)*   _____

3. What effect, if any, did the AmeriCorps members in your agency have on the number of people your agency served this past year?   _____

> 3a. Approximately how many more individuals did your AmeriCorps member allow you to serve, if applicable?   _____

> 3b. What was the approximate percent increase in the number served?   _____

> 3c. What is this estimate based on? ☐ Observation ☐ Agency records ☐ Other

4. The AmeriCorps members allowed your agency to enhance its services by affecting (check all that apply):

☐ Better staff/client ratios   ☐ Smaller group size

☐ New collaborative partnerships   ☐ Improved systems

☐ More individualized attention   ☐ More volunteers

☐ Extended hours   ☐ Other _____

5. Please explain your selection(s) above and give examples. BE SPECIFIC.

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

6. Please describe any additional programs or service(s) your AmeriCorps members enabled your agency to offer this past year. BE SPECIFIC.

_____

_____

_____

_____

7. Is there any other impact that you feel the AmeriCorps members have had on your agency or those you serve? If this impact is measured and reported to other funders, please attach a copy of the report.

_____

_____

_____

_____

_____

_____

_____

II. Community Partnership Impact

AmeriCorps members may work with additional sites and organizations to build community partnerships through project collaboration, referrals, agency exchanges and sharing resources in order to improve cooperation and collaboration among community agencies as measured by supervisor and member reports and anecdotal information.

8. How many community partnerships were created or strengthened as a result
of your AmeriCorps participation?   _____

9. What other agencies benefited from or contributed to your service projects and activities?   _____

10. Please describe how the AmeriCorps members enabled your agency to improve cooperation and collaboration among community agencies. BE SPECIFIC.

_____

_____

_____

_____

_____

_____

_____

_____

THANK YOU FOR TAKING THE TIME TO COMPLETE THIS FORM!
THIS INFORMATION IS VERY IMPORTANT TO US.
You are encouraged to include additional comments on a separate sheet and to attach any other available
reports of the impact of services in which AmeriCorps members were involved.

Rochester AmeriCorps
End of Year Member Survey

This survey gives us a systematic way to collect information from all of our members about their AmeriCorps experience. The results will help us to make on-going improvements in the program and demonstrate to others the importance of continuing their support of AmeriCorps. Please answer the following questions as completely and honestly as possible. Your response is anonymous and confidential.

Gender: ☐ M ☐ F   Age: _____   Year of AmeriCorps service completed: ☐ 1st ☐ 2nd

Number of host sites at which you were placed during the course of the year: _____
     (Do not include extra credit sites.)

I. Future Plans

1. How will you use your AmeriCorps education award? (check all that apply)
     ☐ To pay tuition   ☐ I do not plan to use the education award
     ☐ To repay a student loan   ☐ I am not eligible to use the education award
     ☐ I plan to use the award, but have not yet made plans

2. How likely are you, within the next two years, to continue your education?
     ☐ Very likely   ☐ Likely   ☐ Not likely

3. How much did your AmeriCorps experience affect your plans to continue your education?
     ☐ Very much   ☐ Somewhat   ☐ Not much   ☐ Not at all

4. How likely are you to continue to volunteer in the community?
     ☐ Very likely   ☐ Likely   ☐ Not likely

5. How much did your AmeriCorps experience affect your plans to continue to volunteer in the community?
     ☐ Very much   ☐ Somewhat   ☐ Not much   ☐ Not at all

II. Assessment: Overall Program

Using the following scale, please indicate your level of satisfaction with each item:
1-very dissatisfied;   2-dissatisfied;   3-neither dissatisfied nor satisfied;   4-satisfied; 5-very satisfied

6. Your overall orientation to the AmeriCorps program.   _____

7. Your orientation to your rights and responsibilities as a member.   _____

8. Your access to resources, materials, etc. at the AmeriCorps office.   _____

9. The helpfulness/effectiveness/professionalism of the local AmeriCorps
     program staff when you had questions or needed help.   _____

10. Feedback received from AmeriCorps staff on work performed.   _____

11. The effect that the AmeriCorps program has on the community.   _____

12. The effect that your specific AmeriCorps service had on the community.   _____

13. The availability of AmeriCorps leadership opportunities.   _____

14. Your overall experience as an AmeriCorps member.   _____

III. Assessment: Host Site

Using the following scale, please indicate your level of satisfaction with each item:
1-very dissatisfied;   2-dissatisfied;   3-neither dissatisfied nor satisfied;   4-satisfied;   5-very satisfied

