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HOPE II: Faith-Based and Community Organization Program Evaluation Study

October 2008

Outcomes Evaluation Report

Prepared for
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Executive Summary

History of the HOPE II Grant Program

In 2001, President George W. Bush launched a national initiative to expand federal funding opportunities for faith-based and community organizations (FBCOs) through the establishment of the White House Office of Faith-Based and Community Initiatives and through the establishment of Faith-Based and Community Centers in five of the major executive departments. In response to the President's initiative, and in an effort to promote greater and equitable participation of FBCOs in criminal justice programs, the Office for Victims of Crime (OVC) within the U.S. Department of Justice allocated funds to the Helping Outreach Programs to Expand (HOPE) in 2002. The HOPE program provided grants to grassroots faith-based and community victim service organizations to facilitate improvement of their outreach and services to crime victims. Three years later OVC launched the HOPE II grant program, which was similar to the HOPE program but directed funding specifically to FBCOs[1] that offer services to victims in urban, high-crime areas.

The HOPE II program was administered through an intermediary organization, the Maryland Crime Victims' Resource Center (MCVRC), which provided financial and technical assistance to 27 FBCOs. The purpose of the program was to increase the organizational capacity of these FBCOs so they could better serve victims of crime in urban, high-crime areas. The HOPE II program was particularly interested in FBCOs that targeted underserved victim populations, also referred to as special populations, as determined by the type of crime committed or the victim's age, gender, ethnicity, disability status or sexual orientation.[2] Financial assistance consisted of $50,000 awards to each FBCO to be reimbursed to organizations after expenses were incurred. Technical assistance was comprised of an initial 3-day training workshop provided by the intermediary and ongoing technical assistance on an as-needed basis provided by consultants (i.e., "site mentors") to the intermediary. Sub-grants and technical assistance were provided over a 10-month period, from June 2006 to March 2007.

The HOPE II Evaluation

The U.S. Department of Justice integrated an evaluation component into the HOPE II program initiative, sponsored by its research branch, the National Institute of Justice (NIJ) and conducted by the policy research firm Abt Associates Inc. The evaluation is comprised of a process study, which was completed in summer 2007,[3] and an outcomes study, the results of which are described in this report. The objectives of the outcomes evaluation are to:

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1 The designation of faith-based and community-based organizations as such was self-identified by the organizations.

2 Research findings and publications pertinent to underserved victims of crime are available on the Office of Victims of Crime (OVC) website. http://www.ojp.usdoj.gov/ovc/publications/infores/uc.htm.

3 Markovitz, C., et al. (November, 2007). *HOPE II: Faith-based and Community Organization Program Evaluation, Process Study Report.* (Prepared under contract to the National Institutes of Justice, U.S. Department of Justice). Cambridge MA: Abt Associates Inc.

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- Assess the results of technical assistance provided to FBCOs by MCVRC and the extent to which it enhanced their organizational and service delivery capacity; and
- Identify specific areas in which FBCOs experienced greatest improvements in organizational and service delivery capacity and determine the factors that are most responsible.

The outcomes evaluation of HOPE II relied on a quasi-experimental research design to explore the short- and long-term outcomes in capacity building observed among HOPE II sub-grantees when compared to organizations that applied for a sub-grant, but did not receive one (i.e., comparison organizations). This approach relied on data from two self-administered paper surveys and a web survey administered to both sub-grantees and comparison organizations at three points in time:

- At application for a HOPE II grant (baseline—see Appendix D);
- Upon exit from the HOPE II sub-grant 10 months after baseline (first follow-up—see Appendix E); and
- 10 months after sub-grantees exited HOPE II, or 20 months after baseline (second follow-up—see Appendix F).

Short-term changes in major areas of capacity were assessed at the first follow-up and long-term accomplishments were examined at the second follow-up with a focus on sustainability.

In exploring the broad outcome of capacity, the study examined accomplishments in three areas of growth in organizational capacity: volunteer development and management; community partnerships;[4] and sustainable funding. Other measures of capacity, such as organizational development and service capacity, were also examined and differences in the results were compared between faith-based (FBOs) and community-based organizations (CBOs). Below we present OVC's rationale for investing in and the expectations for improvements in the three major capacity areas as specified in the HOPE II project Request for Proposals (RFP):

- One of the most straightforward strategies for an organization to increase services to clients is by increasing the scale of the organization's volunteer force. To this end, not only was the HOPE II intermediary to support sub-grantees in enhancing their volunteer programs, but the largest allowable use of HOPE II funds was for the salary of a volunteer coordinator to implement and oversee the proper recruitment, management, and development of volunteers.
- In addition to volunteers to increase services to victims, new community partnerships with FBCOs, government agencies, advocates, and other social service providers are necessary for victims to receive a comprehensive array of services to meet all of their needs. As such, it was OVC's expectation that the HOPE II grant program would facilitate efforts by sub-grantees to develop relationships with other victim assistance organizations in their communities to identify critical gaps in service, build on existing

[4] Partnerships were identified by the organizations based on their own definitions.

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resources, and develop collaborative, innovative solutions to respond to victims. OVC noted that it was particularly interested in creating new avenues of partnership between small faith-based and community organizations and law enforcement officers, prosecutors, and groups advocating on behalf of victims of crime.

- Sustainable funding is crucial if victim service organizations are to have a lasting impact on victims' support services and crime reduction efforts in their communities. Therefore, OVC also put forth an explicit mandate that the HOPE II intermediary help sub-grantees plan for the sustainability of their project efforts after the HOPE II grant period expired. Specific sustainability strategies were not specified; the RFP soliciting sub-grantees advised applicants that the funds provided were to be used as seed money and explicitly requested applicants to outline their plans to leverage new sources of funding.

Synthesizing Conclusions on Organizational Capacity Change

Sub-grantee organizations experienced the greatest improvements in capacity with respect to four distinct aspects of organizational development:

1. Volunteer development and management—hiring a volunteer coordinator and sustaining the position;
2. Sustainable funding—sub-grantees reported increased funding competitiveness and increases in revenue;
3. Organizational development—the implementation of electronic recordkeeping; and
4. Service delivery capacity—the number of services offered and clients served.[5]

There were only nominal changes with respect to other areas of capacity, including community partnerships, throughout the grant and follow-up period. Below we summarize results for the four areas that showed greatest improvement, and we also present results from the comparison of FBOs and CBOs.

Volunteer development and management. A primary focus of the HOPE II grant was to improve and expand volunteer programs. The percentage of sub-grantee organizations that reported having a volunteer coordinator increased overall, with the most substantial increases evident among more well-established organizations, many of which maintained their volunteer coordinator positions after the end of the HOPE II grant. However, as learned in the process evaluation, this finding is not unexpected given that the only allowable use of HOPE II funds for human resources was to fund a volunteer coordinator position.

The long-term employment of a volunteer coordinator hired through the HOPE II grant is an indicator of capacity change because it demonstrates that organizations have developed more stable funding

[5] For most organizations in this study, clients served include victims of crime and other clients served by the organizations. As shown in Exhibit 4 in Chapter 3, approximately 70% of sub-grantee organizations and 62% of comparison organizations served a variety of clients, including crime victims; 30% of sub-grantees and 38% of comparison organizations serve crime victims exclusively.

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streams to financially support this position. The findings from the process evaluation case studies provide additional insight on how the sub-grantee organizations increased their capacity to engage volunteers through the use of a volunteer coordinator. In the case studies, well-established organizations concentrated on program expansion capacity by using a volunteer coordinator to institutionalize and refine existing volunteer programs in order to provide structure and a higher quality of training, and to conduct targeted engagement of volunteers based upon the needs of each organization. Growing or emerging organizations enhanced their program delivery capacity by developing materials and/or training processes for a volunteer program and by having a volunteer coordinator focus on recruitment of volunteers to serve clients. Therefore, given the findings of the process evaluation and the fact that a significant allowable use of HOPE II funds was to fund a volunteer coordinator position, improvements in the existence and use of volunteer coordinators among sub-grantees compared to the comparison group are not unexpected.

Community Partnerships. OVC put forth an explicit mandate for HOPE II sub-grantee organizations to be involved in developing a network of comprehensive services linking their organizations to victim assistance communities. OVC envisioned that these networks would identify critical gaps in services, build on existing resources, and develop collaborative, innovative solutions that improve communities' response to victims.[6] When an independent-samples t-test was conducted on the mean change in the number of partnerships[7] reported between baseline and the second follow-up period for the entire sample (i.e., without dividing organizations into levels) the results were significant ($p=.02$). Although the comparison group did demonstrate higher levels of participation in these partnerships overall, the significant finding is likely due to a large increase in collaborations reported by the level 1 comparison organizations. In fact, most sub-grantees and comparison organizations indicated that they had experience with partnerships and community outreach activities prior to HOPE II, resulting in little movement in these areas.

Sustainable funding. The development of stable funding streams is crucial for organizations to be able to sustain their efforts and continue to grow. Thus, another important focus of HOPE II was for sub-grantees to plan for the sustainability of their project efforts after the end of the grant period. While the results of the process evaluation case studies indicated that the pre-existing financial and organizational capacity of sub-grantee organizations influenced the likelihood of sustaining HOPE II activities and programs, evidence from the outcomes evaluation shows that organizations experienced capacity development with respect to funding sustainability. Specifically, it is possible that the experience of managing a federal grant and its use as a "resume builder" when applying for future federal support is the primary effect of the HOPE II grant on funding sustainability for sub-grantees. In addition, the outcomes evaluation found that many organizations improved their recordkeeping practices as a consequence of the grant management process. Rigorous recordkeeping is a common requirement of federal grants, including the HOPE II, so much so that participation in the HOPE II may have encouraged sub-grantees to improve their recordkeeping practices, better positioning them for managing future federal funds.

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[6] U.S. Department of Justice. *RFP: The Helping Outreach Programs to Expand II Cooperative Agreement* (Office for Victims of Crime, March 2005).

[7] Partnerships were identified by organizations based upon their own definitions.

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In addition, 90% of sub-grantees reported that, due to the HOPE II grant, they believe they are better able to manage grants and are more competitive when applying for other funding. This outcome is buttressed by the fact that, among organizations that never received a federal grant prior to HOPE II, close to half of sub-grantees reported receipt of a federal grant by the end of the HOPE II grant and after the grant period ended,[8] compared with smaller percentages of comparison organizations. In addition, some organizations reported having received a VOCA grant (10% of sub-grantees and 20% of the comparison group), even though none of the study participants had received a VOCA grant in the three years prior to HOPE II.[9] Thus, since for many sub-grantee organizations the HOPE II grant was the first federal grant they received, the HOPE II can be considered a "resume builder" that improves their competitiveness for receiving future federal funds.

On the other hand, while increases in total revenue were observed across most sub-grantee organizations, similar or larger increases were also observed among most comparison organizations. In fact, little improvement was detected in overall revenue development practices for both sub-grantees and comparison organizations, as demonstrated by only small changes in the percentages of sub-grantees and comparison organizations reporting that they had fundraising plans or that they had obtained grantwriters to prepare grant applications and to train staff.

Other areas of organizational capacity. In addition to the three core areas of organizational capacity (volunteer development and management, community partnerships, and sustainable funding), the outcomes evaluation also measured growth in other areas, including organizational development and service delivery capacity.

Results show that although there were no substantial increases in the numbers of full- or part-time paid staff reported by sub-grantees or the comparison organizations, there were improvements, as mentioned above, in the percentage of sub-grantees that keep electronic records compared to the comparison group. Because stable organizations should keep thorough records on clients, services, and referrals, these findings demonstrate improvements by sub-grantees in their good organizational practices.

Finally, we found some improvement in the service delivery capacity of sub-grantees when examining the average number of services provided to victims of crime. Although no statistically significant differences in the number of clients served were reported by the sub-grantees and comparison organizations, the average number of services offered and the average number of clients served increased for most sub-grantees by first follow-up and continued to increase through the second follow-up period. Although not significantly different from the comparison group, these increases in sub-grantees' service delivery capacity were consistent over both time periods, which may indicate an upward trajectory of growth in these areas.

Comparing faith-based and community-based organizations. Although important differences were observed at baseline between FBOs and CBOs in terms of paid and unpaid staff, average revenue, and numbers of clients served, the results of our analysis revealed few differences in the

[8] These results do not include the receipt of a HOPE II grant, which is also a federal grant.

[9] All sub-grantees and comparison organizations were required to have not received a VOCA grant in the three years prior to HOPE II.

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amount of change in capacity observed between these two groups. For the most part, FBOs and CBOs showed similar differences and similarities between sub-grantees and comparison organizations' capacity changes as observed in the main analysis. However, one notable finding is a difference in the numbers of clients served; the CBO sub-grantees experienced large increases similar to the main analysis, while the FBO sub-grantees reported decreases. This result indicates that gains in clients served may be driven by increases among CBOs rather than by the FBOs. With more limited organizational capacity at baseline in comparison with CBOs, FBO sub-grantees may have had to shift focus more on capacity building activities than increasing the number of clients served during the grant period.

Synthesizing Conclusions on Grant Implementation

The HOPE II grant program evaluation examined grant implementation in terms of the intermediary grant management model and training and technical assistance provision. The intermediary model was proposed by OVC in order to have an experienced faith-based or community organization specializing in serving victims of crime engage in a cooperative agreement with a single award of $3.0 million for supporting the HOPE II Grant Program. The grant recipient was to support and improve the delivery of services to crime victims by serving as an intermediary organization that would distribute at least 80 percent of the grant funds to 48 smaller FBCOs and provide technical assistance to these sub-grantees. Evaluation of the intermediary management model was conducted solely through the process evaluation, while training and technical assistance was assessed through both the process and outcomes evaluation.

Intermediary model for grant management. As noted in the process evaluation report, the intermediary model for grant management proved burdensome for many of the sub-grantees interviewed. The reimbursement model for funding disbursement was not consistently executed in a timely fashion and several sub-grantees experienced hardship and had to use personal funds during portions of the grant period because their organizations had very low capacity to pay for services and supplies up front. Turnover and staffing changes at MCVRC further complicated and delayed the reimbursement system, and also created inconsistencies in communication of policies, procedures, and authorizations for sub-grantees.

Training and technical assistance. Although the outcomes evaluation is able to report limited improvements in organizational capacity for the HOPE II sub-grantees, it is difficult to conclusively determine the extent to which MCVRC's training and technical assistance enhanced sub-grantees' capacity. There are several reasons for this limitation. First, assessing the extent to which technical assistance enhanced sub-grantees' organizational and service delivery capacity is complicated by the fact that training and technical assistance was inconsistently provided by MCVRC site mentors. Second, sub-grantee organizations had to independently assess their own needs and initiate communications with their site mentor to receive assistance, resulting in the training and technical assistance process being mostly sub-grantee driven. Finally, the level of provision of technical assistance was very low during the grant period (an average of 30 minutes to 1 hour per month), making it difficult to produce real effects for sub-grantees.

On the other hand, while the evaluation is not able to conclusively determine the extent to which MCVRC's training and technical assistance enhanced sub-grantees' capacity, the results of the

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outcomes evaluation show that MCVRC training was well-received, and sub-grantees were generally satisfied with the assistance provided. There are also indications that the training and technical assistance may have affected the development of volunteer programs and electronic recordkeeping, which in turn may have improved the sub-grantees' ability to obtain additional future funding. MCVRC required that all organizations track their funding in a database that fulfilled federal grant reporting requirements, and training on this database was a central focus of MCVRC's initial grantee training and subsequent training provided by site mentors.

Recommendations

Based on the findings from both the outcomes and process evaluations, we offer the following recommendations for any future iterations of the HOPE II grant program:

More focus on improvements in specific areas of capacity. The HOPE II grant was successful in specific, limited ways, and these enhancements imply a successful strategy for future grants. The sub-grantees showed some improvement in a central focus of HOPE II, the development and enhancement of a volunteer program through the formation of a permanent, full-time volunteer coordinator. It is our understanding that the sub-grantees were strongly encouraged to create a volunteer coordinator position and were given both substantial funding and uniform technical assistance (such as sample job descriptions, volunteer program materials, etc.) during the grant period to create and support this position. In addition, these same types of supports were provided for recordkeeping activities. Therefore, when the grant program is focused on specific areas of growth across all sub-grantees, we are more likely to observe capacity changes in these targeted areas among larger numbers of sub-grantees. Otherwise, changes in capacity are too scattered and inconsistent to be able to enact measurable changes across multiple grant recipients.

Uniform technical assistance from the intermediary. An important finding from the process evaluation, which was somewhat supported by the lack of findings from the outcomes evaluation, is that organizations varied in the consistency and intensity of technical assistance received from the intermediary and site mentors. Based on these findings, we recommend taking measures to promote the uniform delivery of technical assistance to organizations in future grant programs. The intermediary organization should be required to create comprehensive documentation of all administrative and technical assistance activities and data pertaining to grant distribution, management, and implementation. Administrative documentation should be compiled on an ongoing basis and be organized in such a way that revisions to grant implementation by any sub-grantee organization are clearly documented. Further, internal intermediary staff should be used to administer technical assistance as opposed to remote consultants. This staffing configuration will support the close management of technical assistance provision, a quality assurance process, and consistent standards for technical assistance delivery. A formal needs assessment should be conducted with all sub-grantees in order to document baseline levels of capacity and target areas for technical assistance provision. Sub-grantees' input may be considered in the needs assessment; however, sub-grantee recommendations alone are insufficient to inform technical assistance provision. Finally, a technical assistance plan should be written up following the needs assessment to facilitate the delivery of services to sub-grantees.

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Award grants to organizations that have demonstrated ability to increase capacity. Any funding agency should consider the existing capacity of grant applicants, particularly the organizations' proposed plans for capacity building, in grant distributions. Specifically, the selection process for identifying HOPE II grant recipients did not produce a sub-grantee class that was uniformly likely to succeed. It is important for grant recipients to have demonstrated some ability to grow their organization's capacity and to have a reasonable plan proposed for doing so. Otherwise capacity building funds and technical assistance may not be able to help very small or new organizations that still need to establish the basis for organizational change.

The evaluation of the HOPE II grant program has important implications, particularly given the amount of funding devoted to similar initiatives and indications of bipartisan support for the continuation and expansion of these initiatives in the future. The information in this report has implications for funding and practice given trends toward the use of the intermediary model for grant management and also toward funding of faith-based and community initiatives. Funding agencies and technical assistance providers may learn of important ways for models of grant management and technical assistance to be modified and improved.

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Chapter 1: Introduction

Each year there are more than one million violent crimes (e.g., robbery, assault, sexual assault, and homicide) and close to 10 million property crimes (e.g., larceny, burglary, arson) reported to law enforcement agencies in the United States.[10] Victimization surveys indicate that the actual incidence is far higher, since only a small percentage of crime victims report these events to police.[11]

Crime has a number of profound negative effects on victims and their families and loved ones, with the kinds of impacts depending on the type of crime, its severity, and other circumstances.[12] Property crime can create financial hardships in trying to replace or do without what was stolen or damaged, and nearly all crimes create some level of negative psychological impact, such as feelings of personal violation, distrust of others, anger, and increased fear of crime. Violent crimes can create an array of psychological and emotional effects such as depression, Post Traumatic Stress Disorder (PTSD),[13] Rape Trauma Syndrome,[14] suicide or suicidal ideation, and sleep and eating disorders. According to a 1987 National Institute of Justice study addressing lifetime trends among victims of crime, researchers found that 28% of all crime victims subsequently developed crime-related PTSD.

Considering the array of traumas that victims of violent crimes experience, it is clear that myriad services are needed to ameliorate the long- and short-term effects associated with victimization. A series of legislative acts have been passed over the years to improve victim support services. The Crime Victims Fund, resulting from the 1988 Victims of Crime Act, authorized federal funding to encourage states to establish victim compensation programs and to adopt comparable basic services

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[10] Federal Bureau of Investigation, Department of Justice. *Crime in the United States 2006.* Available online at: http://www.fbi.gov/ucr/cius2006/index.html.

[11] Federal Bureau of Investigation, Department of Justice. *Crime in the United States 2005.* Available online at: http://www.ojp.usdoj.gov/bjs.

[12] D. G. Kilpatrick, B. E. Saunders, L. J. Veronen, C. L. Best, and J. M. Von, "Criminal Victimization: Lifetime Prevalence, Reporting to Police, and Psychological Impact," *Crime and Delinquency, 33*(4) (1987): 479-489; L. McCann and L. A. Pearlman, *Psychological Trauma and the Adult Survivor: Theory, Therapy & Transformation* (New York: Brunner/Mazel, 1987); P. A. Resick, "The Psychological Impact of Rape," *Journal of Interpersonal Violence, 8*(2) (1993): 223-255; P. A. Resick, *Reactions of Female and Male Victims of Rape or Robbery,* final report of NIMH grant no. MH 37296, May 1986; S. Rose and J. Bisson, "Brief Early Psychological Interventions Following Trauma: A Systematic Review of the Literature," *Journal of Traumatic Stress, 11*(4) (1998): 697-710; F. H. Norris and K. Kaniasty, "Psychological Distress Following Criminal Victimization in the General Population: Cross-sectional, Longitudinal, and Prospective Analyses," *Journal of Consulting and Clinical Psychology, 62*(1) (1994): 111-123; T. L. Weaver and G. A. Clum, "Psychological Distress Associated with Interpersonal Violence: A Meta-Analysis," *Clinical Psychology Review, 15*(2) (1995): 115-140..

[13] E.g., Kilpatrick, "Criminal Victimization"; M. Young, "The Crime Victims' Movement," in F. Ochberg (Ed.), *Post-traumatic Therapy and Victims of Violence* (New York: Brunner-Mazel, 1998).

[14] L. A. Zoellner, M. L. Goodwin, and E. B. Foa, "PTSD Severity and Health Perceptions in Female Victims of Sexual Assault," *Journal of Traumatic Stress, 13*(4) (2000): 635-649; Anne Jennings, *The Damaging Consequences of Violence and Trauma* (U.S Department of Health and Human Services, Substance Abuse and Mental Health Services Administration, 2003).

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such as victim outreach services, victim notification services, crisis counseling, and a variety of referral services to meet longer-term victim needs.[15]

Because faith-based and community organizations (FBCOs) exhibit several strengths in providing social services, they have a long history of helping victims of crime. In terms of presence alone, FBCOs stand in direct contact with those having greatest needs. Their proximity to and status within their communities provide them with relevant information about the challenges that families and individuals face; moreover, as trusted and respected members of their communities they are viewed as being particularly approachable by victims who seek comfort, guidance, and assistance in what are often sensitive matters during the most difficult times.[16] Additionally, FBCOs typically have expansive networks of dedicated volunteers from which to draw and on which to rely in providing social services. In fact, the growing field of research into social capital, which examines the interpersonal relationships within communities, suggests that networks supported by FBCOs transmit a range of community benefits in the form of positive social capital.[17] Lastly, preliminary data indicate that faith-based organizations have been effective in a variety of service areas and that much of their particular success is related to the sense of empowerment that is unique to faith-based activity.[18]

Recently, the federal government has focused its attention on the unique position of FBCOs to address local needs. In 2001 President George W. Bush launched a national initiative to expand opportunities for FBCOs to compete for federal funds through the establishment of the White House Office of Faith-Based and Community Initiatives and through the establishment of FBCO Centers in five of the major executive departments, including the U.S. Department of Justice (DOJ). Each center has individually developed numerous FBCO programs.

History of the HOPE II Grant Program

Within DOJ, the Office for Victims of Crime (OVC) allocated funds to the Helping Outreach Programs to Expand (HOPE) program in 2002, providing grants to grassroots faith-based and community victim service organizations to help them improve their outreach and services to crime

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15 Ann Wolfe and Celinda Franco, *Victims of Crime Compensation and Assistance: Background and Funding* (Washington, DC: Congressional Research Service (CRS) Report for Congress, 2005).

16 Amy L. Sherman and Marc Stanakis, *Building Fruitful Collaboration Between Florida's Faith Communities and One Stop Career Centers* (Hudson Institute, Faith in Communities, 2002).

17 Carmen Sirianni and Lewis Friedland, *Social Capital and Civic Innovation,* paper presented at the social capital session of the American Sociological Association Annual Meeting, August 20, 1995, Washington, DC, http://www.cpn.org/; and Mark Russell Warren, *Social Capital and Community Empowerment: Religion and Political Organization in the Texas Industrial Areas Foundation,* Ph.D. dissertation, Harvard University, 1995.

18 Lewis Solomon and Matthew Vlissides, Jr., *In God We Trust?: Assessing the Potential of Faith-Based Social Services* (Progressive Policy Institute Policy Report, February 2001); Pew Charitable Trusts, *Religion and Social Policy Strategy Paper* (The Religion Program at Pew Charitable Trusts, March 2001); and Michael Wrigley and Mark La Gory, *The Role of Religion and Spirituality in Rehabilitation: A Sociological Perspective,* Journal of Religion in Disability and Rehabilitation, *27* (1994): 40.

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victims. Three years later, OVC launched the HOPE II grant program, which was similar to the HOPE program but directed funding specifically to FBCOs[19] that offer services to victims in urban, high-crime areas with priority given to: 1) applicants that had never before received funding from the DOJ Office of Justice Programs and 2) those having the capacity to respond to unserved or underserved populations, also referred to as special populations, as determined by the type of crime committed—DUI/DWI crash, assault, homicide, adults molested as children, elder abuse, robbery—or by the victim's age, gender, ethnicity, level of English proficiency, disability status, or sexual orientation.[20] The specific purposes of the HOPE II grants were to:

- Increase the number of crime victims served in the target community;
- Increase training opportunities for service providers; and
- Increase the ability of agencies to collaborate and form networks with other providers.

As discussed above, FBCOs are often in a unique position to address needs in their communities. Along with these strengths, however, many FBCOs have needs that can affect their ability to thrive and survive. Although they may be in a better position to provide specific social services, they often lack the organizational capacity to do so effectively and have sustained impact. For example, small and growing FBCOs often lack basic leadership competencies such as strategic planning, management, and staff/volunteer mobilization. Some groups severely lack business capacities such as effective operations management, administrative capability, or accounting systems. They may also be deficient in the capacity to monitor and evaluate their work, both for the purposes of program development and for reporting to possible funders and policymakers. Lastly, emerging or modest-scale FBCOs may not be well-positioned to develop the institutional partnerships that can prove vital to the success of a small organization, allowing it to focus on its core competency of delivering social service.[21]

Capacity building programs, such as HOPE II, address many of these areas, as their overarching aim is to equip participating organizations with the capability to acquire a sustainable stream of resources—including money, knowledge, and talent—and to develop clear goals and plans, which, when combined with resources, will enable them to deliver effective, sustained services.[22] The HOPE II program in particular called for the provision of both sub-granted funds and technical assistance to help small FBCOs make improvements in three specific areas of organizational capacity:

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19 The designation of faith-based and community-based organizations as such was self-identified by the organizations.

20 Research findings and publications pertinent to underserved victims of crime are available on the Office of Victims of Crime (OVC) website: http://www.ojp.usdoj.gov/ovc/publications/infores/uc.htm.

21 C. W. Letts, W. P. Ryan, and A. Grossman, *High-Performance Nonprofit Organizations* (New York: John Wiley & Sons, Inc., 1999).

22 This formulation of nonprofit capacity is consistent with, for example: P. Brinkerhoff, *Mission-Based* Management (Dillon, CO: Alpine Guild, Inc., 1994); P. Drucker, *Managing the Nonprofit Organization: Practices and Principles* (New York: HarperBusiness, 1992); M. Hudson, *Managing Without Profit: The Art of Managing Third Sector Organizations* (London: Penguin Books, 1999); and C. W. Letts, W. P. Ryan, and A. Grossman, *High-Performance Nonprofit Organizations* (New York: John Wiley & Sons, Inc., 1999).

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- Volunteer development and management;
- Community partnerships; and
- Services to victims of crime.

To advance the objectives of HOPE II, OVC opted for the use of an intermediary-based service delivery model that has become increasingly popular in supporting the work of FBCOs. According to a Request for Proposals (RFP) released by OVC in March 2005, the intermediary's responsibilities were to be twofold. First, it was to manage and oversee a sub-award program of approximately $50,000 per FBCO, including monitoring and reporting on the progress and outcomes of sub-grantees' project activities. Second, the intermediary was to provide sub-grantees with ongoing technical assistance that would in turn strengthen their organizational and service delivery capacity.

To ensure that the intermediary had the skills and experience needed to fulfill the above-mentioned responsibilities, OVC required that the intermediary organization have both expertise in serving crime victims and a history of working with FBCOs. In August 2005, the Maryland Crime Victims' Resource Center (MCVRC)[23] was selected through a competitive process to serve in this intermediary capacity.

Selection of Sub-grantees

The selection of HOPE II sub-grantees was initially conducted by MCVRC and recommendations for sub-grant award were made to OVC. After receiving recommendations from MCVRC, OVC conducted a second selection process and determined the final applicant pool. The details of MCVRC's and OVC's selection processes are outlined below.

Selection of sub-grantees by MCVRC. In December 2005, MCVRC, with the approval of OVC, began disseminating information about the HOPE II RFP. MCVRC staff were concerned that it would be difficult to get enough qualified applicants to fill the 48 sub-grantee slots. Therefore, MCVRC made a strong and organized effort to widely advertise its RFP. Press releases were sent to over 80 sources, the RFP was highlighted on MCVRC's website, and almost 2,000 people received email or postcards briefly describing the HOPE II grant application and how to access additional information. A total of 181 applications were received by the cutoff date, January 31, 2006. MCVRC considered this a strong and successful response.

Twelve peer reviewers were selected to review the applications. Peer reviewers were selected because of their expertise in the crime victim field, expertise working with faith-based organizations, and/or expertise with nonprofit capacity development. Reviewers were asked to score the applications on the following five topics: 1) problems to be addressed; 2) project strategy/design; 3) program management and organizational capacity; 4) sustainability; and 5) budget. They were told the total amount of points available for each topic. Peer reviewers were specifically asked to pay close

[23] After their daughter, Stephanie, was murdered in 1982, Roberta and Vince Roper founded an agency bearing their daughter's name, the Stephanie Roper Committee and Foundation. This foundation later became the MCVRC.

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attention to the allowable and unallowable costs detailed in the RFP and in the frequently asked questions (FAQs).

All applications were scored by the reviewers, and the scores were averaged and compared across applications. The top-scoring applications were further reviewed by MCVRC staff, and a final group of 48 applicants were recommended to OVC based on a desire to select an overall pool of diverse sites and on the following considerations regarding individual applicants:

- Overall score;
- Applicant's current capacity and need for capacity development;
- Geographic location/high-crime urban area;
- Type of agency (faith-based or community-based);
- Type of services proposed; and
- Feasibility of the overall project and need for the project.

In early March 2006, MCVRC submitted a memo to OVC recommending 48 sites to receive the HOPE II sub-grant. (See Appendix A for the Sub-grantee Application Review Form used by MCVRC.)

Selection of sub-grantees by OVC. After reviewing the selections submitted by MCVRC, OVC determined that only 12 met the program requirements and decided to conduct its own review and selection process. In June 2006, Abt Associates and NIJ staff met with the Program Specialist for the HOPE II grant at OVC to document the sub-grantee selection process. According to the Program Specialist, the organizations recommended by MCVRC, while reasonable selections based on the quality of their proposals, were not appropriate for funding mainly due to the fact that many of the selections had received prior Victims of Crime Act (VOCA) funding.

Therefore, OVC staff took several steps to develop and apply their own selection process. First, OVC accessed records on the distribution of state VOCA grants for the past three years and eliminated applicant organizations from the eligibility pool that had received a prior VOCA grant. The HOPE II RFP stated that organizations with no prior OJP funding would receive priority consideration. However, OVC reasoned that receipt of a VOCA grant indicated a more developed organization, having achieved some past sustainable funding. In fact, the Program Specialist said that a preferred outcome of the HOPE II was for organizations to be in the position to receive a VOCA grant rather than already have received one prior to the HOPE II.

Second, because the RFP stated that OVC wanted to fund organizations that served high-crime urban areas, any organization that described serving non-urban areas in addition to an urban area was eliminated from consideration. Finally, only organizations that reported serving "underserved populations" as defined in the RFP were determined to be eligible for a HOPE II grant. Once these steps were taken, only 29 of the 181 organizations were identified as eligible for a HOPE II grant. Since the original grant program was designed to serve 48 sub-grantees, all of the 29 organizations found to be eligible by OVC were awarded a HOPE II sub-grant in May 2006, and the number of HOPE II sub-grants to be awarded was reduced from 48 to 29 awards. Two organizations

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subsequently did not participate in the grant program and, thus, there were 27 active sub-grantees throughout the HOPE II grant period.[24]

Report Outline

The remainder of this report proceeds as outlined below.

Chapter 2: Evaluation Methodology. This chapter provides a summary of the overarching research objectives and a logic model for the process and outcomes studies together. In-depth detail regarding the methodology and limitations of the outcomes study is presented.

Chapter 3: Profile of Organizations at Baseline. In this chapter, we present an overview of the organizations that participated in the HOPE II program (sub-grantees) and those assigned to the comparison group. This chapter also offers statistics on the organizations that participated in the outcomes evaluation by level.

Chapter 4: Changes in Organizational Capacity. Capacity building is a developmental process in which organizations start and end at different points. This chapter examines three capacity areas that were the focus of the HOPE II grant—volunteer development and management, community partnerships, and sustainable funding—for evidence of movement along a three-level capacity continuum when contrasted against the comparison group, which did not participate in the HOPE II program. In addition to the three major areas of capacity that the HOPE II was designed to address, some other areas of capacity were also measured for improvements, including organizational development, organizational priority setting, and service delivery. Finally, a comparison between the results for faith-based and community-based organizations is presented at the end of Chapter 4.

Chapter 5: Assessment of Sub-grantee and Customer Satisfaction. This chapter describes responses to survey questions on the technical assistance received from MCVRC and the site mentors by HOPE II sub-grantees. In addition, the results of a victim satisfaction survey on the services and supports received from HOPE II sub-grantees are presented.

Chapter 6: Conclusions and Recommendations. Drawing on the results of both the process and outcomes evaluations, Chapter 6 offers conclusions on how well the HOPE II grant program achieved its main goals and also offers recommendations for future iterations of HOPE grants.

[24] Subsequent to the award announcement, one of the awardees was found to be ineligible for funding, and during the sub-grant period, one of the sub-grantees was found to be in complete noncompliance and its participation was terminated.

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Chapter 2: Evaluation Methodology

Consistent with its commitment to performance measurement, DOJ integrated an evaluation component into the HOPE II program initiative to be sponsored by its research branch, the National Institute of Justice (NIJ), conducted by policy research firm Abt Associates Inc., and participated in by the intermediary and sub-grantees as a stipulation of their grant award. NIJ, in turn, specified a two-phase evaluation strategy that required both a process study and an outcomes study to ensure that a comprehensive array of feedback is generated on the following research objectives:

Process Evaluation:

- Assess the process for distributing sub-grants and the extent to which they were instrumental in increasing the organizational and service delivery capacity of FBCOs.
- Determine the type and quality of technical assistance (TA) provided to FBCOs by the intermediary, MCVRC.
- Identify MCVRC's most effective strategies for promoting enhanced organizational and service delivery capacity among FBCOs.

Outcomes Evaluation:

- Assess the results of TA provided to FBCOs by MCVRC and the extent to which it enhanced their organizational and service delivery capacity.
- Identify specific areas in which FBCOs experienced greatest improvements in organizational and service delivery capacity and determine the factors that are most responsible.

In sum, the process evaluation was designed to gain a detailed understanding of the service delivery system as it was implemented by the sub-grantees with the support of MCVRC, while the outcomes evaluation was to determine the extent to which the financial and technical assistance received by sub-grantees has increased their capacity to effectively deliver services to victims of crime.

To depict the relationship between program inputs, activities and outcomes, a logic model was developed and is graphically presented below in Exhibit 1. The first box on the far left represents an assessment of the organizational capacity and needs of the sub-grantees prior to HOPE II as identified in the organizational profile (baseline survey) and grant application. The next box to the right depicts the implementation of the HOPE II program in terms of both funding and technical assistance to sub-grantee organizations. The final two boxes on the right represent both the short- and long-term outcomes of the HOPE II grant program. Intermediary support in the form of technical assistance is represented by the box at the bottom of the diagram and affects all components of the model that take place during the HOPE II grant period.

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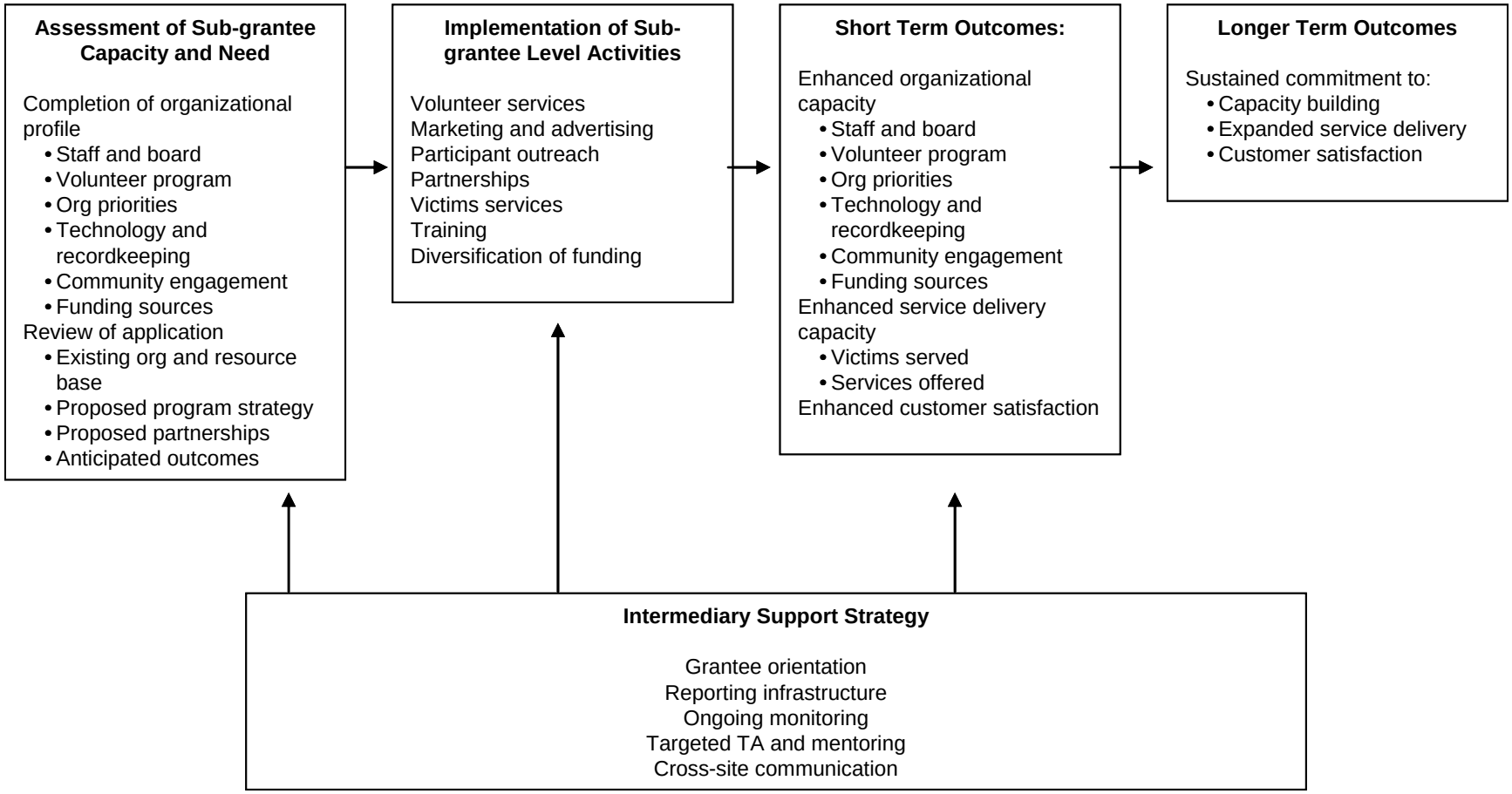
Exhibit 1

Logic Model of the HOPE II Grant Program



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Synthesizing the results of both the process and outcomes evaluations provides the basis for determining the extent to which the relationships summarized in the logic model have been successfully implemented and have resulted in sustained increases in organizational capacity. This report presents the results of the outcomes evaluation, while referencing and integrating the results of the previous process evaluation, where appropriate.

Outcomes Evaluation Methodology

The outcomes evaluation of HOPE II relied on a quasi-experimental research design to explore the short- and long-term outcomes in capacity building observed among HOPE II sub-grantees when compared to organizations that applied for a sub-grant, but did not receive one. In exploring the broad outcome of capacity, the study examined accomplishments in three areas of growth in organizational capacity: volunteer development and management; community partnerships;[25] and sustainable funding.

This approach relied on data from two self-administered paper surveys and a web survey administered to both sub-grantees and comparison organizations at three points in time:

- At application for a HOPE II grant (baseline—see Appendix D);
- Upon exit from the HOPE II sub-grant 10 months after baseline (first follow-up—see Appendix E); and
- 10-months after sub-grantees exited the HOPE II, or 20 months after baseline (second follow-up—see Appendix F).

Short-term changes in the three key areas of capacity were assessed at the first follow-up and long-term accomplishments were examined at the second follow-up with a focus on sustainability.