16. General orientation to your host site. _____

17. Orientation to your position and duties at your host site. _____

18. The amount of work you were responsible for at your site. _____

19. The progress you made toward completing your host site assignments. _____

20. Overall supervision by host site staff. _____

21. Feedback received from host site staff on areas of development. _____

22. Training opportunities offered at your host site. _____

23. Opportunities to develop leadership skills at your host site. _____

24. The amount of freedom you had to make to decisions at your site. _____

25. Access to resources, materials, etc. at your site. _____

26. Inclusion in staff meetings and events at your host site. _____

27. Your site's adherence to the goals, objectives and tasks approved for
your year of service. _____

28. Your overall experience at your host site. _____

29. If friends of yours were thinking about selecting this work site, how would you advise them?
 ☐ Strongly encourage ☐ Encourage ☐ Discourage ☐ Strongly discourage

Please explain: _____

_____

_____

_____

IV. Assessment: Member Development

30. What aspects of our Member Development Days were valuable and useful to you? (Check all that apply.)
 _____ Reflections
 _____ Workshops/Training sessions (please specify: _____)
 _____ Meaning of Service readings and discussion
 _____ Contact with other members
 _____ Interaction with AmeriCorps staff
 _____ Other: _____

Please explain: _____

_____

31. What aspects of our Member Development Days were not valuable or useful to you? (Check all that apply.)

_____ Reflections

_____ Workshops/Training sessions (please specify: _____)

_____ Meaning of Service readings and discussion

_____ Contact with other members

_____ Interaction with AmeriCorps staff

_____ Other: _____

Please explain: _____

_____

32. What is your overall rating of Member Development Days? ☐ Excellent ☐ Good ☐ Fair ☐ Poor

33. Suggestions/comments: _____

_____

_____

34. As a result of my AmeriCorps experience, I am more likely to (check all that apply):

☐ Participate in public meetings

☐ Vote

☐ Keep current with governmental issues

☐ Be aware of the problems in my community

☐ Have ideas about how I can make a difference in my community

☐ Know whom to contact if I want to provide help in my community

35. Through my AmeriCorps experience, I developed (check all that apply):

☐ Leadership skills

☐ Problem solving skills

☐ Communication skills

☐ Conflict resolution skills

☐ Team work skills

☐ Negotiation skills

☐ Listening skills

☐ Self confidence

☐ Time management skills

☐ Skills to work with difficult people

☐ Understanding community issues

☐ Disaster preparedness and response preparation skills

☐ Received certification in disaster preparedness and response

☐ Eligibility for deployment in support of a local, state, or other disaster.

Using the following scale, please indicate your level of agreement with each statement:
1-strongly disagree; 2-disagree; 3- agree;   4-strongly agree

Through my AmeriCorps experience, I: (refer to the 1-5 scale above)

36. Explored future job/educational interests.   _____

37. Continued my education.   _____

38. Was sufficiently challenged.   _____

39. Learned about or worked with different ethnic/cultural groups.   _____

40. Made contacts that will help me get ahead.   _____

41. Made new friends.   _____

42. Accomplished a specific task.   _____

43. Served my community.   _____

44. Learned skills that will help me get a new job   _____

45. Learned skills that will help me in the workplace   _____

46. Learned about public safety issues   _____

V. Overall Impressions/Comments

46. What did you like **most** about being an AmeriCorps member? _____

_____

_____

_____

_____

47. What did you like **least** about being an AmeriCorps member? _____

_____

_____

_____

_____

48. What would you say were the two most important skills you learned through your AmeriCorps experience?

_____

_____

_____

_____

49. Is there anything AmeriCorps did not do that you would have found helpful? _____

_____

_____

_____

_____

50. Are there any suggestions you would make to improve the program? _____

_____

_____

_____

_____

Additional Comments: _____

_____

_____

_____

_____

Rochester AmeriCorps
Post-Program Member Survey

We appreciate you taking the time to participate in this survey. Reporting will be in the form of group responses only; your individual answers will be strictly confidential. Please return your completed survey in the envelope provided no later than **September 15, 2008**. Thank you.