Comparison group selection. The selection criteria for forming a comparison group for the HOPE II evaluation were designed to be similar to OVC's sub-grantee selection process. Although attempts were made to reproduce OVC's sub-grantee selection procedures, it was not possible to manufacture an exact comparison group since no other applicants fulfilled all of the sub-grantee requirements for selection.

In accordance with the HOPE II grant, all of the sub-grantees had no previous OJP (including VOCA) funding and currently served urban areas, although the size of the cities they served varied somewhat from small cities to major urban areas. Following these same restrictions, the sampling frame of potential comparison organizations was limited to those that had received no previous OJP funding and served an urban area as part of their service area.[26] The organizations identified through this process were then divided by their faith status and by their current work with underserved populations, and a stratified random sample was selected. Similar to the sub-grantees, the resulting

[25] Partnerships were identified by the organizations based on their own definitions.

[26] It was not possible to restrict the sampling frame to include only organizations that exclusively served urban areas because this too severely limited the pool of candidates, resulting in too few organizations to form a comparison group.

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comparison group contained organizations that had no previous OJP funding; supported an urban area as part of their service area; contained a fairly equal mix of faith-based and community-based organizations; and tended to serve underserved populations.

Statistical testing. In addition to descriptive statistics, we conducted statistical testing on some variables to determine if the changes between the baseline and follow-up periods experienced by the sub-grantees and comparison organizations were significantly different. Due to the study's small sample sizes, we limited testing between the sub-grantees and comparison organizations to a small group of key survey items: the number of full- and part-time paid staff; the number of full- and part-time volunteer staff; the number of collaborations/partnerships; total revenue; and the number of clients served. These survey items were selected based on their emphasis within the HOPE II grant program and also based on their importance in measuring capacity, according to outside experts on nonprofit organizational capacity who were consulted for this project.[27]

Mean differences between the baseline and follow-up responses reported by the sub-grantees and comparison organizations were analyzed using an independent-samples t-test. First, change scores were calculated for each organization by subtracting its baseline responses from its follow-up responses on each of the key survey items. Next, the means of the differences were calculated on each variable for sub-grantees and comparison organizations and finally compared using the standard independent-samples t-test. The resulting significance and p-values are reported in this report and listed in Appendix B.

Formation of Organizational Levels

The analysis of sub-grantee and comparison survey data was framed by the sub-grantee categorization laid out in the process evaluation. The categories were identified by MCVRC after interacting with the 27 sub-grantees over the HOPE II grant period and were applied for the outcomes evaluation to the 56 members of the sub-grantee and comparison groups based on their responses to the baseline survey. This categorization places organizations along a three-level capacity continuum based on their characteristics and experience prior to receiving the HOPE II sub-grant (at baseline). As it was the goal to move sub-grantees to a higher level of capacity through their participation in HOPE II, this categorization provided a logical framework for researchers to assess the organizational capacity growth. Below, we offer definitions of the three categories of HOPE II sub-grantees.

Level 1 organizations are well-established. They have a clear mission and a plan by which to achieve it. They have a stable infrastructure that is not dependent on a single individual and, as such, can withstand staff turnover. These organizations have their own reporting and bookkeeping systems and have had some experience with and success in managing funds. Based on the findings from the process evaluation, these organizations benefited primarily from the financial sub-award, which allowed them the opportunity to expand their programming in some way. These organizations have strong partnerships in their communities that increase the potential for a lasting stream of clients and sustainable funding.

[27] Experts included: William Ryan, Research Fellow, Harvard Kennedy School of Government, Hauser Center for Nonprofit Organizations.

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Level 2 organizations are up-and-coming organizations that are supported by a mix of staff and volunteers but whose infrastructure is largely dependent on a strong executive director. These organizations also had some success with past funding prior to HOPE II but had not had a large amount of experience managing federal funds. The process evaluation found that these organizations planned to enhance their existing operations with their HOPE II sub-grants; however, they benefited most from the experience they gained in learning how to manage federal funds. These organizations also had some connections to networks in their communities prior to HOPE II.

Level 3 organizations are typically run by a single individual for whom victim services is a calling. The results of the process evaluation showed that these organizations are mainly volunteer operations, and their existence is almost completely dependent on the dedication of the executive director. Their mission is often vague, unfocused, or reacting to prevailing client needs or available funding. Prior to HOPE II, these organizations had little or no experience managing federal funds or meeting the corresponding reporting requirements associated with them.

These definitions are summarized in Exhibit 2.

Exhibit 2

Three-level Capacity Continuum as Described in the Process Evaluation and Based on Sub-Grantee Characteristics at Baseline (i.e., Award of the HOPE II Grant)

	Level 1	Level 2	Level 3
General Description	Well-established	Emerging	Supported by a single individual for whom victim services is a calling; tend to be less than 5 years old
Staff Composition	Majority of full-time staff are paid Infrastructure is stable and executive director is a full-time paid position	Mix of full-time paid staff and volunteers Infrastructure largely dependent on executive director who is either paid part-time or full-time	Mainly volunteer-run Infrastructure almost completely dependent on executive director, who is in most cases also unpaid
Resources	Have an adequate number of computers for their staff and software for keeping financial records	Tend to have fewer computers than would be adequate for their staff numbers and some organizations do not have financial software	Most organizations have two or fewer computers and no software for keeping financial records
Funding	Past experience in managing multiple funding streams, including federal grants	Some past success with funding but little experience managing federal grants	Little or no past experience managing grants or funds
Community Partnerships (as defined by the organizations)	Pre-existing community partnerships based on serving victims of crime	Some pre-existing community partnerships based on serving victims of crime	No partnerships based on serving victims of crime
Potential Benefits of HOPE II (based on process evaluation findings)	Program expansion through financial sub-award	Experience managing a federal grant	Experience managing funds; development of organization's basic structure and foundation

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Limitations of the Study

The readers of this report should be cognizant of several important issues related to this study.

Sub-grantee and comparison groups may be nonequivalent. The ultimate goal for the outcomes evaluation is to isolate the effects of the HOPE II grant program on organizational capacity and service delivery. However, because OVC selected all of the applicants that fulfilled its selection requirements, it was not possible to select a completely similar comparison group from the remaining pool of applicants. As explained in the section on comparison group selection, although efforts were made to reproduce OVC's sub-grantee selection procedures in forming the comparison group, it was not possible to replicate the exact criteria since no other applicants fulfilled all of the sub-grantee requirements for selection. Therefore, the sub-grantee and comparison group are likely to be nonequivalent.

Comparing nonequivalent groups leaves open the possibility for selection bias, meaning that differences in improvements in capacity may be due to the different processes used to select sub-grantees and comparison organizations rather than due to the intervention. It is possible that the application process selected sub-grantees (or selected comparison organizations) that were better equipped to expand, so these organizations were more likely to demonstrate growth than their nonequivalent counterparts even without the addition of HOPE II. Thus, due to the insertion of possible selection bias, it is not possible to state with certainty that differences observed between the sub-grantee and comparison groups is due to the HOPE II program.

The HOPE II outcomes evaluation design, including the use of a comparison group, was determined prior to the award of the HOPE II grant. OVC was reluctant to agree to a more rigorous evaluation design, such as random assignment, so NIJ and OVC agreed to the current quasi-experimental design. Although the outcomes evaluation design has inherent biases, the results are still useful for addressing the study's research questions. Specifically, the results allow us to track the growth trajectories of the HOPE II sub-grantees both during and after the HOPE II grant and to identify those areas which experienced the largest, sustained improvements. Also, the comparison group, although nonequivalent, offers a contrast against which to assess the sub-grantee outcomes.

Sample sizes were prohibitive. Due to the smaller than expected number of organizations awarded HOPE II sub-grants, the sample sizes for both of the study's sub-grantee and comparison groups were limited to fewer than 30 cases each (see Exhibit 3). In addition, as is a common occurrence in research studies, sample sizes continued to shrink with each additional data collection effort (between baseline and the first and second follow-up data collections).[28] Moreover, because our findings in the process evaluation showed substantial differences in results depending on organizational capacity level (levels, 1, 2, or 3), we determined that the best approach to analyzing the outcomes evaluation

[28] The response rate for sub-grantees was 100% at baseline and first follow-up and 82% at second follow-up. Although the response rate for the comparison group was 100% at baseline, it was only 52% at first follow-up and 42% at second follow-up. Due to the lower response rate among the comparison organizations, there is the possibility of response bias, whereby those organizations that responded to the surveys are different from those that did not respond. Thus, it is possible that our results do not offer a complete picture of capacity change within the entire comparison group.

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data was to conduct separate analyses within each of the levels, which further eroded sample sizes. Consequently, due to the compounded sample size limitations, statistical testing was not conducted for all measures or by organizational capacity level; rather it was limited to a small number of key measures analyzed for sub-grantees and comparison organizations. Further, analysis of means or percentage outcome measures was only conducted if at least three respondent answers were available for the question.[29]

Exhibit 3

Survey Sample Sizes at Baseline, End of HOPE II Grant (FU1), and Post HOPE II Grant (FU2) by Organizational Level

	All		Level 1		Level 2		Level 3	
Survey	Sub-grantees	Compari-son	Sub-grantees	Compari-son	Sub-grantees	Compari-son	Sub-grantees	Compari-son
Baseline	27	29	11	9	5	6	11	14
Follow-up 1 (FU1)	27	15	11	5	5	4	11	6
Follow-up 2 (FU2)	22	11	8	3	4	3	10	5

Results are self-reported. The main sources of data for the outcomes evaluation were three self-administered surveys (completed on paper for the first two surveys and on the Web for the third). The survey data were entirely self-reported by representatives from both the sub-grantees and comparison organizations. Therefore, the results presented in this report have not been independently verified, and are not entirely conclusive.

HOPE II Supplemental Grant Program. In September 2007, a new generation of HOPE II sub-grants were distributed to FBCOs with the purpose of increasing capacity and improving service delivery. Seven of the 27 original HOPE II sub-grantees and one comparison organization were awarded these new sub-grants. Their award can be viewed in two different ways: either 1) the new awards can be seen as similar to any other type of additional funding received by the sub-grantees and comparison organizations; or 2) since the awards are related to the HOPE II and have a similar goal of capacity building, the HOPE II Supplemental sub-grantees may bias the results of the outcomes evaluation by making it more difficult to isolate the effects of the original HOPE II grant program. While the second perspective may be correct, it is not within the scope of this evaluation to conclusively determine whether or to what extent bias was introduced by the HOPE II Supplemental grant program; thus, HOPE II Supplemental funding is reported as no different from other types of federal funding.

Measuring capacity building. In assessing the growth of organizations it is important to remember that capacity building is a slow process. It takes time for managers and staff at FBCOs to convert new knowledge into new organizational practices. In a similar vein, given the complex needs of many FBCOs, the level of support provided by funders and intermediary agencies may only result in modest gains, especially when this support is provided over a short timeframe such as the 10-month duration of the HOPE II grant. This report has made efforts to integrate some discussion of indicators

[29] The combination of eroded sample sizes across the surveys, skip patterns across particular questions, and non-response on some question items meant that the number of cases available for analysis was sometimes less than three.

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that capture organizations' short- as well as long-term accomplishments that may pave the way for a demonstrated increase in organizational capacity.

Additionally, capacity building gains can be difficult to aggregate over a diverse group of organizations because: 1) organizations vary at the outset in their size, sophistication, and composition; and 2) they vary somewhat in their goals for capacity building. For example, we learned from the process evaluation that some HOPE II sub-grantees sought technical assistance that would increase their ability to serve more clients. In contrast, other sub-grantees made it their goal to operate more effectively and efficiently at their current scale. For some sub-grantees, direct service to victims of crime was a new capacity while for others it was an existing capacity. As a result, in our analysis we have made efforts to detect movement from a number of starting points towards a variety of capacity building goals, needs, and priorities.

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Chapter 3: Profile of Organizations at Baseline

As described earlier in Chapter 1, 27 community and faith-based organizations were awarded HOPE II sub-grants by the Office for Victims of Crime. To better understand the organizations that received sub-awards, we offer a detailed overview of the sub-grantees and comparison organizations as a whole and by organizational level at baseline, prior to the HOPE II sub-grants. Exhibit 4 provides an overview of all of the primary organizational characteristics of the HOPE II sub-grantees and the comparison group organizations.

Exhibit 4

Profile of Sub-grantee and Comparison Organizations at Baseline

Survey Questions	Sub-grantees (N=27)	Comparison (N=29)
Percentage that are faith-based	56%	41%
Age of organizations:		
0-5 years	37%	44%
6-15 years	30%	15%
16-26 years	15%	15%
>26 years	19%	26%
Geographic area served:		
Urban	89%	100%
Large town	11%	24%
Rural	15%	14%
Suburban	7%	17%
Percentage with Board of Directors	85%	80%
Percentage with written mission statement	100%	96%
Percentage with written strategic plan	78%	68%
Focus is primarily on providing services to:		
Crime victims	30%	38%
Variety of clients, including crime victims	70%	62%
Mean number of clients served in last month	231	423
Mean number of volunteer hours per month	245	217
Mean total revenue	$333,585	$665,304
Mean total expenditures	$319,361	$497,169
Percentage ever received a federal grant	59%	43%

The organizations in both groups were similar in terms of demographics. Approximately half of the sub-grantees (56%) identified themselves as faith-based compared with 41% of the comparison group. Nearly all of the sub-grantees served urban areas (89%) in addition to some rural and suburban areas, while the entire comparison group (100%) served urban areas.[30] The sub-grantees and comparison organizations differed somewhat in their organizational age breakdown, with the exception of the 16–25 year range which comprised 15% of both groups. More than a third of the sub-grantees (37%) and almost half of the comparison organizations (44%) were 5 years old or less. The sub-grantees included more organizations in the 6–15 year range with almost one third of this group (30%) belonging to this age category compared with only 15% of the comparison group. In addition, 19% of the sub-grantees were older than 26 years old compared to about one quarter (26%) of the comparison organizations.

Although organizations in both groups provided similar services and served similar types of clients, they differed in the volume of their clientele. Forensic examinations were offered by every organization in the study, and a majority of the organizations in both groups also offered information or referral services (offered by 85% of the sub-grantees and 76% of the comparison organizations). Other commonly offered services include criminal justice support or advocacy (offered by 44% of sub-grantees and 45% of the comparison organizations) and case management services, which was

[30] According to OVC, all of the organizations selected to receive a HOPE II sub-award exclusively served urban areas.

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offered by approximately a third (37%) of sub-grantees and about half (52%) of the comparison organizations.

About a third of the organizations in both groups focused exclusively on serving crime victims, while a slightly higher percentage of sub-grantee organizations focused on providing services to a variety of clients (70% of the sub-grantees compared to 62% of the comparison group). Victims of domestic violence were the most commonly targeted clients among the organizations in this study, served by a majority of both the sub-grantees (63%) and the comparison organizations (66%). Victims of assault were also served by many of the sub-grantees (48%) and comparison organizations (41%). Non-English speakers along with immigrant and refugee populations were the most commonly served special populations in the study, although they were served by about a third of the sub-grantees (33% served non-English speakers and 37% served immigrant and refugees) and only a few of the comparison organizations (14% served either non-English speakers or immigrants and refugees). Populations with disabilities were the most commonly served among the comparison organizations (21%), even though they were served by a smaller percentage of the sub-grantees (11%). Organizations in the comparison group reported serving almost twice as many clients (423) than sub-grantee organizations served (231) in the past month.

Sub-grantee organizations were found to be slightly more advanced at baseline on most items that measured organizational development: percentage with Board of Directors, percentage with written mission statement, percentage with written strategic plan. Specifically, 85% of the sub-grantees had a Board of Directors compared to 79% of the comparison group; all sub-grantee organizations (100%) had a written mission statement compared to 96% of the comparison group; and the percentage of sub-grantee organizations with a written strategic plan (78%) was 10% larger than the percentage of comparison organizations that reported having one. The sub-grantees also reported more volunteer hours per month (245) than the comparison group organizations (217). However, both groups were very similar in the percentage of organizations where the executive director had accessed learning resources in management prior to HOPE II. The types of learning that most executive directors engaged in were attending training, workshops or conferences (85% of sub-grantees and 93% of comparison organizations), participating in regular network or coalition meetings (89% of sub-grantees and 89% of comparison organizations), and subscribing to a newsletter or listserv devoted to promising practices (74% of sub-grantees and 75% of comparison organizations).

The sharpest contrast between the two groups was on organizational finances. The sub-grantees reported an average of $333,585 in revenue at baseline, which is about half the mean revenue reported by comparison organizations ($633,623). Sub-grantees also reported smaller average expenditures ($319,361) than the comparison group ($497,169), and more than half of the sub-grantees (59%) had previously received federal grants, while a smaller percentage of the comparison group (43%) had done so.

Profile of Organizations by Organizational Level

As explained in Chapter 2, for the purposes of analysis, both the sub-grantee and comparison organizations were organized into a three-level capacity continuum based on their characteristics and experience at baseline. Since the goal of HOPE II was to move sub-grantees to a higher level of capacity and many organizations started at different levels of capacity at baseline, this categorization

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provides a useful framework for measuring actual changes in capacity and also for identifying which types of organizations benefited most from their participation in HOPE II.

Level 1 organizations. The organizations assigned to the level 1 group demonstrated the highest levels of capacity at baseline. With respect to demographics, there were few differences between the sub-grantees and comparison organizations within level 1. However, organizations in this group differed from the others regarding affiliation and age. Fewer organizations among the level 1 group were faith-based, with only 18% of sub-grantees and 11% of comparison organizations sharing this affiliation. In sharp contrast to levels 2 and 3, no organizations in level 1 had existed for less than 6 years. However, in the geographic areas that they served, the level 1 sub-grantees and comparison group differed. Although an overwhelming majority of both the sub-grantees (90%) and the comparison group (100%) serve urban areas, other geographic areas such as large towns, rural, and suburban areas are each served by only a few of the sub-grantees (9%), while large towns are served by a third of the comparison organizations (33%) and rural and suburban areas are each served by almost a quarter of the comparison group (22%).

Exhibit 5

Profile of Level 1 Sub-grantees and Comparison Organizations at Baseline

Survey Questions	Sub-grantees (N=11)	Comparison (N=9)
Age of organizations:		
0-5 years	0%	0%
6-15 years	36%	22%
16-26 years	36%	44%
>26 years	27%	33%
Geographic area served:		
Urban	91%	100%
Large town	9%	33%
Rural	9%	22%
Suburban	9%	22%
Percentage with Board of Directors	100%	100%
Percentage with written mission statement	100%	100%
Percentage with written strategic plan	73%	89%
Focus is primarily on providing services to:		
Crime victims	20%	25%
Variety of clients, including crime victims	80%	75%
Mean number of clients served in last month	440.1	992.9
Mean number of volunteer hours per month	427.2	344.1
Mean total revenue	$611,942	$1,356,915
Mean total expenditures	$599,954	$1,298,502
Percentage ever received a federal grant	100%	67%

Regarding service focus, fewer level 1 organizations (22%) focused exclusively on crime victims compared to levels 2 and 3 organizations. Level 1 organizations also served more clients in the past month than those belonging to the other two levels. Sub-grantees in this category served about 440 clients on average, which is less than half of those served by organizations in the level 1 comparison group (993). Level 1 organizations, as a whole, were more sophisticated at baseline in terms of organizational development than the other levels, which is consistent with the method of assignment used to form the levels. For instance, all of the level 1 organizations (100%) reported having a Board of Directors, as well as a written mission statement at baseline. While most level 1 organizations also had a written strategic plan, fewer sub-grantees (73% of the sub-grantees compared to 89% of the comparison organizations) had one at baseline. Level 1 organizations also reported substantially higher average volunteer hours than organizations in either of the other two levels, and more level 1 sub-grantees reported volunteer hours (427) than the comparison group (344). Every executive director of the level 1 organizations (100%) had attended at least one training session, workshop or conference on management. Similarly, almost all of the level 1 executive directors subscribed to a newsletter or listserv devoted to promising practices (95%) or participated in regular network or coalition meetings (95%).

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Level 1 organizations reported higher average levels of funding than those in levels 2 and 3, although the mean revenue of level 1 organizations was much lower among the sub-grantees ($611,942) than among the comparison group ($1,356,915). A similar pattern held for expenditures. In general, level 1 organizations reported more spending, but sub-grantees at this level reported less than half the expenditures ($599,953) reported by the comparison organizations ($1,298,502). Finally, level 1 organizations had the highest percentage of organizations that had received a federal grant (85%), with the majority of both groups (100% of the sub-grantees and 67% of the comparison group) having done so.

Level 2 organizations. The organizations assigned to level 2 can generally be characterized by their intermediate level of capacity at baseline when compared with the more sophisticated level 1 organizations or the less experienced level 3 organizations. In terms of demographics, there were only slight differences between the level 2 sub-grantees and comparison organizations; however, the level 2 organizations were distinct on these characteristics as a whole. About half of the level 2 organizations (60% of the sub-grantees and 50% of the comparison group) were faith-based compared to about 15% of the level 1 organizations and almost three-quarters (72%) of the level 3 organizations. Over a third of the level 2 organizations (36%) were under 6 years of age in contrast to none of the level 1 group and most of the level 3 group (78%). Level 2 was more similar to level 1 and even surpassed this group regarding the percentage of organizations that are over 26 years old (30% of level 1 organizations and 36% of level 2 organizations were over 26 years old at baseline). Level 2 also had some organizations in the 6–15 year range (60% of the sub-grantees and none of the comparison group) and, unlike level 1, no organizations in the 16–26 year range. Level 2 organizations were also unique because unlike level 1 or level 3 organizations, all of these organizations (100%) exclusively serve urban areas.

Exhibit 6

Profile of Level 2 Sub-grantees and Comparison Organizations at Baseline

Survey Questions	Sub-grantees (N=11)	Comparison (N=9)
Age of organizations:		
0-5 years	20%	50%
6-15 years	60%	0%
16-26 years	0%	0%
>26 years	20%	50%
Geographic area served:		
Urban	100%	100%
Large town	0%	0%
Rural	0%	0%
Suburban	0%	0%
Percentage with Board of Directors	100%	67%
Percentage with written mission statement	100%	100%
Percentage with written strategic plan	80%	100%
Focus is primarily on providing services to:		
Crime victims	20%	60%
Variety of clients, including crime victims	80%	40%
Mean number of clients served in last month	85.4	92.8
Mean number of volunteer hours per month	138.0	96.2
Mean total revenue	$315,847	$172,180
Mean total expenditures	$288,584	$167,557
Percentage ever received a federal grant	20%	100%

As a whole, more level 2 organizations exclusively focused their services on crime victims (40%); however, only 20% of the level 2 sub-grantees focused exclusively on crime victims compared to 60% of the comparison group. In contrast to level 1, organizations in this level served far fewer clients in the past month (level 2 sub-grantees reported serving 138 clients while the comparison group reported serving about 96 clients).

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Although the level 2 organizations tended to fall between level 1 and level 3 organizations in terms of organizational development, more organizations in this level than in any other had a written strategic plan (90% of level 2 organizations compared with 80% of level 1 organizations). Level 2 organizations resembled those in level 1 in that all of them had a written mission statement at baseline On the other hand, level 2 organizations more closely resembled those in level 3 in terms of the average number of volunteer hours reported: 138 volunteer hours were reported among the sub-grantees and 96 hours were reported by those in the comparison group. Every executive director of the level 2 organizations participated in regular network or coalition meetings. Similarly, almost all of the level 2 executive directors attended a training, workshop or conference on management (91%). A majority also subscribed to a newsletter or listserv devoted to promising practices (73%).

Level 2 organizations tended to report lower funding levels than level 1 organizations and higher funding levels than level 3 organizations. On average, sub-grantees received $315,847 in revenue, while the comparison group received slightly more than half of this amount ($172,180).[31] The expenditures of level 2 organizations are also consistent with their revenue levels. Sub-grantees averaged $288,584 in expenditures and comparison group organizations averaged $167,557. While most level 2 organizations reported having received a federal grant (64%), the sub-grantees and comparison group differed on this characteristic. At baseline, only 20% of sub-grantees had received a federal grant while all of the comparison group (100%) had done so.

Level 3 organizations. The organizations assigned to the level 3 primarily exhibit a rudimentary level of organizational capacity. In terms of demographics, level 3 organizations differed from the other two levels on affiliation and age, but resembled level 1 organizations in the geographic areas they served. Level 3 was largely comprised of faith-based organizations (72%) as well as the largest percentage of organizations less than 6 years old (78%). Similar to level 1 organizations, most level 3 organizations served urban areas (82% of the sub-grantees and 100% of the comparison group); however, large towns, rural, and suburban areas were also served by level 3 organizations. Approximately 18% of the sub-grantees and about 29% of the comparison group served large towns. Rural areas were served by 27% of sub-grantees and 14% of the comparison group, and suburban areas were served by 9% of sub-grantees and one-fifth (21%) of the comparison group.

Level 3 has the highest percentage of organizations that focus primarily on serving crime victims (44%). This number varied by group with 38% of sub-grantees and half of the comparison organizations (50%) focusing on crime victims. In terms of the number of clients served, level 3 sub-grantees reported having served an average of 73 clients in the past month, while comparison organizations reported serving 108 clients.

[31] To calculate a mean revenue that accurately reflected the typical level 2 organization, a single outlier was removed from the calculation. This single outlier was a sub-grantee that reported revenue of $38.34 million at baseline.

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Level 3 organizations clearly differ from level 1 and 2 organizations in terms of organizational development, yet most organizations in level 3 did report having a Board of Directors (68%), having a written mission statement (96%), and having a strategic plan (60%). The largest difference between the level 3 sub-grantees and comparison group is that about 82% of the level 3 sub-grantees had a written strategic plan while only 43% of the comparison group had one. Regarding the number of volunteer hours reported in the last month, level 3 sub-grantees reported an average of 99 volunteer hours per month while the comparison organizations reported 171 hours. Among executive directors of level 3 organizations, the most commonly accessed learning resources were attending a training, workshop or conference on management (79%) and participating in regular network or coalition meetings (79%). Although more than half of level 3 executive directors subscribed to a newsletter or listserv (58%), an even larger percentage (67%) indicated that they access other types of learning resources that were not mentioned in the survey.

Exhibit 7

Profile of Level 3 Sub-grantees and Comparison Organizations at Baseline

Survey Questions	Sub-grantees (N=11)	Comparison (N=9)
Age of organizations:		
0-5 years	82%	75%
6-15 years	9%	17%
16-26 years	0%	0%
>26 years	9%	8%
Geographic area served:		
Urban	82%	100%
Large town	18%	29%
Rural	27%	14%
Suburban	9%	21%
Percentage with Board of Directors	64%	71%
Percentage with written mission statement	100%	93%
Percentage with written strategic plan	82%	43%
Focus is primarily on providing services to:		
Crime victims	38%	50%
Variety of clients, including crime victims	50%	63%
Mean number of clients served in last month	73.0	108.3
Mean number of volunteer hours per month	98.9	171.2
Mean total revenue	$34,487	$38,824
Mean total expenditures	$26,097	$21,320
Percentage ever received a federal grant	36%	0%

Level 3 organizations reported the lowest amount of average funding among the three levels, and the level 3 sub-grantees and comparison organizations were very similar. Level 3 sub-grantee organizations reported $34,487 in average revenue, which was similar to the comparison organizations' average revenue of $38,824. The mean expenditures reported for the sub-grantees ($26,097) and the comparison organizations ($21,320) were also very similar. Level 3 included few organizations that had ever received a federal grant. Slightly more than a third of the sub-grantees (36%) and none of the comparison group organizations in level 3 reported having done so.

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Chapter 4: Changes in Organizational Capacity

In the outcomes evaluation of the HOPE II grant program, measurements in capacity were examined at two time periods: at the end of HOPE II (first follow-up) and 10 months following the end of HOPE II (second follow-up) to assess both short- and long-term improvements in capacity. In this chapter, we present our analysis at both time periods for the three major capacity areas: volunteer development and management; community partnerships;[32] and sustainable funding. Subsequently, each section will describe the short- and long-term changes organizations made in each capacity area both at the end and 10 months following the end of the HOPE II grant and any variation observed between the sub-grantees and comparison group organizations. The final two sections of this chapter provide a discussion of the other areas of organizational capacity possibly affected by the HOPE II program, beyond those previously mentioned, and a contrast in key evaluation results between faith-based and community-based organizations. Detailed tables of results are available in Appendix C.

Below we present OVC's rationale for investing in and the expectations for improvements in the three major capacity areas (volunteer development and management, community partnerships, and sustainable funding) as specified in the HOPE II project RFP:

- One of the most straightforward strategies for an organization to increase services to clients is by increasing the scale of the organization's volunteer force. To this end, not only was the HOPE II intermediary to support sub-grantees in enhancing their volunteer programs, but the largest allowable use of HOPE II funds was for the salary of a volunteer coordinator to implement and oversee the proper recruitment, management, and development of volunteers.
- In addition to volunteers to increase services to victims, new community partnerships with FBCOs, government agencies, advocates, and other social service providers are necessary for victims to receive a comprehensive array of services to meet all of their needs. As such, it was OVC's expectation that the HOPE II grant program would facilitate efforts by sub-grantees to develop relationships with other victim assistance organizations in their communities to identify critical gaps in service, build on existing resources, and develop collaborative, innovative solutions to respond to victims. OVC noted that it was particularly interested in creating new avenues of partnership between small faith-based and community organizations and law enforcement officers, prosecutors, and groups advocating on behalf of victims of crime.
- Sustainable funding is crucial if victim service organizations are to have a lasting impact on victims' support services and crime reduction efforts in their communities. Therefore, OVC also put forth an explicit mandate that the HOPE II intermediary help sub-grantees plan for the sustainability of their project efforts after the HOPE II grant period expired. Specific sustainability strategies were not specified; however, OVC did indicate that the intermediary was to include the strengthening of sub-grantees' organizational capacity. Also, the RFP soliciting sub-grantees advised applicants that the funds provided were to

[32] Partnerships were identified by organizations based upon their own definitions.

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be used as seed money and explicitly requested applicants to outline their plans to leverage new sources of funding.

Volunteer Development and Management

As explained above, a main focus of the HOPE II grant was to improve and expand volunteer programs. OVC understood that small organizations rely heavily on volunteers and that an effective means to grow the capacity of these organizations is a strong and organized volunteer program. The HOPE II grant covered the cost of a salary for a volunteer coordinator for all sub-grantees in the study, and a portion of the MCVRC training conducted at the beginning of the grant period focused on volunteer management. In the outcomes evaluation, we examined three aspects of the sub-grantees' volunteer programs:

- The existence of a full-time volunteer coordinator;
- Changes in the number of volunteers at each organization; and
- Changes in the use of volunteers for filling organizational needs.

A key component of the HOPE II grant's strategy for expanding and improving organizations' volunteer programs was the existence of a full-time volunteer coordinator to recruit, train, and manage volunteers. Sub-grantees at all three levels made some progress in developing their volunteer programs, especially establishing a full-time volunteer coordinator staff position.
In addition to the existence of a volunteer coordinator, we also examined changes in the number of full-time and part-time volunteer staff reported by sub-grantees and comparison organizations. Small organizations tend to rely more on full-time volunteer staff to fill long-term needs in part because they lack the funding to pay key staff. However, as organizations continue to grow, they also tend to develop stable funding streams that can be used to financially support full-time positions, resulting in a decrease in the number of full-time volunteers as they become full-time paid staff. In addition, as organizations continue to grow, we expect to observe increases in the number of part-time volunteers filling short-term needs. Thus, we expect to observe a decrease in the numbers of full-time volunteers while also observing increases in the number of part-time volunteers among the sub-grantee organizations.

Changes in the mean number of full- and part-time volunteers for the entire sample (i.e., without dividing organizations into levels) were analyzed using an independent-samples t-test. Results showed no significant differences between the sub-grantees and comparison organizations in the mean difference in full-time volunteers between baseline and first and second follow-ups. Changes in part-time staff both at first and second follow-up also were not statistically significant.

Although no significant differences were found overall, some differences between the sub-grantees and comparison group were observed within organizational levels. Even though small numbers of full-time volunteers were reported by all organizations at baseline, we observed decreases in the average number of full-time volunteers reported by both level 1 and 3 sub-grantees and comparison organizations. However, both the level 2 sub-grantees and comparison organizations experienced increases in their numbers of full-time volunteers. In terms of part-time volunteers, even though level 1 and 2 sub-grantees experienced short-term gains in the number of part-time volunteers at first

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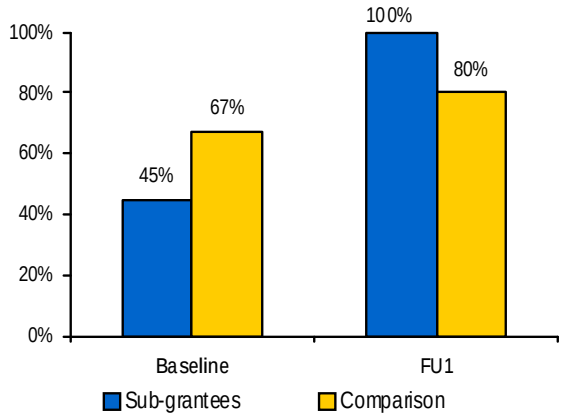
follow-up, all three levels of organizations experienced long-term decreases in their numbers of part-time volunteers.

Level 1 organizations. Exhibit 8 shows a substantial increase between baseline (45%) and first follow-up (100%) in the percentage of level 1 sub-grantees reporting a volunteer coordinator position in their organizations. In contrast, a modest increase was observed among the level 1 comparison organizations between baseline (67%) and first follow-up (80%). This result is not unexpected given the fact that funding for a volunteer coordinator position was one of the largest allowable expenses under the HOPE II grant and was strongly encouraged when organizations were designing their sub-grant budgets. Also, when asked if volunteers were mainly used to fill either long-term or short-term needs, a majority of the sub-grantees reported that volunteers were used to fill long-term needs both at baseline (73%) and at first follow-up (73%). This pattern was somewhat different among comparison organizations where the percentage that reported using volunteers to fill long-term needs fell from 89% at baseline to 60% at first follow-up, possibly implying that organizational responsibilities were shifted from volunteers to paid staff.

Exhibit 8

Percentage of Level 1 Organizations With a Full-Time Volunteer Coordinator



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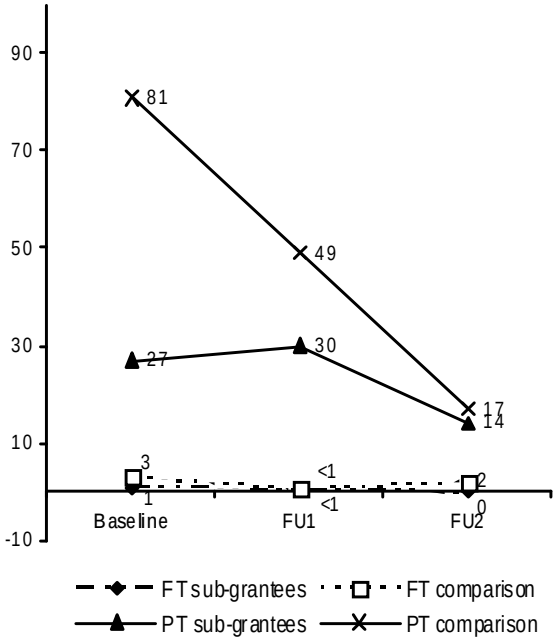
Both the sub-grantees and comparison organizations experienced decreases in their numbers of full-time volunteer staff between baseline and both follow-up periods. The number of full-time volunteers reported by sub-grantees fell roughly 1 full-time volunteer on average from 1 at baseline to less than 1 full-time volunteer at first follow-up. The number of full-time volunteers continued to drop slightly to 0 at second follow-up for an average total decrease since baseline of 1 full-time volunteer. A similar pattern was observed among the level 1 comparison organizations which dropped from an average of 3 full-time volunteers at baseline to less than 1 at first follow-up and then a final decrease to 0 at second follow-up.

Exhibit 9

Changes in the Mean Number of Volunteers at Level 1 Organizations over Time

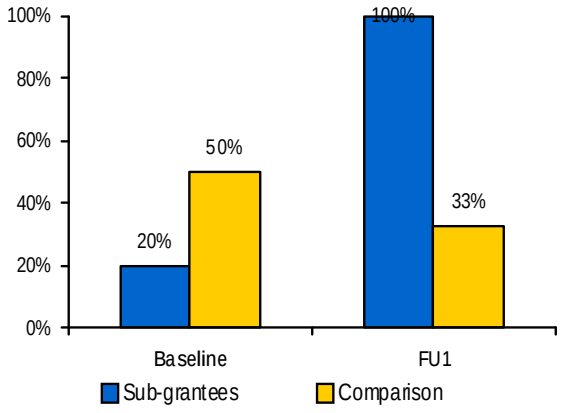


Although by the first follow-up period, the average number of part-time volunteers increased among the level 1 sub-grantees (from an average of 27 volunteers at baseline to 30 volunteers at first follow-up), by the second follow-up period, the average number of part-time volunteers dropped dramatically to 14, culminating in a loss of 13 volunteers. Among the level 1 comparison organizations, the number of part-time volunteers was more volatile, reporting a baseline average of 81 volunteers followed by a sudden drop at first follow-up to 49 part-time volunteers and then a final average of 17 part-time volunteers at second follow-up.

Level 2 organizations. Similar to the level 1 sub-grantees, the level 2 sub-grantees demonstrated a substantial increase in the percentage of organizations reporting a volunteer coordinator. At baseline, only 20% of the level 2 sub-grantees reported having a volunteer coordinator compared to 50% of the comparison organizations. However, by first follow-up, all of the sub-grantees (100%) reported having a volunteer coordinator compared to 33% of the comparison organizations.

Exhibit 10

Percentage of Level 2 Organizations With a Full-Time Volunteer Coordinator



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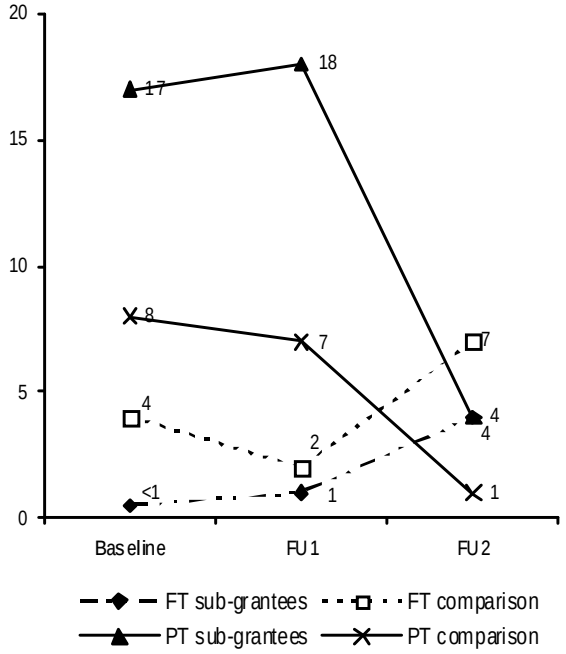
All of the sub-grantees (100%) reported using volunteers to fill long-term needs both at baseline and at first follow-up, while the comparison organizations reported a substantial increase in the use of volunteers to fill long-term needs (from 50% at baseline to 75% at first follow-up). Similar to the level 1 sub-grantees, the level 2 sub-grantees reported low average numbers of full-time volunteer staff at baseline (less than 1). However, the average number of full-time volunteers reported by level 2 sub-grantees increased between baseline and first and second follow-up periods, reporting 1 volunteer and 4 volunteers respectively. The comparison group reported a higher average number of full-time volunteers at baseline (4 volunteers); however, this number fell to 2 full-time volunteers at first follow-up and then rebounded to 7 full-time volunteers at second follow-up for an increase of 3 volunteers.

Exhibit 11

Changes in the Mean Number of Volunteers at Level 2 Organizations over Time



At the same time, the average number of part-time volunteers decreased for both the sub-grantees and the comparison organizations over time. At first follow-up the average number of part-time volunteers among sub-grantees increased slightly by 1 (from 17 at baseline to 18 at first follow-up), while the average number of part-time volunteers among comparison organizations fell by 1 volunteer (from 8 volunteers at baseline to 7 volunteers at first follow-up). At second follow-up the average number of part-time volunteers fell to 4 volunteers for the sub-grantees and to 1 volunteer for the comparison organizations. As a result, both the sub-grantees and comparison organizations experienced a drop in the average number of part-time volunteers by second follow-up (a decrease of 13 volunteers for the sub-grantees and 7 volunteers for the comparison group).

Level 3 organizations. A high percentage of the level 3 sub-grantees reported having a volunteer coordinator at baseline (82%). So although this percentage increased between baseline and first follow-up to 91%, the level 3 sub-grantees did not experience as large an increase as the level 1 and 2 sub-grantees. In contrast, the percentage of level 3 comparison organizations reporting that they have a volunteer coordinator decreased somewhat from 43% at baseline to 33% at first follow-up.