I. Assessment: Member Development

Using the following scale, please indicate your level of agreement with each statement:
1-strongly disagree; 2-disagree; 3- agree; 4- strongly agree

1. The skills and knowledge that I gained as an AmeriCorps member have been
    useful to me since completing the program.   _____

2. My AmeriCorps experience increased my skills in and/or knowledge of:

        Leadership   _____

        Problem solving   _____

        Communication   _____

        Conflict resolution   _____

        Team work   _____

        Negotiation   _____

        Listening to others   _____

        Time management   _____

        Working with difficult people   _____

        Understanding community issues   _____

3. AmeriCorps changed some of my beliefs/attitudes in a positive manner.   _____

4. As an AmeriCorps member, I felt like I was making a contribution to the community.   _____

5. I feel that I can still effect change in my community.   _____

6. Since AmeriCorps, I feel a stronger connection to my community.   _____

7. As a result of my AmeriCorps experience, I am more likely to:

        Participate in public meetings   _____

        Vote   _____

        Keep current with governmental issues   _____

        Be aware of the problems in my community   _____

        Have ideas about how I can make a difference in my community   _____

        Know whom to contact if I want to provide help in my community   _____

8. My AmeriCorps experience helped me find a job.   _____

9. My AmeriCorps experience helped me go on in school.   _____

10. I have recommended AmeriCorps service to others.   _____

11. Overall, my AmeriCorps experience was positive. _____

12. Before you started the program, had you ever volunteered in your community? ☐ Yes ☐ No

If yes, about how many **hours per month** did you participate in these activities? _____

13. Have you participated in a volunteer activity or voluntary community service since completing AmeriCorps ? ☐ Yes ☐ No

If yes, about how many **hours per month** have you participated in these activities? _____

14. Have you used all or part of your AmeriCorps education award?

____ Yes, toward paying back student loans

____ Yes, to go on in school at _____
                                                                        (name of school)

____ No, but I plan to use it.

____ No, and I have no plans to use it

15. How many terms of service did you complete with Rochester AmeriCorps? ☐ One ☐ Two

16. Would you apply to AmeriCorps again (if you were eligible)? ☐ Yes ☐ No

Please explain: _____

_____

_____

_____

17. Please share any additional comments you may have on your AmeriCorps experience, the ways you feel it impacted you, and/or ways to improve the program.

_____

_____

_____

Rochester AmeriCorps
Process Compliance Checklist

Site: _____   Reviewer: _____

☐ Proposal Feedback Form completed.

☐ Activities agreed upon with site supervisors.

☐ Instruments agreed upon with site supervisors.

☐ New activities and instruments agreed upon as required if an objective is changed (may be N/A).

☐ In-Kind Expense Form, Member Evaluation Form, Mid-Year Member Survey, Site Supervisor Mid-Year Survey, Objective Worksheets, and Objective Progress Report templates delivered or administered to site supervisors.
   o In-Kind Expense Form submitted to AmeriCorps.
   o Member Evaluation Form submitted to AmeriCorps.
   o Mid-Year Member Survey submitted to AmeriCorps.
   o Site Supervisor Mid-Year Survey submitted to AmeriCorps.
   o Objective Progress Report submitted to AmeriCorps.

☐ Feedback provided for 1st Objective Progress Report.

☐ In-Kind Expense Form, Member Evaluation Form, Objective Worksheets, and Objective Progress Report delivered.
   o In-Kind Expense Form submitted to AmeriCorps.
   o Member Evaluation Form submitted to AmeriCorps.
   o Objective Progress Report submitted to AmeriCorps.

☐ Host site visits completed.

☐ In-Kind Expense Form, Member Evaluation Form, End-of-Year Member Survey, and Host Site Impact Survey, Objective Worksheets and Objective Progress Report delivered or administered.
   o In-Kind Expense Form submitted to AmeriCorps.
   o Member Evaluation Form submitted to AmeriCorps.
   o End-of-Year Member Survey submitted to AmeriCorps.
   o Host Site Impact Survey submitted to AmeriCorps.
   o Objective Progress Report submitted to AmeriCorps.

☐ Post-Program Member Survey administered.