In addition, around half of the level 3 sub-grantees (55%) and comparison organizations (50%) reported using volunteers to fill long-term needs at baseline. While the percentage of sub-grantees stayed the same at first follow-up, the percentage of comparison organizations reporting that they used volunteers to fill long-term needs increased to 67%. In addition, decreases were observed among the level 3 sub-grantees and comparison organizations in their numbers of full-time volunteers. Both sub-grantees and comparison organizations reported low average numbers of full-time volunteers at

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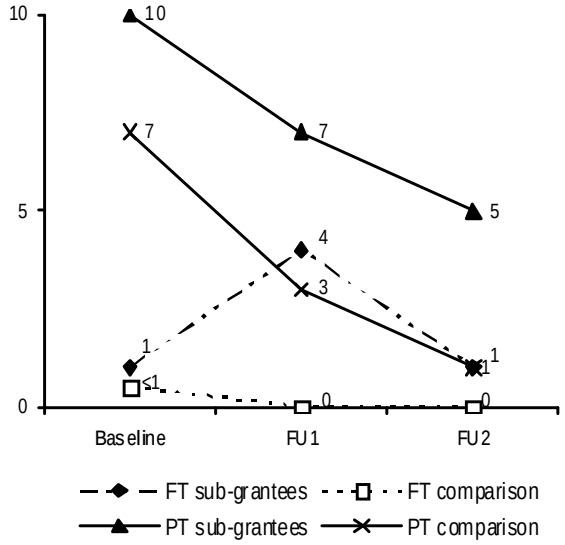
baseline (1 volunteer for sub-grantees and less than 1 volunteer for comparison organizations). While the average number of full-time volunteer staff among sub-grantees increased between baseline and first follow-up (to 4 full-time volunteers), the average number of full-time volunteers among comparison organizations decreased to close to 0. Decreases occurred for both sub-grantees and comparison organizations through the second follow-up period with sub-grantees reporting only 1 full-time volunteer and comparison organizations reporting no full-time volunteers.

When examining the average number of part-time volunteers, we observed decreases between the baseline and the two follow-up periods for the level 3 sub-grantees and comparison organizations. The number of part-time volunteers reported by level 3 sub-grantees dropped from an average of 10 part-time volunteers at baseline to 7 at first follow-up. In addition, the comparison group reported a decrease from 7 average part-time volunteers at baseline to 3 volunteers at first follow-up. This pattern continued through second follow-up with sub-grantees reporting an average of only 5 volunteers and the comparison group reporting only 1 volunteer.

Exhibit 12

Changes in the Mean Number of Volunteers at Level 3 Organizations over Time



Community Partnerships

OVC put forth an explicit mandate for HOPE II sub-grantee organizations to be involved in developing a network of comprehensive services linking their organizations to victim assistance communities. OVC envisioned that these networks would identify critical gaps in services, build on existing resources, and develop collaborative, innovative solutions that improve communities' response to victims.[33] The baseline and first follow-up surveys asked several questions on the types of community engagement efforts in which organizations participated, organizational promotion and outreach activities, and number of existing community partnerships. The number of existing partnerships was also measured at second follow-up. These items were meant to assess changes in the organizations' position in their communities. When an independent-samples t-test was conducted on the mean change in the number of collaborations reported between baseline and the second follow-up period for the entire sample (i.e., without dividing organizations into levels) the results were significant (p=.02). Although the comparison group did demonstrate higher levels of participation in these partnerships overall, the significant finding is likely due to a large increase in collaborations reported by the level 1 comparison organizations. In fact, most sub-grantees and comparison organizations indicated that they had experience with partnerships and community outreach activities prior to HOPE II (at baseline), resulting in little movement in these areas. We discuss the details of

[33] U.S. Department of Justice. *RFP: The Helping Outreach Programs to Expand II Cooperative Agreement* (Office for Victims of Crime, March 2005).

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the organizations' accomplishments in the area of community partnerships by organizational level below.

Level 1 organizations. The level 1 organizations demonstrated high levels of community engagement at baseline. Although some modest increases in these activities were observed both by sub-grantees and comparison organizations at first follow-up, little change in the types of community engagement activities in which they participated was reported. The most common community engagement activities reported at baseline by 80% or more of the organizations were creating/maintaining a website, developing/distributing written materials, making presentation to organizations and community groups, reviewing research and reports from other institutions, participating in coalitions/meetings, and teaming with similar organizations and community groups. Only minor differences were observed between the types of community engagement activities participated in by level 1 sub-grantees and comparison organizations.

In addition to the types of community engagement activities, the mean number of promotional and outreach activities that organizations participated in both at baseline and first-follow-up were also measured. On average, level 1 sub-grantees and comparison organizations experienced little change in the number of promotional and outreach activities. Both sub-grantees and comparison organizations reported an average of 4 promotional activities and a small decline of 1 outreach activity between baseline and first follow-up. Therefore, we concluded that the number of promotional or outreach activities remained relatively the same for both level 1 sub-grantees and comparison organizations.

Finally, we also measured an important gauge of community partnerships, which is the mean number of collaborations in which the sub-grantees and comparison organizations were involved. This measure was taken at baseline, first follow-up, and second follow-up to measure long-term changes. For level 1 organizations, the sub-grantees experienced an average increase of 2 collaborations between baseline (11) and first follow-up (13), but then this number dropped, resulting in a decrease of 5 collaborations on average between the baseline and second follow-up periods (6). At the same time, the comparison group experienced a large increase in the mean number of collaborations at first follow-up (from 13 collaborations at baseline to 34 at first follow-up). The number of collaborations reported by the comparison organizations continued to climb to 38 at second follow-up.

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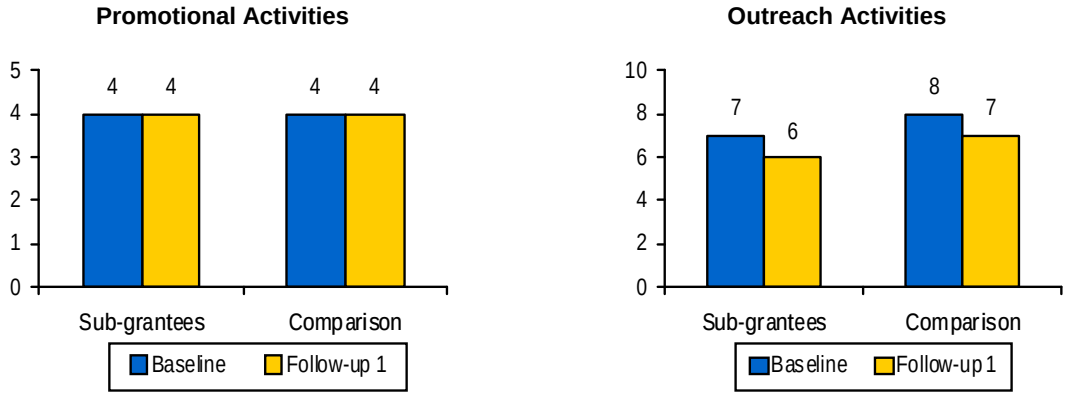
Exhibit 13

Mean Number of Promotional and Outreach Activities for Level 1 Organizations



Level 2 organizations. The results for level 2 organizations were very similar to those found for the level 1 organizations. Again, both the level 2 sub-grantees and comparison organizations demonstrated high levels of community engagement at baseline. In fact, 80% or more of the level 2 organizations reported participating in most of the community engagement activities listed at baseline; therefore not much change was observed between the baseline and first follow-up period for both the sub-grantees and the comparison organizations.

In examining the mean number of promotional and outreach activities in which level 2 organizations participated, we again found that sub-grantees experienced little change on average in the number of promotional activities (reporting 4 at baseline and first follow-up) compared to a decrease reported by the level 2 comparison organizations (from 4 at baseline to 3 at first follow-up). In contrast, both Level 2 sub-grantees and comparison organizations experienced decreases in the mean number of outreach activities (from 7 at baseline to 6 at first follow-up for sub-grantees and from 8 at baseline to 6 at first follow-up for comparison organizations).

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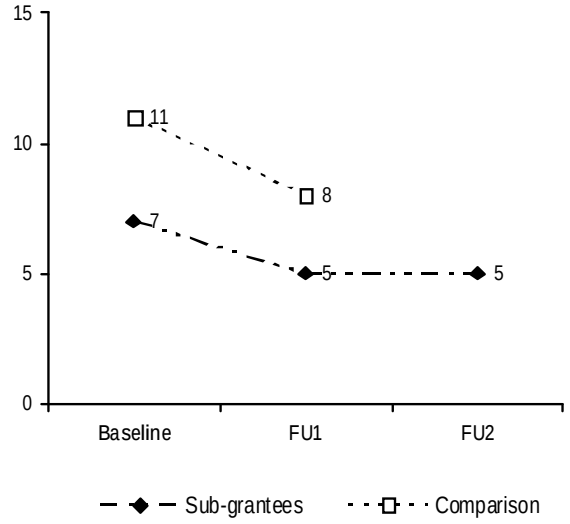
For the mean number of collaborations in which the level 2 sub-grantees and comparison organizations participated, decreases were reported by both the sub-grantees and comparison organizations between baseline and first follow-up. The sub-grantee organizations' mean number of collaborations fell from 7 at baseline to 5 at first follow-up and maintained this decrease with an average of 5 collaborations reported at second follow-up. The comparison organizations also experienced a drop in the mean number of collaborations, declining from 11 at baseline to 8 at first follow-up. However, sample sizes were too small to calculate the mean number of collaborations for the level 2 comparison organizations at second follow-up.

Exhibit 14

Mean Number of Collaborations for Level 2 Organizations



Note: Sample sizes in the comparison group at FU2 were too small to calculate a mean.

Level 3 organizations. Compared to the level 1 and 2 organizations, level 3 organizations tended to report lower levels of participation in community engagement activities at baseline. In fact, participation in only a few activities was reported by 80% or more of the level 3 sub-grantees, including making presentations to organizations and community groups, reviewing research and reports from other institutions, and participating in community meetings or meetings with similar organizations. Moreover, none of the engagement activities were reported by 80% or more of the level 3 comparison organizations at baseline. However, some increases in participation were observed between the baseline and first follow-up periods for both sub-grantees and comparison organizations. Substantial increases were observed in the percentages of sub-grantees that created/ maintained a website (from 46% at baseline to 73% at first follow-up); utilized free public service announcements (from 36% at baseline to 82% at first follow-up); conducted trainings with other organizations in the community (from 9% at baseline to 46% at first follow-up) and provided education programs about victimization (from 36% at baseline to 73% at first follow-up). The comparison group also experienced higher percentages of organizations participating in some engagement activities, including creating/maintaining a website (from 57% at baseline to 83% at first follow-up); utilizing paid advertising (from 14% at baseline to 50% at first follow-up); attending community meetings (from 64% at baseline to 100% at first follow-up); and conducting trainings with other organizations in the community (from 29% at baseline to 67% at first follow-up).

In addition to increases in the participation rates of level 3 organizations in some types of community engagement activities, increases were also observed in the mean number of promotional and outreach activities reported. On average, level 3 sub-grantees experienced increases in the number of promotional activities (from 3 at baseline to 4 at first follow-up) and the number of outreach activities (from 5 at baseline to 6 at first follow-up). No changes were observed in the comparison group as the mean number of promotional and outreach activities stayed the same (at 4 and 6, respectively).

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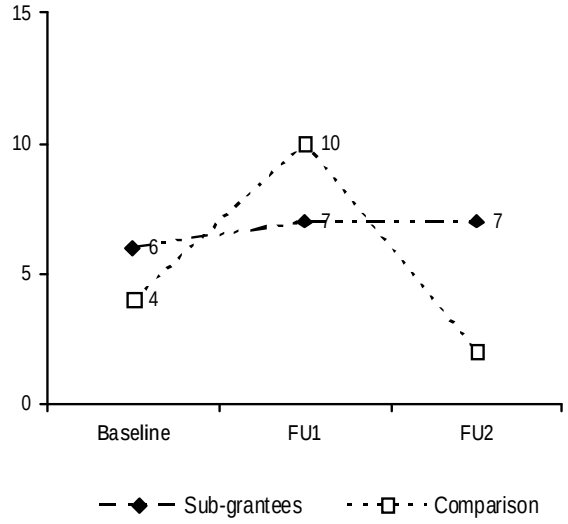
Finally, the sub-grantees demonstrated some long-term improvement in the mean number of collaborations in which they participated. While at first follow-up, the sub-grantees reported an increase of 1 collaboration on average (from 6 at baseline to 7 at first follow-up), the comparison organizations experienced a much larger increase of 6 collaborations (from 4 at baseline to 10 at first follow-up). However, by the second follow-up period, the increases in the number of collaborations experienced by the comparison organizations since baseline was moderated, with only modest long-term increases from baseline (an increase of 1 collaboration for the sub-grantees and no change for the comparison group between baseline and second follow-up). Thus, only a small long-term change was observed in the sub-grantees and comparison group.

Exhibit 15

Mean Number of Collaborations for Level 3 Organizations

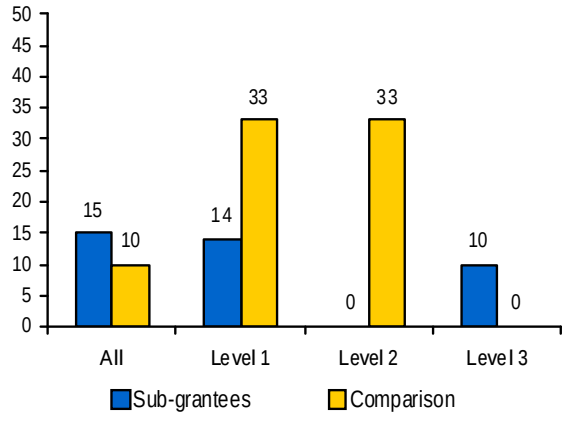


Sustainable Funding for HOPE II Activities

OVC intended for sustainability of HOPE II activities to be an achievement of the HOPE II grant program for all sub-grantees. An important goal of HOPE II was to provide organizations, which had little experience managing federal grants, with the necessary experience to continue to apply for and receive additional federal grants and contracts. In fact, more than 90% of the sub-grantees within all three organizational levels reported that, due to their participation in the HOPE II grant, they believed they were better able to manage grants and were more competitive when applying for other funding.

Exhibit 16

Among Organizations that Never Received a Federal Grant, the Percentage that Received One by Second Follow-up



Among sub-grantees that had never received a federal grant prior to HOPE II, 55% reported receiving a federal grant by first follow-up compared to just 14% of the comparison organizations that had never received a federal grant.[34] By second follow-up, the percentages reporting that they received a federal grant fell slightly to 45% of sub-grantees and 7% of the comparison organizations. The most commonly reported purposes of the grants/contracts received by both sub-grantees and comparison organizations were to fund a new

[34] All of the level 1 sub-grantees had received a federal grant prior to HOPE II.

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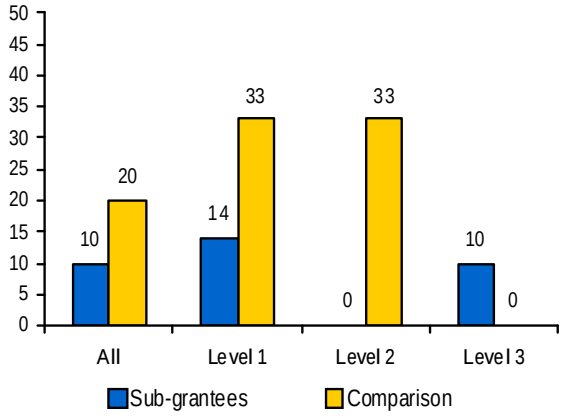
program, implement best practices, expand existing services, and increase the number of clients served. In addition, by first follow-up, a slightly higher percentage of sub-grantees reported that their organizations had fundraising plans (60%) compared to baseline (55%), while a slightly lower percentage of the comparison organizations reported having a fundraising plan (from 52% at baseline to 48% at first follow-up). By second follow-up, percentages returned to their baseline levels with 56% of sub-grantees and 50% of the comparison group reporting that they had a fundraising plan.

All of the sub-grantees selected to participate in the HOPE II program were required to have not received a Victims of Crime Act (VOCA) grant in the three years prior to HOPE II. OVC was explicit in its goals for the sub-grantees that they should be better prepared to apply for and receive VOCA funding by the end of the HOPE II program. By first follow-up, 37% of sub-grantees applied for and 15% received a VOCA grant between May 2006 and March 2007. By second follow-up, 40% of sub-grantees had applied for and 10% of sub-grantees had received a VOCA grant between March 2007 and March 2008. However, a higher percentage of comparison organizations reported having received a VOCA grant by second follow-up (20%).

Exhibit 17

Percentage of Organizations that Received a VOCA Grant by Second Follow-up



As presented in Chapter 3, the comparison organizations reported higher average revenue at baseline than the sub-grantees. However, an independent-samples t-test conducted on mean increases in revenue found no significant differences between the sub-grantees and the comparison organizations both at first (p=.58) and second follow-up (p=.52). On the other hand, in the previous process evaluation, we found that the short grant period and intensity of activity during the grant period meant that pre-existing financial and organizational capacity prior to HOPE II (usually demonstrated by the level 1 organizations) largely determined funding sustainability beyond the grant period. Therefore, we compared the mean revenue between sub-grantees and comparison organizations within organizational level and found increases in revenue for all three levels of sub-grantees both at first and second follow-up. However, although the level 3 sub-grantees reported increases in revenue, they continued to achieve low total revenues (under $100,000) compared to the other organizational levels, which is a concern in terms of sustainability. Below we offer additional results in sustainable funding by organizational level.

Level 1 organizations. By first follow-up, 36% of the level 1 sub-grantees had applied for and 18% had received a VOCA grant between May 2006 and March 2007. By second follow-up, these numbers increased to 57% of sub-grantees having applied for and 14% of sub-grantees having received a VOCA grant between March 2007 and March 2008. The level 1 comparison organizations were somewhat more accomplished in obtaining VOCA grants with 40% reporting that they both applied for and received a VOCA grant at first follow-up. By second follow-up, these numbers changed somewhat to 67% applying for and 33% receiving a VOCA grant. At this time higher

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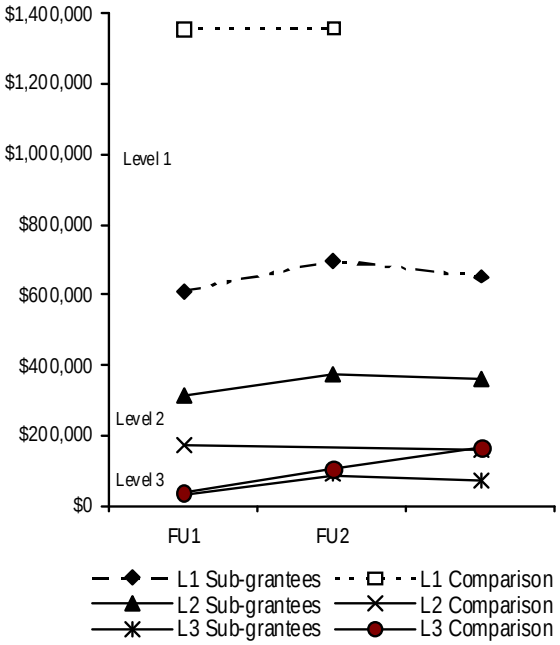
percentages of sub-grantees also reported that their organizations had fundraising plans (57%) compared to at baseline (36%). The comparison organizations reported similar increases from 78% at baseline to 100% at first and second follow-ups.

Level 1 organizations reported the highest levels of average revenue at baseline ($612,000 for the sub-grantees and $1.36 million for the comparison organizations). By first follow-up, the sub-grantees experienced a 14% increase in their reported revenue ($697,000), while the comparison organizations reported no substantial change in revenue.[35] However, the increase in revenue reported by the sub-grantees moderated somewhat by second follow-up ($653,000) as sub-grantees reported average revenue that was 7% higher than reported at baseline. Sample sizes were too small to calculate a mean revenue for the level 1 comparison organizations at second follow-up.

Exhibit 18

Change in Mean Revenue over Time



Note: Sample sizes in the level 1 comparison group at FU2 were too small to calculate a mean.

In addition, we examined organizations' sources of revenue (federal agencies, state/local agencies, and/or foundations) and how they changed between baseline and first and second follow-ups. Similar percentages of level 1 sub-grantees and comparison organizations reported receiving funds from all three funding sources at baseline. However, the percentage of sub-grantees having received federal funds increased from 36% at baseline to 55% at first follow-up and then was moderated to 46% for a long-term increase of 10%. Larger percentages of the level 1 sub-grantees also reported receiving funding from foundations at first follow-up (73%), while the percentage reporting funding from state/local agencies remained high at 91%. However, by second follow-up, these percentages fell to below 55%, but remained higher than the comparison group, which experienced decreases across all three sources (no more than 45% of organizations at first follow-up and a third of organizations at second follow-up reported receiving revenue from any one of these sources).

Organizations were also asked to report on their revenue development practices and, in particular, their use of grantwriters. The percentages of level 1 sub-grantees that reported hiring a grantwriter to prepare grant applications decreased between baseline and first follow-up (from 55% at baseline to 27% at first follow-up), and, by second follow-up, only 14% of the sub-grantees reported hiring a grantwriter for this purpose. In contrast, the percentage of comparison organizations that reported this

[35] To calculate a mean revenue that accurately reflected the typical level 1 organization, a single outlier was removed from the calculation. This single outlier was a sub-grantee that reported revenue of $3.79 million at first follow-up.

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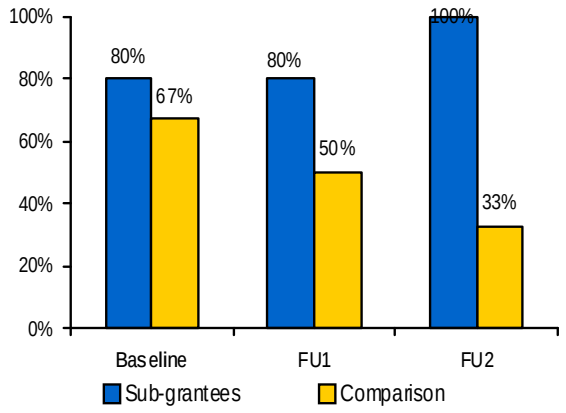
same practice increased from 67% at baseline to 80% at first follow-up, and continued to increase by second follow-up, resulting in the entire comparison group (100%) reporting that they hired a grantwriter to prepare grant applications. However, it is possible that a decrease in the percentage of sub-grantees that hired a grantwriter is due to many of these organizations offering more training to their staff in grantwriting or hiring new staff with more experience in grantwriting, thus, eliminating the need to hire a grantwriter. On the other hand, only very small percentages of level 1 sub-grantees and comparison organizations reported hiring a grantwriter to train staff both at baseline and at both follow-up periods (35% or less).

Level 2 organizations. Among level 2 sub-grantees that had never received a federal grant prior to HOPE II, 50% reported receiving a federal grant by first follow-up.[36] However, level 2 sub-grantees appear to be less successful than the level 2 comparison organizations in obtaining VOCA grants. By first follow-up, 60% of sub-grantees had applied for a VOCA grant, but only 20% received one between May 2006 and March 2007. By second follow-up, these numbers decreased to 33% of sub-grantees having applied for and none receiving a VOCA grant between March 2007 and March 2008. The level 2 comparison organizations were somewhat more accomplished in obtaining VOCA grants with 25% reporting that they applied for and received a VOCA grant at first follow-up. By second follow-up, these numbers increased slightly to 33% applying for and receiving a VOCA grant. On the other hand, higher percentages of level 2 sub-grantees reported that their organizations had fundraising plans at the first and second follow-up (80% at first follow-up and 100% at second follow-up) compared to the level 2 comparison organizations. The percentage of comparison organizations that had fundraising plans actually decreased between baseline and follow-up periods from 67% at baseline to 50% at first follow-up and 33% at second follow-up.

The level 2 organizations reported lower amounts of revenue compared to the level 1 organizations with an average of $316,000 in revenue reported by the sub-grantees and $172,000 by the comparison organizations at baseline.[37] The level 2 sub-grantees experienced an increase in revenue by first follow-up, reporting an average of $376,000 in revenue (a 19% increase). Although, sample sizes were too small to calculate a mean revenue for the level 2 comparison organizations at first follow-up, the comparison organizations reported $162,000 in revenue at second follow-up (a 6% decrease from baseline). In contrast, the increase in sub-grantees' average revenue was maintained

Exhibit 19

Percentage of Level 2 Organizations With a Fundraising Plan



[36] All of the level 1 comparison organizations had received a federal grant prior to baseline, so it was not possible to compare these results.

[37] To calculate a mean revenue that accurately reflected the typical level 2 organization, a single outlier was removed from the calculation. This single outlier was a sub-grantee that reported revenue of $38.34 million at baseline.

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through second follow-up, reporting average revenue of $363,000 (a 15% increase between baseline and second follow-up).

In examining the sources of revenue (federal agencies, state/local agencies, and/or foundations) among level 2 organizations, decreases in the percentage of organizations receiving grants were observed in all three sources by the second follow-up period. At baseline, the percentage of level 2 organizations reporting that they received funding from these sources was mixed for both sub-grantees and comparison organizations. Less than half of level 2 sub-grantees reported receiving revenue from federal (0%) or state/local agencies (40%). Most of their funding appeared to come from foundations, with 80% of level 1 sub-grantees reporting having received funding from this source. By first follow-up, only 20% of sub-grantees had received funding from federal agencies, but a higher percentage of sub-grantees reported having received funding from state/local agencies (60%) and foundations (100%). In contrast, high percentages of the comparison organizations reported having received funding from federal agencies and state/local agencies at baseline (67% for both), while a much smaller percentage reported having received funding from foundations (33%). All of these percentages decreased by first follow-up as no more than a third of the comparison organizations reported receiving funding from any one source. At second follow-up, much smaller percentages of both level 2 sub-grantees and comparison organizations reported receiving funding from any of the three sources (50% or less).

In terms of their revenue development practices, the percentage of the level 2 sub-grantees reporting having hired a grantwriter to prepare grant applications decreased between baseline and first follow-up (from 80% at baseline to 40% at first follow-up). Also, at second follow-up, only 50% of the sub-grantees reported hiring a grantwriter for this purpose. Although the percentage of comparison organizations that reported this same practice decreased from 17% at baseline to none at first follow-up, the percentage increased by second follow-up to 50%. As with the level 1 organizations, only very small percentages of level 2 sub-grantees and comparison organizations reported hiring a grantwriter to train staff both at baseline and at the two follow-up periods (25% or less).

Level 3 organizations. Level 3 sub-grantees that had never received a federal grant prior to HOPE II were more successful than the level 3 comparison organizations at obtaining federal grants. By the second follow-up period, close to half of the sub-grantees (46%) reported receiving a federal grant compared to none of the level 3 comparison organizations. In addition, the level 3 comparison organizations were not as successful as the sub-grantees at obtaining VOCA grants. By first follow-up, 27% of level 3 sub-grantees reported having applied for a VOCA grant and 9% reported receiving one between May 2006 and March 2007. By second follow-up, 40% of sub-grantees reported having applied for and 10% having received a VOCA grant between March 2007 and March 2008. The level 3 comparison organizations were less successful than the sub-grantees. At first follow-up, 17% reported that they applied for a VOCA grant, but none had received a grant. By second follow-up, the number that applied for a VOCA grant increased slightly to 25%, but the entire comparison group continued to report that they had not received a grant. At the same time, only small percentages of both level 3 sub-grantees and comparison organizations reported that their organizations had fundraising plans at first follow-up (33% or less) and at second follow-up (33% or less).

Although the level 3 sub-grantees reported substantial increases in revenue levels by second follow-up, the level 3 comparison organizations experienced even greater growth in revenue. The level 3

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sub-grantees and comparison organizations both reported very low average levels of revenue at baseline ($35,000 for sub-grantees and $39,000 for the comparison group). Although the level 3 sub-grantees experienced a substantial increase by first follow-up ($89,000) and again by second follow-up ($72,000), resulting in more than a 200% increase in revenue since baseline, the level 3 sub-grantees continued to report relatively small expenditure levels (under $100,000). The level 3 comparison organizations reported even larger average increases in revenue at first follow-up ($103,000) and at second follow-up ($165,000), resulting in more than a 400% increase from baseline.

On the other hand, when examining changes in sources of revenue (federal agencies, state/local agencies, and/or foundations) for level 3 organizations, decreases were observed in the percentage of both sub-grantees and comparison organizations having received funding from all three possible sources. At baseline, 67% of sub-grantees and the entire comparison group (100%) reported having received funding from federal agencies, while smaller percentages (a third or less) reported having received funding from state/local agencies or foundations. At first follow-up, less than 30% of both sub-grantees and comparison organizations reported having received funding from any of the three possible sources. These percentages remained low at second follow-up, as less than 30% of both groups reported receiving funding from most sources, with the exception of federal funding for level 3 sub-grantees.

In terms of their revenue development practices, the percentage of level 3 sub-grantees and comparison organizations reporting having hired a grantwriter to prepare grant applications was low at baseline (9% for sub-grantees and 7% for the comparison group). These percentages fell to 0 at first and second follow-ups for both the sub-grantees and the comparison organizations. As with the level 1 and 2 organizations, only very small percentages of level 3 sub-grantees and comparison organizations reported hiring a grantwriter to train staff both at baseline and at both follow-up periods (9% or less).

Other Areas of Organizational Capacity

Because the HOPE II program was designed to provide both sub-granted funds and technical assistance to sub-grantees in three core areas of organizational capacity (volunteer development and management, community partnerships, and services to victims of crime) most of the survey questions in the outcomes evaluation focused on measuring improvements in these three areas. However, improvements in the three major areas of capacity that the HOPE II was designed to enhance may also lead to growth in other organizational areas, including service delivery capacity. Therefore, other areas of capacity were also measured for improvements, including:

- Organizational development (i.e., staffing and recordkeeping);
- Organizational priority setting; and
- Service delivery.

In this section, we offer a presentation of the results for these additional capacity areas.

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Organizational Development

A central measure of capacity in an organization is whether key positions, such as executive director, are full-time, paid positions. Well-established organizations tend to have more full-time, paid staff, especially their executive director position, because as organizations grow so should their numbers of paid staff for providing both direct service and administrative support. In addition, stable organizations keep thorough records on clients, services, and referrals. For this reason, we also measured changes in electronic recordkeeping practices.

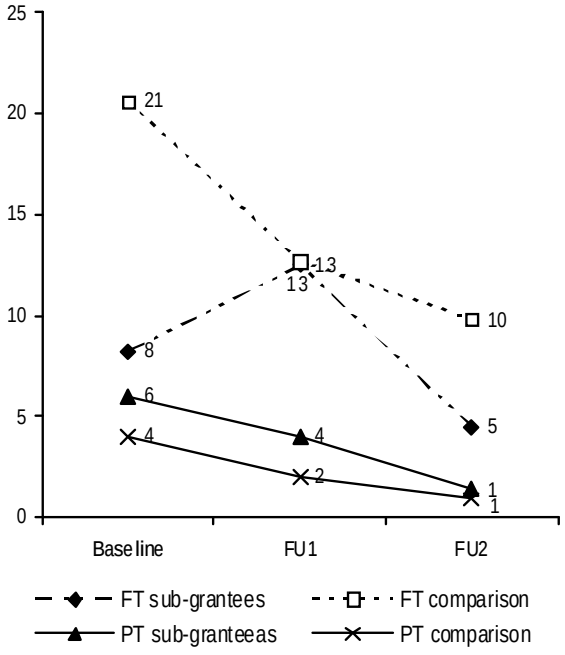
When an independent-samples t-test was conducted on the mean change in the number of full-time staff reported between baseline and first follow-up for the entire sample (i.e., without dividing organizations into levels) the results were significant (p=.02). However, a subsequent t-test at second follow-up showed that the differences were no longer significant (p=.41). Although we did not observe substantial increases in the number of paid staff reported by sub-grantees or the comparison organizations, we did observe improvements in the percentage of sub-grantees that keep electronic records at all three levels.

Level 1 organizations. Level 1 organizations already demonstrated high levels of achievement in staffing at baseline with over 90% of both sub-grantees and comparison organizations reporting that their executive director was a full-time paid position. These numbers remained high at first follow-up.

In addition, despite the fact that the level 1 comparison organizations had a much higher average number of full-time paid staff at baseline (21 staff) compared to the level 1 sub-grantees (8), both level 1 sub-grantees and comparison organizations experienced increases in their numbers of full-time paid staff between baseline and first follow-up. The sub-grantees experienced a substantial average increase of 5 full-time paid staff between baseline and first follow-up (13). However, this increase was moderated by the second follow-up period with an average of 5 full-time staff reported, culminating in an average loss of 3 full-time staff persons by the level 1 sub-grantees. Although the comparison organizations reported high average numbers of full-time staff at baseline (21), this average fell to 13 staff by first follow-up and then 10 staff at second follow-up for an average cumulative decrease since baseline of 11 full-time staff. Thus, the level 1 sub-grantees and comparison organizations both reported long-term decreases in their numbers of full time paid staff.

Exhibit 20

Changes in the Mean Number of Paid Staff at Level 1 Organizations over Time



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Similarly, the number of part-time paid staff decreased for both level 1 sub-grantees and the comparison organizations. Level 1 sub-grantees reported an average of 6 part-time paid staff at baseline, which dropped to 4 staff by first follow-up and then continued to decrease to 1 staff at second follow-up for an average total reduction of 5 part-time paid staff. The comparison organizations also experienced a slight drop between baseline and second follow-up, reporting an average of 4 part-time paid staff at baseline, 2 staff at first follow-up and then 1 staff at second follow-up for an average loss of 3 part-time paid staff.

Another important measure of organizational development is the recordkeeping practices of organizations. In these measures, we observed substantial improvements among the level 1 sub-grantees compared to smaller changes among the level 1 comparison organizations. Large percentages of the level 1 comparison organizations already reported keeping electronic records at baseline on their numbers of clients, referral sources, needs of clients, services provided, and client outcomes (75% or higher) compared to much smaller percentages of the level 1 sub-grantees (less than 40% for each types of record with the exception of 64% keeping electronic records on the number of clients). However, by first follow-up, much higher percentages of the sub-grantees reported keeping electronic records on these topics (over 70% for each type of record). The comparison organizations also experienced an increase with all (100%) reporting that they keep electronic records on four of the five types of records (80% reported keeping electronic records on needs of clients); however, the sub-grantees experienced the greatest increase at first follow-up. By second follow-up, high percentages of the sub-grantee and comparison organizations continued to report that they kept electronic records on these client areas.

Exhibit 21

Change in Electronic Recordkeeping of Level 1 Organizations

	Sub-grantees			Comparison		
Survey Questions	Baseline	FU2	Difference (FU2-B)	Baseline	FU2	Difference (FU2-B)
Number of clients	64%	86%	22%	88%	100%	13%
Referral sources of clients	20	100	80	75	100	25
Needs of clients	18	N/A[a]	N/A[a]	88	N/A[a]	N/A[a]
Services provided to clients	36	100	64	88	100	13
Individual clients' outcomes	30	71	41	75	100	25

[a] Percentages are not reported due to small sample sizes.

Level 2 organizations. A lower percentage of level 2 than level 1 organizations described having a full-time, paid executive director at baseline, with 60% of sub-grantees and 67% of comparison organizations reporting this type of staff position. At first follow-up, a higher percentage of both sub-grantees (80%) and comparison organizations (75%) reported having a full-time, paid executive director, but the greater increase was observed among the sub-grantees with an additional 20% of organizations reporting that they have a full-time, paid executive director compared to an increase of 8% among the comparison organizations.

Although increases were observed in the percentages of level 2 organizations with a full-time paid executive director, the number of full-time paid staff stayed the same for level 2 sub-grantees and

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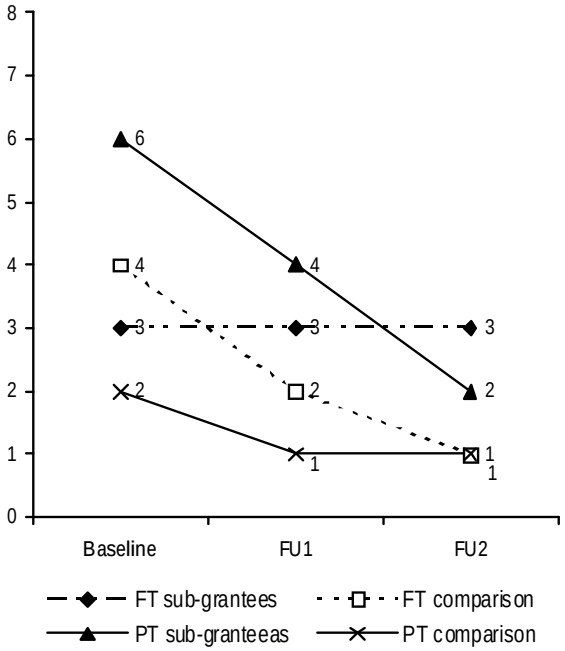
decreased among comparison organizations. The level 2 sub-grantees reported 3 full-time paid staff at baseline and both follow-up periods. In contrast, the level 2 comparison organizations reported an average of 4 full-time paid staff at baseline which decreased to 2 staff at first follow-up and then to 1 full-time paid staff person at second follow-up.

For part-time paid staff, the level 2 sub-grantees reported an average of 6 staff at baseline compared to less than 1 part-time paid staff person reported by the comparison organizations. The sub-grantees experienced a decrease at first follow-up, reporting 4 part-time paid staff (a reduction of 2 staff persons), while the comparison organizations reported an average of 1 part-time paid staff person (a reduction of 1 staff person). At second follow-up, the number of part-time paid sub-grantees continued to fall slightly to 2 staff persons for an average loss of 4 part-time paid staff. On the other hand, the comparison organizations continued to report 1 part-time paid staff person at second follow-up

Exhibit 22

Changes in the Mean Number of Paid Staff at Level 2 Organizations over Time



Unlike the level 1 sub-grantees, large percentages of the level 2 sub-grantees reported keeping electronic records at baseline on some client areas, including the numbers of clients and types of client services provided (80%), while smaller percentages reported keeping electronic records on other client areas such as referral sources (40%), needs of clients (40%), and client outcomes (50%). In contrast, a high percentage of the level 2 comparison organizations already reported keeping electronic records on all of the client areas (67–80%) at baseline. By first follow-up, moderate increases were observed among the level 2 sub-grantees in referral sources and needs of clients (a 20% increase for each) while some decrease was observed in the percentage reporting keeping electronic records on client services provided (a 20% decrease) and client outcomes (a 10% decrease). The percentages of the level 2 comparison organizations that kept electronic records on clients and services remained high and even improved to 100% for all of the client areas at first follow-up.

Level 3 organizations. A much lower percentage of level 3 sub-grantees and comparison organizations reported having a full-time paid executive director at baseline (9% of sub-grantees and 31% of comparison organizations) compared to level 1 and 2 organizations. Increases were observed at first follow-up in the percentages of both level 3 sub-grantees and comparison organizations with 46% of the sub-grantees and 50% of the comparison organizations reporting having a full-time, paid executive director. However, the increase experienced by the sub-grantees was larger (an increase of 37%) than the increase observed among the comparison group (an increase of 19%).

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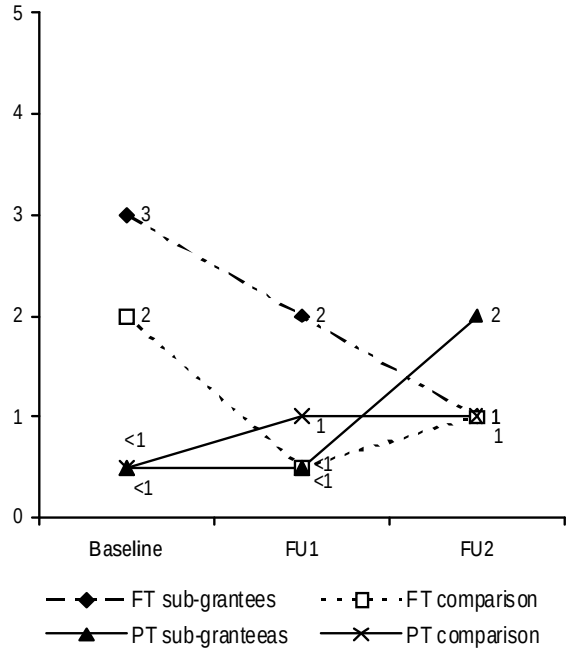
Both level 3 sub-grantees and comparison organizations reported decreases in the number of full-time paid staff. The level 3 sub-grantees reported an average of 3 full-time paid staff at baseline, 2 full-time paid staff at first follow-up, and 1 at second follow-up for a total average reduction of 2 staff. The comparison organizations experienced a similar decrease, reporting an average of 2 full-time paid staff at baseline, less than 1 full-time paid staff person at first follow-up, and 1 full-time paid staff at second follow-up for an average decrease of 1 staff person by second follow-up.

Exhibit 23

Changes in the Mean Number of Paid Staff at Level 3 Organizations over Time



In contrast to the reduction in full-time paid staff, the sub-grantees and comparison organizations experienced small increases in the number of part-time paid staff. The level 3 sub-grantees reported an average of less than 1 full-time paid staff person at baseline, less than 1 full-time paid staff person at first follow-up, and then 2 full-time paid staff at second follow-up for an overall increase of 2 part-time staff by the second follow-up period. The comparison organizations reported a similar pattern, reporting an average of less than 1 part-time paid staff at baseline and 1 full-time paid staff person at first and second follow-ups, for an average increase of 1 staff person.

Similar to the level 1 sub-grantees, substantial improvements were reported in recordkeeping by the level 3 sub-grantees compared to only slight changes in the level 3 comparison organizations between baseline and first follow-up. Low percentages of the level 3 sub-grantees and comparison organizations reported keeping electronic records at baseline on their numbers of clients, referral sources, needs of clients, services provided, and client outcomes (30% or less of the sub-grantees and 42% or less of the comparison organizations). However, by first follow-up, higher percentages of the level 3 sub-grantees reported keeping electronic records on numbers of clients (91%), referral sources (46%), needs of clients (36%), services provided (64%), and client outcomes (60%). Although the comparison organizations also experienced an increase in the percentage that reported that they kept electronic records on the number of clients (67%) and services provided (50%), lower percentages of the comparison organizations reported that they kept electronic records on the remaining three client areas. However, by second follow-up, higher percentages of both the sub-grantees and comparison organizations reported that they kept electronic records in these client areas (60–100% of the sub-grantees and 75–100% of the comparison group).