Comments: _____

_____

_____

Menu of Suggested Outcome Indicators and Instruments

This packet contains a menu of suggested outcome indicators from which host sites may select the most appropriate indicator(s) for their individual programs. Outcome indicators are grouped by objective and consist of some currently in use by Rochester AmeriCorps and others suggested by The Urban Institute and the Center for What Works.

Targets can be set that are specific for each host site. For example, Rochester Parks and Recreation may have an indicator pertaining to skills development with a target that all youth participating will have completed a designated project. Another host site may select the same indicator, but set a target to look at test scores on the Social Competency Inventory.

The menu also contains a list of suggested instruments appropriate for use with each indicator. Instructions for their use are not included as each host site will utilize the instruments differently and AmeriCorps staff will discuss how each instrument will be used at the meetings with site supervisors to reach agreement on which instruments they will use.

This menu of suggested outcomes indicators and instruments is not necessarily all-inclusive and may need to be modified based on the specific needs of each site. Host sites are, therefore, not limited to these suggested indicators if more appropriate ones are available.

Table 1
Generic Outcomes Indicators

Outcome	Indicator(s)	Instrument
Services reach more individuals.	Number served/participating.	Program log
Recipients satisfied with program services.	Survey results.	Satisfaction survey

Table 2
Objective 1: To provide children and youth with prevention and intervention services.

Outcome	Indicator(s)	Instrument
Services reach more individuals.	Number served/participating.	Program log
Recipients satisfied with program services.	Survey results.	Satisfaction survey
Contacts referred to needed services.	Number and percent of community agencies that report an increase in new participants who came to their agency as a result of the referral.	Program log
	Number of service recipients accessing services.	Program log
	Increased knowledge of services available.	Youth survey
Increased enrollment	Number and percent of youth enrolled in mentoring or tutoring during program year.	Program log
	Number and percent of youth participating in mentoring or tutoring during the program year.	Program log
Improved school attendance	Number and percent of mentored/tutored youth who showed a reduction in, or absence of, times they were absent from school.	Report cards
Improved academic performance	Number and percent of mentored/tutored youth who maintained or increased their academic performance.	ELA scores
Youth are prepared for independent living.	Independent living skills developed.	Survey
	Number and percent of previously incarcerated youth released to a safe living situation who are in that situation 6 months later.	Survey

Outcome

According to the Urban Institute, if outcome indicators were at least roughly standardized over many, if not all, projects, the annual findings could serve both local project management purposes, such as identifying if, and where, problems exist; and be converted into index scores for reporting to the Corporation for National and Community Service and aggregating across projects. The more such indicators are standardized across projects, the more useful they will be for purposes of comparison and aggregation.

http://nationalserviceresources.org/epicenter/practices/index.php?ep_action=view&ep_id=831

Table 3

Objective 2: To engage young people in positive youth development and community service activities.

Outcome	Indicator(s)	Instrument
Increased knowledge	Percent increase in test scores.	Pre-/post test
Skills developed	Increased social competencies/ developmental assets.	Social Competency Inventory
		Pre-/post test
	Number attending training/workshops.	Program log
Desired behavior maintained or improved.	% reduction in frequency of targeted behavior; improve problem solving, peer and adult relatationships, character development, skill development, increase healthy behaviors.	Worcester Youth Development Inventory
		Pre-/post self-report survey
Improved Emotional/ Psychological Wellbeing	Number and percent of mentored/tutored youth who showed improved self-worth/self-esteem since entering into the program.	Youth survey
	Percent of mentored/tutored youth who felt that the mentoring/tutoring they received from the program had helped them in feeling good about themselves since entering the program.	Youth survey

Outcome

According to the Urban Institute, if outcome indicators were at least roughly standardized over many, if not all, projects, the annual findings could serve both local project management purposes, such as identifying if, and where, problems exist; and be converted into index scores for reporting to the Corporation for National and Community Service and aggregating across projects. The more such indicators are standardized across projects, the more useful they will be for purposes of comparison and aggregation.

http://nationalserviceresources.org/epicenter/practices/index.php?ep_action=view&ep_id=831

Table 4

Objective 3: To develop and implement initiatives addressing public safety and community criminal justice issues.

Outcome	Indicator(s)	Instrument
Increase in personal safety.	Number and percent of participants achieving specific milestones (Ex.-obtain order of protection, develop a personal safety plan, attend individual or group counseling, participate in an ABW or other service provider's program).	Program log
Victims' needs met.	Survey results.	Survey
Decreased recidivism.	Number and percent of service recipients who stay out of the judicial system.	Program log
Increased employment rate.	Number and percent of service recipients completing employment training.	Program log

Outcome

According to the Urban Institute, if outcome indicators were at least roughly standardized over many, if not all, projects, the annual findings could serve both local project management purposes, such as identifying if, and where, problems exist; and be converted into index scores for reporting to the Corporation for National and Community Service and aggregating across projects. The more such indicators are standardized across projects, the more useful they will be for purposes of comparison and aggregation.

http://nationalserviceresources.org/epicenter/practices/index.php?ep_action=view&ep_id=831

Table 5

Objective 4: To recruit and utilize community volunteers to expand and enhance services at AmeriCorps host sites and other organizations addressing community needs in the above three areas.

Outcome	Indicator(s)	Instrument
Improved alliances in the community (community engagement).	Number of community residents attending meeting/assemblies.	Program log
	Number of partnerships developed.	Project report
Increased knowledge and support for issue X.	Number and percent of participants reporting greater understanding of issue X.	Survey of general public or targeted audience
	Increased civic engagement.	Survey
Increased capacity.	Number of training modules produced.	Program log
	Number of trainings presented.	Program log
	Number of volunteers.	Program log
	Percent of volunteers satisfied.	Satisfaction survey
	Number of service hours completed by volunteers.	Program log
	Number of business processes improved.	Program log

Outcome

According to the Urban Institute, if outcome indicators were at least roughly standardized over many, if not all, projects, the annual findings could serve both local project management purposes, such as identifying if, and where, problems exist; and be converted into index scores for reporting to the Corporation for National and Community Service and aggregating across projects. The more such indicators are standardized across projects, the more useful they will be for purposes of comparison and aggregation.

http://nationalserviceresources.org/epicenter/practices/index.php?ep_action=view&e
p_id=831

Focus Group Questions

The following questions served as general guidelines for conducting each focus group. The questions are not exhaustive and were probing questions that participants were encouraged to elaborate on.

What has been your experience with the various forms?
Which forms do you complete?
Who in your organizations is responsible for completing the forms?
How much time does this person spend on them?
How do you obtain them?
What's the usual turn-around time to complete and submit forms?
In your understanding, what are the forms for?
Is information/data from the forms shared with you?
How could AmeriCorps better get the information it needs?
Do the surveys capture information you think AmeriCorps wants?
        What works? What doesn't?
        Are they asking for too much info?
        Are they asking the wrong questions?

Objective Progress Report-
        Does this serve its purpose of tracking progress on stated objectives?
        Is reporting frequency appropriate?
        Using this report, are u able to track progress on the objectives described in your objective worksheets?

 Site Impact Survey-
        Does this form capture what your organization is experiencing having an AmeriCorps member at your site? (increased # served, new programs/services, enhanced programs/services)

Processes:
What works?
What doesn't?
If you had the opportunity to sit down with AmeriCorps staff, what would you discuss?

1. CGR is asking AmeriCorps members and alumni for help to enhance the program...

Your input regarding data collection and current evaluation processes will help toward future planning and improvements in AmeriCorps' overall operations.

It will only take a few minutes to complete the survey. We greatly appreciate your time and input.

2. Member Development Day Evaluation Form

1. Have you previously completed the Member Development Day Evaluation Form?

- ʝ Yes
- ʝ No (click 'Next' to go to the next page)

2. How did you obtain it?

- ʝ At the AmeriCorps office
- ʝ At my site
- ʝ The form was mailed to me

3. How much time did you spend filling out this form?

- ʝ less than 5 minutes
- ʝ 5 to 10 minutes
- ʝ more than 10 minutes

4. How easy was the form to use?

- ʝ Not very easy
- ʝ Easy
- ʝ Very easy

5. How would you rate the value of the information asked for on this form?

- ʝ Not very valuable
- ʝ Valuable
- ʝ Very valuable

6. How would you rate the amount of information asked for on this form?

- ʝ Not enough information requested.
- ʝ Just the right amount of information requested.