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Exhibit 24

Change in Electronic Recordkeeping of Level 3 Organizations

	Sub-grantees			Comparison		
Survey Questions	Baseline	FU2	Difference (FU2-B)	Baseline	FU2	Difference (FU2-B)
Number of clients	30%	80%	50%	42%	75%	33%
Referral sources of clients	10	100	90	23	N/A[a]	N/A[a]
Needs of clients	20	0	-20	33	N/A[a]	N/A[a]
Services provided to clients	30	80	50	25	75	50
Individual clients' outcomes	18	60	42	25	100	75

[a] Percentages are not reported due to small sample sizes.

Organizational Priority Setting

Because changes in organizational capacity can occur in small incremental steps, it can sometimes be difficult to detect key changes in attitude or approach which are important indicators of future organizational improvements. Therefore, we measured these types of more subtle changes by asking organizations to rate specific goals and activities on a five-point scale where:

0 is "Have not focused on this area yet,"
1 is "Concerned about area, but lack time/resources to address,"
2 is "Have developed plans to address area, but lack time/resources to address,"
3 is "Have implemented steps to address this area," and
4 is "Not a priority because currently satisfied with achievements in this area."

The goals and activities that organizations were asked to rate include: pursuing new sources of funding; increasing and improving service delivery; developing systems to improve financial management; providing staff with professional development; and establishing and developing community partnerships. Within each of the organizational levels, we found improvements in the average ratings reported by sub-grantees between baseline and first and second follow-ups. While most organizations rated their ability on several of the goals and activities around a 2 ("Have developed plans to address area, but lack time/resources") at baseline, by second follow-up the sub-grantees' average response was closer to a 3 ("Have implemented steps to address this area"). In contrast, the comparison organizations tended to report the same over time, rating themselves around a 2 ("Have developed plans to address area, but lack time/resources") at baseline and both follow-up periods.

Level 1 organizations. For the most part, the level 1 organizations already exhibited high levels of achievement in the various goals and activities. In most areas, both the level 1 sub-grantees and comparison organizations commonly ranked their performance close to 3 ("Have implemented steps to address this area") or higher at baseline. However, while the comparison organizations reported similar levels of attention to providing staff with professional development and training between baseline and first and second follow-up (i.e., comparison organizations reported an average of 2, "Have developed plans to address area, but lack time/resources"), the level 1 sub-grantees showed progress in this same goal, moving from an average of 2 ("Have developed plans to address area, but lack time/resources") to an average of 3 ("Have implemented steps to address this area").

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Level 2 organizations. The level 2 sub-grantees reported average progress in four of the five goal and activity areas compared to little or no change in the level 2 comparison organizations. The level 2 sub-grantees reported priorities around a 2 ("Have developed plans to address area, but lack time/resources"). However, these scores progressed upward through the first and second follow-up, resulting in scores closer to 3 or higher ("Have implemented steps to address this area") for areas such as increasing and improving service delivery, developing systems to improve financial management, providing staff with professional development, and establishing and developing community partnerships. Pursuing new sources of funding remained similar (around 2.5) between baseline and follow-ups.

Level 3 organizations. At baseline, the level 3 sub-grantees and comparison organizations commonly reported levels of achievement close to a 2 ("Have developed plans to address area, but lack time/resources") for each of the goals and activities. By first and second follow-ups, some progress was observed in specific areas for both the level 3 sub-grantees and comparison organizations. The level 3 sub-grantees improved their average ranking to close to 3 ("Have implemented steps to address this area") in the areas of providing staff with professional development and establishing and developing community partnerships by second follow-up. However, little change was reported in their levels of achievement in pursuing new sources of funding, increasing and improving service delivery, and developing systems to improve financial management. On the other hand, the level 3 comparison organizations showed progress in the areas of increasing and improving service delivery, developing systems to improve financial management, and establishing and developing community partnerships from an average of 2 ("Have developed plans to address area, but lack time/resources") to an average of close to 3 ("Have implemented steps to address this area"). There was little change reported in the remaining areas of pursuing new sources of funding and providing staff with professional development.

Service Delivery

In addition to bringing about improvements in the organizational capacity of sub-grantees, the HOPE II grant program was designed to increase the capacity of organizations to effectively deliver services to victims of crime. As organizations expand, their capacity to offer more services and serve additional clients also increases. We measured service delivery capacity by tracking changes in the average number of services provided to victims of crime, number of victim populations served,[38] number of special populations served, and number of clients served.[39]

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[38] Victim populations were categorized based upon an abbreviated version of a list of victim populations made available by the Office of Victims of Crime (OVC) on their website. An abbreviated list was used in the surveys, and organizations were asked to indicate whether other victim populations were served and, if so, to specify those populations. http://www.ojp.usdoj.gov/ovc/help/welcome.html.

[39] For most organizations in this study, clients served include victims of crime and other clients served by the organizations. As shown in Exhibit 4 in Chapter 3, approximately 70% of sub-grantee organizations and 62% of comparison organizations served a variety of clients, including crime victims; 30% of sub-grantees and 38% of comparison organizations serve crime victims exclusively.

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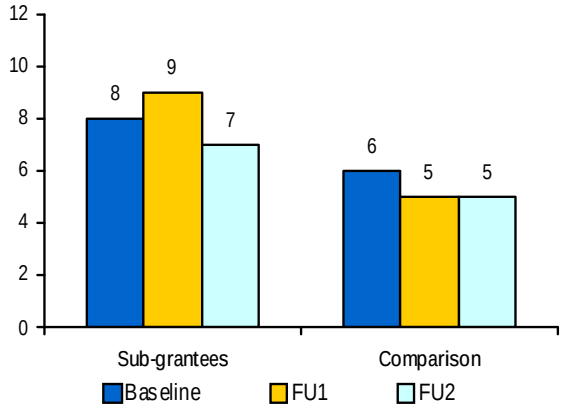
While the average number of services offered and the average number of clients served increased for all three levels of sub-grantees by first follow-up and continued to increase through the second follow-up period at most organizational levels, decreases in these numbers were reported by the comparison organizations at most levels. However, when changes in the mean number of clients served were analyzed using an independent-samples t-test, the results showed no significant differences for all sub-grantees and comparison organizations (i.e., without dividing organizations into levels) between the baseline and first and second follow-up periods.[40]

Level 1 organizations. The number of victim services offered by level 1 sub-grantees increased between baseline and first follow-up from an average of 8 at baseline to 9 at first follow-up. In contrast the number of victim services offered by level 1 comparison organizations fell from 6 services at baseline to 5 services at first follow-up. However, by the second follow-up period, the overall number of services offered to victims decreased for both level 1 sub-grantees and the comparison group with an average of 7 services reported by sub-grantees and 5 reported by comparison organizations.

Exhibit 25

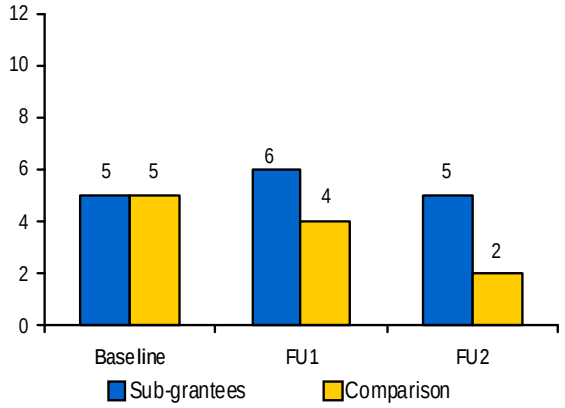
Mean Number of Victim Services Offered by Level 1 Organizations



As they continue to grow, many organizations may expand their services to other local populations of victims in their communities. Therefore, we also tracked changes in the number of victim populations and special populations served by organizations in the study. Among level 1 organizations, the number of victim populations served by level 1 sub-grantees increased between baseline and first follow-up from an average of 5 at baseline to 6 at first follow-up, while the average numbers reported by the level 1 comparison group decreased from 5 victim populations at baseline to 4 at first follow-up. By second follow-up, the sub-grantees returned to their baseline number of 5 victim populations, while the number of victim populations continued to decline for the comparison group (from 5 at baseline to 2 at second follow-up). A sustained increase was reported in the number of special populations served by sub-grantees from 2 at baseline to 4 at first follow-up and 3 at second follow-up. Because not all organizations target their services to special populations, there were not enough

Exhibit 26

Mean Number of Victim Populations Targeted by Level 1 Organizations



[40] p=.79 at first follow-up and p=.43 at second follow-up.

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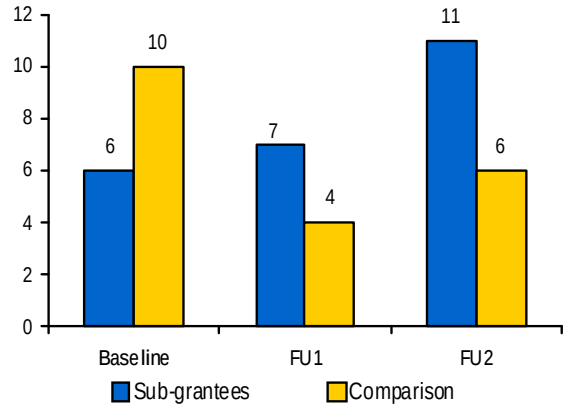
responses from the level 1 comparison organizations to calculate an accurate mean number of special populations served at first and second follow-up periods.

A key measure of service delivery capacity is the average number of clients served by organizations. At first follow-up, both the level 1 sub-grantees and comparison organizations reported increases since baseline in the number of clients they served in the most recent month of full operation. The number of clients served by level 1 sub-grantees and comparison organizations increased between baseline and first follow-up (from an average of 440 at baseline to 673 at first follow-up for sub-grantees and an average of 993 at baseline and 1,032 at first follow-up for the comparison group). However, by second follow-up, only the sub-grantees maintained this growth pattern, reporting an average of 571 clients served compared to 350 clients reported by the comparison group, resulting in an overall increase for the sub-grantees and an overall decrease for the comparison organizations between baseline and second follow-up.

Level 2 organizations. Similar to the level 1 sub-grantees, the number of victim services offered by level 2 sub-grantees increased between baseline and first follow-up from an average of 6 at baseline to 7 at first follow-up. By second follow-up, the average number of victim services offered by sub-grantees continued to grow to 11 services. On the other hand, the level 2 comparison organizations reported a sharp decrease in the number of victim services offered, with a drop from 10 services at baseline to 4 services at first follow-up and then rebounded slightly to 6 services at second follow-up.

Exhibit 27

Mean Number of Victim Services Offered by Level 2 Organizations



The number of victim populations served by level 2 sub-grantees stayed the same between baseline and first follow-up with an average of 6 reported; however, this number decreased to 5 populations at second follow-up. Similar to the sub-grantees, the number of victim populations reported by the level 2 comparison organizations stayed the same between baseline and first follow-up (an average of 7), and, by second follow-up, decreased to 6 victim populations served. In addition, the number of special populations served by sub-grantees stayed the same between baseline, first follow-up, and second follow-up (an average of 3). Again, there were not enough responses from the comparison organizations to calculate an accurate mean number of special populations served at first and second follow-up periods.

Unlike the level 1 organizations, the number of clients served by level 2 sub-grantees and comparison organizations experienced a substantial decrease between baseline and first follow-up (from an average of 85 at baseline to 25 at first follow-up for sub-grantees and an average of 93 at baseline and 30 at first follow-up for the comparison group). This drop in clients was maintained through the second follow-up period, with both sub-grantees and the comparison organizations reporting an

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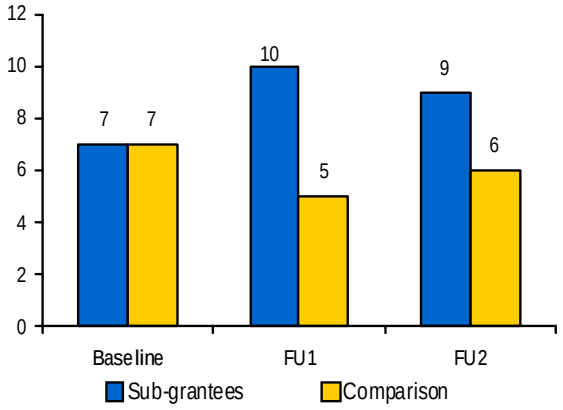
average of 31 clients for the sub-grantees and 50 clients for the comparison group at second follow-up.

Level 3 organizations. Among the level 3 organizations, we observed an increase in the mean number of victim services offered by sub-grantees compared to a decrease among the comparison organizations. The number of victim services offered by level 3 sub-grantees increased between baseline and first follow-up from an average of 7 at baseline to 10 at first follow-up, maintaining most of the increase since baseline through the second follow-up period (reporting an average of 9 services at second follow-up). In contrast the number of victim services offered by level 3 comparison organizations fell from 7 services at baseline to 5 services at first follow-up and 6 services at second follow-up.

Exhibit 28

Mean Number of Victim Services Offered by Level 3 Organizations



Among level 3 organizations, the number of victim populations served by sub-grantees decreased between baseline and first follow-up from an average of 6 at baseline to 4 at first follow-up, while the average numbers reported by the level 1 comparison group increased from 4 victim populations at baseline to 5 at first follow-up. By second follow-up, both sub-grantees and comparison organizations experienced overall decreases in the number of victim populations targeted (from 6 at baseline to 5 at second follow-up for sub-grantees and from 4 at baseline to 1 at second follow-up for comparison organizations). In addition, the number of special populations served by level 3 sub-grantees stayed the same between baseline, first follow-up, and second follow-up (an average of 2). Again, there were not enough responses from the comparison organizations to calculate an accurate mean number of special populations served at first and second follow-up periods.

Similar to the level 2 organizations, the number of clients served by both level 3 sub-grantees and comparison organizations experienced a substantial drop between baseline and first follow-up (from an average of 73 at baseline to 16 at first follow-up for sub-grantees and an average of 120 at baseline and 91 at first follow-up for the comparison group). This drop in clients continued through the second follow-up period for both sub-grantees and the comparison organizations reporting an average of 10 clients for the sub-grantees and 22 clients for the comparison group at second follow-up.

Comparing Faith-based and Community-based Organizations on Key Measures of Organizational Capacity

While the purpose of the outcomes evaluation is to assess the effect of the HOPE II grant on the capacity of sub-grantees relative to the comparison group, it is germane to also conduct outcomes analysis for sub-grantee and comparison organizations relative to their status as faith-based and community-based organizations. Since faith-based social service organizations (FBOs) appeared on the Federal agenda with the advent of charitable choice legislation, policy analysts and researchers

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have been struggling to establish both a definition of FBOs and an empirical understanding of the differences between FBOs and secular CBOs. This remains a difficult, yet requisite task to support policy formulation, implementation, and analysis as FBOs are increasingly supported by the Federal government to provide social services.

There is little research available pertaining to systematic differences between FBOs and CBOs; however, there are some indications that financial and human resources may differ for these two types of organizations in general. In an examination of more than 2,000 faith and secular human service providers, Twombly (2002)[41] found that faith-based organizations are much more likely to rely on donor contributions in contrast to secular organizations' reliance on government grants and contracts; these findings are also corroborated in a comparative study of faith and secular organizations serving the homeless conducted by Ebaugh, et al. (2003). Further, FBOs may rely more heavily on volunteer staffing and have a high ratio of volunteer to paid staff.[42]

In order to provide insight on the capacity changes realized by HOPE II sub-grantees, key measures of organizational capacity are considered below with respect to FBO and CBO status of sub-grantee and comparison organizations, while ignoring the three-level capacity continuum discussed previously. Key measures are a subset of the HOPE II evaluation measures that pertain to the three major capacity areas addressed by the grant (volunteer development and management, community partnerships, sustainable funding) as well as other areas of organizational capacity including paid staff, recordkeeping, and service delivery.

Volunteer Development and Management. Consistent with the findings from various research studies referenced above, FBOs reported higher average numbers of full-time volunteer staff at baseline than CBOs. When comparing results for FBOs and CBOs, there are some differences in the change in full-time volunteers between baseline and subsequent follow-up periods. Among CBOs, the average number of full-time volunteers increased for the comparison group while staying the same among the sub-grantees. However, among FBOs, the comparison organizations experienced decreases in the mean number of full-time volunteers while the sub-grantee numbers increased. As with the analysis by organizational level, both FBOs and CBOs experienced decreases in the mean number of part-time volunteers.

Approximately half or more of all organizations had a volunteer coordinator at baseline and, similar to the analysis by levels, the FBO and CBO sub-grantees showed large improvements at the first follow-up period with close to all sub-grantees employing a volunteer coordinator. Specifically, the community-based sub-grantees more than doubled the percentage of organizations with volunteer coordinators, and the faith-based organizations increased by one-third. Comparison group CBOs demonstrated nominal improvements in hiring a volunteer coordinator at the first follow-up, while comparison FBOs showed a decrease.

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41 E. C. Twombly, "Religious Versus Secular Human Service Organizations: Implications for Public Policy," *Social Science Quarterly*, *83*(4) (2002): 947–961.

42 H. R. Ebaugh, P. F. Pipes, J. S. Chafetz, and M. Daniels, "Where's the Religion? Distinguishing Faith-Based from Secular Social Service Agencies," *Journal for the Scientific Study of Religion*, *42*(3) (2003): 411–426.

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Community partnerships. The mean number of collaborations increased in the short term from baseline to the first follow-up for FBO and CBO sub-grantee and comparison organizations. However, the two groups diverged as both FBO and CBO sub-grantees realized longer- term declines at the second follow-up, while comparison organizations continued to increase.

Sustainable funding. CBOs, whether sub-grantee or comparison organizations, reported considerably higher average revenue at all three HOPE II survey periods than FBOs. Compared to the analysis by levels, no differences were found between FBOs and CBOs in their change in revenue between baseline and the two follow-up periods. Analysis was conducted to determine the percentage of funds organizations received from Federal and other sources during the evaluation period. Despite limited data on funding sources due to small sample sizes, it is clear that FBOs participating in the HOPE II evaluation are more heavily reliant on sources of funding other than Federal, state and local funding with FBOs reporting higher percentages of funding from "other" sources than CBOs.

Other areas of organizational capacity. A key finding in organizational development is that CBOs have more than twice as many full-time paid staff, on average, across all survey time periods for both sub-grantee and comparison organizations. Additionally, approximately twice as many CBOs reported having a full-time paid executive director at baseline, though substantial short-term gains at the first follow-up were made by the FBOs. Smaller differences are evident for measures of part-time paid staff, with CBO sub-grantees reporting at least 2 more part-time paid staff on average at baseline and first follow-up than FBO sub-grantees. However, both FBOs and CBOs experienced similar decreases in part-time paid staff over time.

Similar to the analysis by levels, improvements were shown across all CBOs and FBOs in the use of electronic recordkeeping on clients and services provided. CBO comparison organizations reported the highest level of electronic recordkeeping at baseline, however, by second follow-up, both FBO and CBO sub-grantees reported similar or higher levels of electronic recordkeeping.

The average number of clients reported was substantially different between FBOs and CBOs at all three time periods, with FBOs reporting much lower numbers of clients receiving services. In fact, the FBO sub-grantees reported substantial decreases in their average number of clients, while the comparison organizations stayed relatively the same. The opposite situation occurred among CBOs, with sub-grantees reporting substantial gains. Thus the increases reported in the analysis by levels are likely driven by gains among the CBOs, and the lower number of clients served over time at FBOs may reflect a difference in focus during the grant period due to organizational capacity constraints. With more limited organizational capacity at baseline in comparison with CBOs, FBO sub-grantees may have focused more on capacity building activities during the grant period than increasing the number of clients served.

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Chapter 5: Assessment of Customer Satisfaction

In addition to questions on organizational characteristics and accomplishments, sub-grantees were asked to assess the types of technical assistance they received through HOPE II from both the intermediary, MCVRC, and their site mentors. In an effort to evaluate client satisfaction among sub-grantees, a short customer satisfaction survey was also conducted with clients served by the HOPE II sub-grantees towards the end of the HOPE II sub-grant period. The survey contained questions on the support services victims received from the HOPE II sub-grantees and their general satisfaction levels. We present the results of these two data collection efforts below. Detailed tables of results are available in Appendix C.

Sub-Grantee Assessment of HOPE II

A key feature of MCVRC's technical assistance plan was the use of outside consultants, or "Project Site Mentors," to provide "assessment, monitoring, training, and technical assistance" to sub-grantees. The site mentors were identified experts in the field of crime victim services who were located around the country. Each site mentor was assigned to work with between six and eight sub-grantee organizations.