3. Mid-Year Member Survey

7. Have you previously completed the Mid-Year Member Survey?

ʝɳ Yes

ʝɳ No (click 'Next' to go to the next page)

8. How did you obtain it?

ʝɳ At the AmeriCorps office

ʝɳ At my site

ʝɳ The form was mailed to me

9. How much time did you spend filling out this form?

ʝɳ less than 5 minutes

ʝɳ 5 to 10 minutes

ʝɳ more than 10 minutes

10. How easy was the form to use?

ʝɳ Not very easy

ʝɳ Easy

ʝɳ Very easy

11. How would you rate the value of the information asked for on this form?

ʝɳ Not very valuable

ʝɳ Valuable

ʝɳ Very valuable

12. How would you rate the amount of information asked for on this form?

ʝɳ Not enough information requested.

ʝɳ Just the right amount of information requested.

ʝɳ Too much information requested.

13. Have you previously completed the Year-End Member Survey?

jn Yes

jn No (click 'Next' to go to the next page)

14. How did you obtain it?

jn At the AmeriCorps office

jn At my site

jn The form was mailed to me

15. How much time did you spend filling out this form?

jn less than 5 minutes

jn 5 to 10 minutes

jn more than 10 minutes

16. How easy was the form to use?

jn Not very easy

jn Easy

jn Very easy

17. How would you rate the value of the information asked for on this form?

jn Not very valuable

jn Valuable

jn Very valuable

18. How would you rate the amount of information asked for on this form?

jn Not enough information requested.

jn Just the right amount of information requested.

jn Too much information requested.

19. Have you previously completed the Post-Program Survey?

ｊ◌ Yes

ｊ◌ No (click 'Next' to go to the next page)

20. How did you obtain it?

ｊ◌ At the AmeriCorps office

ｊ◌ At my site

ｊ◌ The form was mailed to me

21. How much time did you spend filling out this form?

ｊ◌ less than 5 minutes

ｊ◌ 5 to 10 minutes

ｊ◌ more than 10 minutes

22. How easy was the form to use?

ｊ◌ Not very easy

ｊ◌ Easy

ｊ◌ Very easy

23. How would you rate the value of the information asked for on this form?

ｊ◌ Not very valuable

ｊ◌ Valuable

ｊ◌ Very valuable

24. How would you rate the amount of information asked for on this form?

ｊ◌ Not enough information requested.

ｊ◌ Just the right amount of information requested.

ｊ◌ Too much information requested.

6. General Questions

25. Was information about the results collected on these forms shared with you?

	Never	Occasionally	Always
Member Development Day Evaluation	○	○	○
Mid Year Survey	○	○	○
End of Year Survey	○	○	○
Post-Program Survey	○	○	○

26. Would results from any of the forms been of interest to you?

	Yes	No
Member Development Day Evaluation	○	○
Mid Year Survey	○	○
End of Year Survey	○	○
Post-Program Survey	○	○

27. Do you think each form captures the information AmeriCorps needs?

	No	Somewhat	Yes
Member Development Day Evaluation	○	○	○
Mid Year Survey	○	○	○
End of Year Survey	○	○	○
Post-Program Survey	○	○	○

28. Do you have any suggestions that would help AmeriCorps obtain the infomation they need?

29. Please use the space below for recommendations or suggestions for improving any aspect of AmeriCorps.

Focus Group Questions

The following questions served as general guidelines for conducting each focus group. The questions are not exhaustive and were probing questions that participants were encouraged to elaborate on.

What has been your experience with the various forms?
Which forms do you complete?
Who in your organizations is responsible for completing the forms?
How much time does this person spend on them?
How do you obtain them?
What's the usual turn-around time to complete and submit forms?
In your understanding, what are the forms for?
Is information/data from the forms shared with you?
How could AmeriCorps better get the information it needs?
Do the surveys capture information you think AmeriCorps wants?
       What works? What doesn't?
       Are they asking for too much info?
       Are they asking the wrong questions?

Objective Progress Report-
       Does this serve its purpose of tracking progress on stated objectives?
       Is reporting frequency appropriate?
       Using this report, are u able to track progress on the objectives described in your objective worksheets?

 Site Impact Survey-
       Does this form capture what your organization is experiencing having an AmeriCorps member at your site? (increased # served, new programs/services, enhanced programs/services)

Processes:
What works?
What doesn't?
If you had the opportunity to sit down with AmeriCorps staff, what would you discuss?

1. CGR is asking AmeriCorps members and alumni for help to enhance the program...

Your input regarding data collection and current evaluation processes will help toward future planning and improvements in AmeriCorps' overall operations.

It will only take a few minutes to complete the survey. We greatly appreciate your time and input.

2. Member Development Day Evaluation Form

1. Have you previously completed the Member Development Day Evaluation Form?

- Yes
- No (click 'Next' to go to the next page)

2. How did you obtain it?

- At the AmeriCorps office
- At my site
- The form was mailed to me

3. How much time did you spend filling out this form?

- less than 5 minutes
- 5 to 10 minutes
- more than 10 minutes

4. How easy was the form to use?

- Not very easy
- Easy
- Very easy

5. How would you rate the value of the information asked for on this form?

- Not very valuable
- Valuable
- Very valuable

6. How would you rate the amount of information asked for on this form?

- Not enough information requested.
- Just the right amount of information requested.

jn Too much information requested.

3. Mid-Year Member Survey

7. Have you previously completed the Mid-Year Member Survey?

jn Yes

jn No (click 'Next' to go to the next page)

8. How did you obtain it?

jn At the AmeriCorps office

jn At my site

jn The form was mailed to me

9. How much time did you spend filling out this form?

jn less than 5 minutes

jn 5 to 10 minutes

jn more than 10 minutes

10. How easy was the form to use?

jn Not very easy

jn Easy

jn Very easy

11. How would you rate the value of the information asked for on this form?

jn Not very valuable

jn Valuable

jn Very valuable

12. How would you rate the amount of information asked for on this form?

jn Not enough information requested.

jn Just the right amount of information requested.

jn Too much information requested.

13. Have you previously completed the Year-End Member Survey?

j̇ⁿ Yes

j̇ⁿ No (click 'Next' to go to the next page)

14. How did you obtain it?

j̇ⁿ At the AmeriCorps office

j̇ⁿ At my site

j̇ⁿ The form was mailed to me

15. How much time did you spend filling out this form?

j̇ⁿ less than 5 minutes

j̇ⁿ 5 to 10 minutes

j̇ⁿ more than 10 minutes

16. How easy was the form to use?

j̇ⁿ Not very easy

j̇ⁿ Easy

j̇ⁿ Very easy

17. How would you rate the value of the information asked for on this form?

j̇ⁿ Not very valuable

j̇ⁿ Valuable

j̇ⁿ Very valuable

18. How would you rate the amount of information asked for on this form?

j̇ⁿ Not enough information requested.

j̇ⁿ Just the right amount of information requested.

j̇ⁿ Too much information requested.

19. Have you previously completed the Post-Program Survey?

jn Yes

jn No (click 'Next' to go to the next page)

20. How did you obtain it?

jn At the AmeriCorps office

jn At my site

jn The form was mailed to me

21. How much time did you spend filling out this form?

jn less than 5 minutes

jn 5 to 10 minutes

jn more than 10 minutes

22. How easy was the form to use?

jn Not very easy

jn Easy

jn Very easy

23. How would you rate the value of the information asked for on this form?

jn Not very valuable

jn Valuable

jn Very valuable

24. How would you rate the amount of information asked for on this form?

jn Not enough information requested.

jn Just the right amount of information requested.

jn Too much information requested.

6. General Questions

25. Was information about the results collected on these forms shared with you?

	Never	Occasionally	Always
Member Development Day Evaluation	○	○	○
Mid Year Survey	○	○	○
End of Year Survey	○	○	○
Post-Program Survey	○	○	○

26. Would results from any of the forms been of interest to you?

	Yes	No
Member Development Day Evaluation	○	○
Mid Year Survey	○	○
End of Year Survey	○	○
Post-Program Survey	○	○

27. Do you think each form captures the information AmeriCorps needs?

	No	Somewhat	Yes
Member Development Day Evaluation	○	○	○
Mid Year Survey	○	○	○
End of Year Survey	○	○	○
Post-Program Survey	○	○	○

28. Do you have any suggestions that would help AmeriCorps obtain the infomation they need?

29. Please use the space below for recommendations or suggestions for improving any aspect of AmeriCorps.