In the HOPE II process study we learned that, for the most part, the nature of the relationship between the site mentors and their sub-grantees was not specified by MCVRC. Instead, in many cases, the site mentor was expected to regularly check in with the sub-grantees and offer them the opportunity to initiate a dialog. The sub-grantees were given responsibility for identifying their own areas of need and indicating how much or how little technical assistance they required.

Technical assistance to sub-grantees. HOPE II sub-grantees documented the duration of technical assistance they received from their site mentor as a part of their monthly reporting requirements to MCVRC. The descriptive statistics shown in Exhibit 29 demonstrate that technical assistance provision was uneven across sites. The average duration of technical assistance per month across all 28 sub-grantees for Quarters 3 and 4 was 30 minutes and 1 hour, respectively. The median was between 15 and 20 minutes and thus half of the sub-grantees were above this level of provision and half were below. The range in duration of technical assistance provided per month (i.e., the difference between the lowest and highest amount) was 480 minutes in Quarter 3 and 240 minutes in Quarter 4.

Exhibit 29

Duration of Technical Assistance Provided to Sub-grantees By Quarter[a]

	Minutes per month			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Average	Data Unavailable from MCVRC[b]		65	29
Median			20	15
Range			480	240
Standard Deviation			118	48

[a] Self-report data.

[b] Data were not available due to staff turnover at MCVRC and missing records.

Source: Quarterly Reports to MCVRC from HOPE II Sub-grantees

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In the first follow-up survey, questions were asked about the types of technical assistance received from MCVRC and the site mentors. The most common form of technical assistance administered overall (reported by 85% of sub-grantees) and among sub-grantees in each of the three levels was customized technical assistance with their site mentor. This type of assistance was reported by a majority of level 1 sub-grantees (72%), all sub-grantees in level 2 (100%), and nearly all level 3 sub-grantees (91%). More than half of the sub-grantees (63%) also received training through workshops or conferences, and web-learning was reported by almost one-third of the sub-grantees (30%). A few sub-grantees (11%) received other types of training from MCVRC.

Sub-grantees in all three levels received assistance that focused on each of the categories that were offered: strategic planning; human resources; networking; collaboration, partnerships, and management; program design; and evaluation and outcome measurement (see Exhibit 30). However, the assistance provided most often focused on program design; all sub-grantees in levels 2 and 3 (100%) as well as most level 1 sub-grantees (82%) received such assistance. Among level 1 sub-grantees, this was followed by assistance in management (received by 63% of level 1 sub-grantees). All level 2 sub-grantees (100%) and the majority of level 3 sub-grantees (91%) also received assistance in strategic planning. Assistance in human resources was very common among this group and was reported by most level 2 sub-grantees (80%) and level 3 sub-grantees (91%). Although very popular among less established organizations, less than half of level 1 sub-grantees (46%) reported receiving assistance in either strategic planning or human resources.

Exhibit 30

Type of Assistance Received from MCVRC Site Mentor by Organizational Level

Survey Questions	Level 1 Sub-grantees (N=11)	Level 2 Sub-grantees (N=5)	Level 3 Sub-grantees (N=11)
Strategic planning	46%	100%	91%
Human resources	46	80	91
Networking, collaboration, and partnerships	55	80	64
Management	64	80	73
Program design	82	100	100
Evaluation and outcome measurement	55	80	82
Other assistance	0	20	9

Satisfaction with HOPE II. The four MCVRC site mentors maintained varying levels of involvement with HOPE II sub-grantees and this inconsistency was reflected in the organizations' varied experiences. In the process evaluation of HOPE II, each of the interviewed executive directors reported some level of dissatisfaction with their site mentor because they did not think that their site mentors were able to provide the full depth of knowledge and thorough skills training required for building their organization's capacity in all specific areas of need. However, the opposite situation was found in the first follow-up survey, where higher levels of satisfaction were reported by the larger group of all sub-grantees.

In general, sub-grantees agreed that their site mentors provided timely responses to requests and that site mentors communicated effectively. While all level 2 sub-grantees (100%) expressed satisfaction regarding the timely response and effective communication of site mentors and about 90% of level 3 sub-grantees agreed with both of these statements, fewer of the level 1 sub-grantees were satisfied

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with their assistance. Although high percentages of level 1 sub-grantees reported being satisfied with their site mentors, compared to the level 2 and 3 sub-grantees, only three-quarters of the level 1 sub-grantees (77%) agreed that their site mentors provided timely responses and 89% agreed that their site mentors communicated effectively.

Customer Satisfaction Surveys

As a final data collection component, feedback was gathered on clients' satisfaction with the services and support they received from the sub-grantees in the study. Since the evaluation parameters, including concerns over the privacy and confidentiality of victims, did not allow for the gathering of in-depth feedback from victims, we developed a short instrument that addressed the following issues:

- Types of services received,
- Quality and utility of services, including referrals,
- Perceived helpfulness of services, and
- Overall satisfaction with service experience.

After receiving services from one of the 27 sub-grantee organizations, clients received a satisfaction survey from staff. The survey consisted of 6 questions on a postcard that was stamped and pre-addressed to Abt Associates. Respondents were asked to provide their responses and place the postcard in the mail. There was no identifying information on the postcards, except an ID number used to identify the sub-grantee. A copy of the instrument is included in Appendix C.

The client satisfaction survey was administered for two weeks during March 2007 to all consenting clients who accessed services provided in-person by the sub-grantees in the study. All sub-grantees in the study were instructed to participate in the client satisfaction survey by asking all of their in-person clients to complete a postcard survey, fold and staple it to ensure confidentiality of responses, and mail the postcard to Abt Associates. Over the two-week period, 109 surveys were completed and received by Abt Associates from 14 sub-grantees.

Results of customer satisfaction survey. While most survey respondents were visiting the organization for the first time (61%), others had received services from the sub-grantee previously (39%). As seen in Exhibit 31, clients came to the organizations seeking a variety of services. The most sought assistance was counseling or therapy services (50%) and information about victim rights (44%). Other types of services sought by survey respondents were assistance with police or courts (38%); information about services in the community (32%); and assistance with housing, employment, food or transportation (32%). The least common type of service sought by survey respondents was medical assistance (6%); however, these results are likely to be dependent upon the types of services offered by sub-grantees.

Over three-quarters of clients (77%) responded that they received the services they were looking for when they visited the organization. The remaining 23% said they did not receive the services they sought. Of those who did not receive needed services, 76% said the services they sought were not provided by this organization and 24% said the services were only available by referral.

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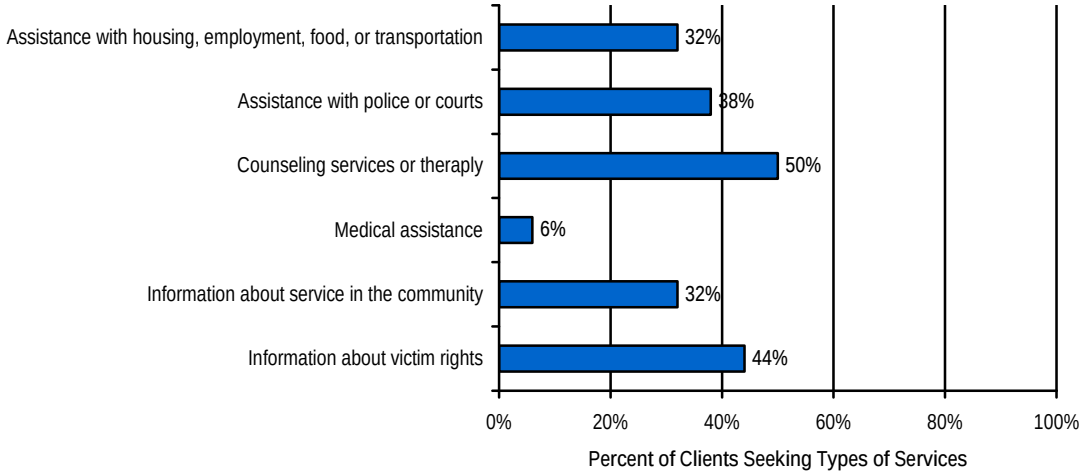
Exhibit 31

Types of Services Clients Looking to Receive During Visit to Sub-grantees



Overall clients reported high levels of satisfaction with the services received from sub-grantees. When asked to rate the helpfulness of the organization in meeting the client's needs, clients reported an average score of 4.3 on a scale from 1 to 5, where 5 is highly satisfied. When asked to rate their overall experience in working with the organization, responses were overwhelmingly positive as well. Clients reported an average level of satisfaction of 4.5 on the same scale. Furthermore, of the 52% of clients that were referred to other services, 98% of them anticipated that those referrals would be useful to them.

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Chapter 6: Conclusions and Recommendations

The HOPE II grant program evaluation has been comprised of complementary process and outcomes evaluations. The purpose of the process evaluation was to gain a detailed understanding of the implementation issues surrounding the application of the HOPE II sub-grants by their recipients with the support of MCVRC; these results were presented in a report produced in Summer 2007. The purpose of the outcomes evaluation is to determine the extent to which the financial and technical assistance received by sub-grantees directly increased organizational capacity and indirectly increased the delivery of services to victims of crime. This final HOPE II evaluation report focuses on the results of the outcomes evaluation, while also applying the findings from the process evaluation to inform and explain final outcomes or conclusions. As stated previously, the HOPE II grant outcomes evaluation objectives include the following:

1. Assess the results of technical assistance provided to FBCOs by MCVRC and the extent to which it enhanced their organizational and service delivery capacity; and
2. Identify specific areas in which FBCOs experienced greatest improvements in organizational and service delivery capacity and determine the factors that are most responsible.

Below we present our HOPE II grant program evaluation conclusions based on the results of the outcomes evaluation in the context of the qualitative findings and conclusions on capacity changes observed in the process evaluation.

Synthesizing Conclusions on Organizational Capacity Change

Sub-grantee organizations experienced the greatest improvements in capacity with respect to four distinct aspects of organizational development:

1. Volunteer development and management—hiring a volunteer coordinator and sustaining the position;
2. Sustainable funding—sub-grantees reported increased funding competitiveness and increases in revenue;
3. Organizational development—the implementation of electronic recordkeeping; and
4. Service delivery capacity—the number of services offered and clients served.

There were only nominal changes with respect to other areas of capacity, including community partnerships, throughout the grant and follow-up period. Below we summarize results for each of the areas of capacity, and we also present results from the comparison of FBOs and CBOs.

Volunteer development and management. A primary focus of the HOPE II grant was to improve and expand volunteer programs. The outcomes evaluation examined three aspects of the sub-grantees' volunteer programs: the existence of a full-time volunteer coordinator; the number of volunteers; and the use of volunteers (for filling long- or short-term organizational needs).

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The percentage of sub-grantee organizations that reported having a volunteer coordinator increased overall, with the most substantial increases evident among Level 1 and 2 organizations, many of which maintained their volunteer coordinator positions long-term after the end of the HOPE II grant. In contrast, a high percentage of level 3 sub-grantees and all three levels of the comparison organizations reported having a volunteer coordinator at baseline and, therefore, did not show much improvement over time. These findings are not unexpected given that the only allowable use of HOPE II funds for human resources was to fund a volunteer coordinator position.

The long-term employment of a volunteer coordinator hired through the HOPE II grant is an indicator of capacity change because it demonstrates that organizations have developed more stable funding streams to financially support this position. The findings from the process evaluation case studies provide additional insight on how the sub-grantee organizations increased their capacity to engage volunteers in addition to the use of a volunteer coordinator. Level 1 organizations concentrated on program expansion capacity by using a volunteer coordinator to institutionalize and refine existing volunteer programs in order to provide structure and a higher quality of training, and to conduct targeted engagement of volunteers based upon the needs of each organization. Level 2 and 3 organizations enhanced their program delivery capacity by developing materials and/or training processes for a volunteer program and by having a volunteer coordinator focus on recruitment of volunteers to serve clients.

Some less positive findings on volunteer development and management include only small changes in the number of full- and part-time volunteers and the majority of sub-grantees and comparison organizations continuing to report that they used volunteers to fill long-term organizational needs rather than being able to financially support these positions as paid staff. As explained previously, small organizations tend to rely more on full-time volunteer staff to fill long-term needs in part because they lack the funding to pay key staff. As organizations continue to grow, we expect them to be able to financially support full-time positions, resulting in a decrease in the number of full-time volunteers as they become full-time paid staff. In addition, as organizations continue to grow, we expect to observe increases in the number of part-time volunteers filling short-term needs. So although increases in the percentages of organizations with full-time volunteer coordinators were observed, we did not observe much positive change in the numbers of volunteers participating in sub-grantees' volunteer programs.

Community partnerships. Another important focus of the HOPE II program was to encourage sub-grantees to continue to develop and participate in networks with similar organizations and with the victim communities that they serve. Community partnerships allow small, emerging organizations to identify additional service needs, leverage existing resources, and strengthen collaborative efforts to improve their communities' response to victims.

Although strengthening community connections was a focus of HOPE II, the outcomes evaluation showed that many organizations already had strong, existing ties to their communities at baseline. Consequently, we observed little change in the types of community engagement efforts utilized by

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organizations, their number of organizational promotion and outreach activities, and the numbers of existing community partnerships in which they engaged.[43]

The results of the process evaluation case studies of nine of the sub-grantee organizations provided somewhat conflicting reports on the existence of partnerships prior to the HOPE II grant. As presented above, the outcomes evaluation showed that large majorities of organizations at all levels reported existing community partnerships and activities at baseline. However, although the level 1 organizations in the process evaluation reported strong pre-existing partnerships, level 2 and 3 organizations reported that they had few pre-existing partnerships prior to HOPE II and they used the HOPE II grant to expand these few partnerships and create new ones in their communities. There are several possible explanations for the discrepancy among Level 2 and 3 organizations. First, the nine sub-grantees were selected for the process evaluation based on recommendations from the site mentors and, therefore, were more likely to have received larger amounts of technical assistance. Since technical assistance was mainly self-directed, these organizations may have required more assistance in developing community partnerships and, therefore, accessed assistance from their site mentors more regularly. In addition, the definition of a "partnership" or "outreach activity" may vary somewhat from organization to organization. Thus, organizations at all three levels may have reported a large number of partnerships and community activities in the outcomes evaluation, but, with further scrutiny in the case studies, these relationships may not have been characterized as such by the visiting researchers.

Sustainable funding. The development of stable funding streams is crucial for organizations to be able to sustain their efforts and continue to grow. Thus, another important focus of HOPE II was for sub-grantees to plan for the sustainability of their project efforts after the end of the grant period. The outcomes evaluation examined how receipt of the HOPE II grant affected sub-grantees' preparedness to manage grants and competitiveness to win grants. Various measures of funding sustainability were also examined, including the receipt of both federal and VOCA funds, increases in average revenue, and changes in revenue development practices.

While the results of the process evaluation case studies indicated that the pre-existing financial and organizational capacity of sub-grantee organizations influenced the likelihood of sustaining HOPE II activities and programs, evidence from the outcomes evaluation shows that organizations across all levels experienced capacity development with respect to funding sustainability. It is possible that the experience of managing a federal grant and its use as a "resume builder" when applying for future federal support is the primary effect of the HOPE II grant on funding sustainability for sub-grantees. In addition, the outcomes evaluation found that many organizations improved their recordkeeping practices. Rigorous recordkeeping is a common requirement of federal grants and fulfilling this requirement for HOPE II may have encouraged sub-grantees to improve their recordkeeping practices, thereby positioning them to be able to manage federal funds in the future.

[43] Although the results of an independent-samples t-test on the mean change in the number of collaborations resulted in a statistically significant difference between the sub-grantees and comparison organizations (p=.02), this difference was not widely observed and is likely due to a large increase in the number of collaborations reported by the level 1 comparison organizations.

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Almost all sub-grantees reported that, due to the HOPE II grant, they believe they are better able to manage grants and are more competitive when applying for other funding. This outcome is buttressed by the fact that, among organizations that never received a federal grant prior to HOPE II, close to half of sub-grantees reported receipt of a federal grant by the end of the HOPE II grant and after the grant period ended,[44] compared with smaller percentages of comparison organizations. In addition, some organizations reported having received a VOCA grant (10% of sub-grantees and 20% of the comparison group), even though none of the study participants had received a VOCA grant in the three years prior to HOPE II.[45] Thus, since for many sub-grantee organizations the HOPE II grant was the first federal grant they received, HOPE II can be considered a "resume builder" that improves their competitiveness for receiving future federal funds.

On the other hand, while increases in total revenue were observed across all three levels of sub-grantee organizations, similar or larger increases were also observed among all but the level 1 comparison organizations. In fact, little improvement was detected in overall revenue development practices for both sub-grantees and comparison organizations, as demonstrated by only small changes in the percentages of sub-grantees and comparison organizations reporting that they had fundraising plans or that they had obtained grantwriters to prepare grant applications and to train staff. The limited growth in revenue development practices may be explained by the restriction on allowable expenses for human resources; grantwriters and other development staff were not funded through the HOPE II grant, and organizations were instructed to concentrate HOPE II resources into volunteer development and management.

Other areas of organizational capacity. In addition to the three core areas of organizational capacity (volunteer development and management, community partnerships, and sustainable funding), the outcomes evaluation also measured growth in other organizational areas, including organizational development, priority setting by the organizations, and service delivery capacity.

Results show that although there were no substantial increases in the numbers of full- or part-time paid staff reported by sub-grantees or the comparison organizations, there were improvements, as mentioned above, in the percentage of sub-grantees that keep electronic records at all three levels compared to their respective comparison groups. Because stable organizations should keep thorough records on clients, services, and referrals, these findings demonstrate improvements by sub-grantees in good organizational practices.

In addition, because changes in organizational capacity can occur in small incremental steps, we measured key shifts in attitude, approach, or practices which are important indicators of future organizational improvements. We found important improvements in sub-grantees' approaches to important issues affecting their future sustainability, including increasing and improving service delivery, developing systems to improve financial management, providing staff with professional development, and establishing and developing community partnerships. In fact, for all three levels of organizations, improvements were detected in some areas from "having developed plans" to address specific areas to "having implemented steps" to address these same areas. Although these findings are

[44] These results do not include the receipt of a HOPE II grant, which is also a federal grant.

[45] All sub-grantees and comparison organizations were required to have not received a VOCA grant in the three years prior to HOPE II.

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important, they are more reasonably viewed as pre-growth measures rather than as improvements in capacity themselves because they are indications of the necessary groundwork for future measureable organizational changes in capacity.

Finally, we found some improvement in the service delivery capacity of sub-grantees when examining the average number of services provided to victims of crime. Although no statistically significant differences in the number of clients served were reported by the sub-grantees and comparison organizations, the average number of services offered and the average number of clients served increased for all three levels of sub-grantees by first follow-up and continued to increase through the second follow-up period for two of the three organizational levels. These increases in sub-grantees' service delivery capacity were consistent over both time periods, which may indicate an upward trajectory of growth in these areas.

Comparing faith-based and community-based organizations. Although important differences were observed at baseline between FBOs and CBOs in terms of paid and unpaid staff, average revenue, and numbers of clients served, the results of our analysis revealed few differences in the amount of change in capacity observed between these two groups. For the most part, FBOs and CBOs showed similar differences and similarities between sub-grantee and comparison organizations' capacity changes as observed in the main analysis by levels. However, one notable finding is a difference in the numbers of clients served; the CBO sub-grantees experienced large increases similar to the analysis by levels, while the FBO sub-grantees reported decreases. This result indicates that gains in clients served may be driven by gains among CBOs. With more limited organizational capacity at baseline in comparison with CBOs, FBO sub-grantees may have had to shift focus more on capacity building activities than increasing the number of clients served during the grant period.

Synthesizing Conclusions on Grant Implementation

The HOPE II grant program evaluation examined grant implementation in terms of the intermediary grant management model and training and technical assistance provision. The intermediary model was proposed by OVC in order to have an experienced faith-based or community organization specializing in serving victims of crime engage in a cooperative agreement with a single award of $3.0 million for supporting the HOPE II Grant Program. The grant recipient was to support and improve the delivery of services to crime victims by serving as an intermediary organization that would distribute at least 80 percent of the grant funds to 48 smaller FBCOs and provide technical assistance to these sub-grantees. Evaluation of the intermediary management model was conducted solely through the process evaluation (see the HOPE II process evaluation report for further detail[46]), while training and technical assistance was assessed through both the process and outcomes evaluation.

Intermediary model for grant management. As noted in the process evaluation report, the intermediary model for grant management proved burdensome for many of the sub-grantees interviewed. The reimbursement model for funding disbursement was not consistently executed in a

[46] Markovitz, C., et al. (November, 2007). *HOPE II: Faith-based and Community Organization Program Evaluation, Process Study Report.* (Prepared under contract to the National Institutes of Justice, U.S. Department of Justice). Cambridge MA: Abt Associates Inc.

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timely fashion and several sub-grantees experienced hardship and had to use personal funds during portions of the grant period because their organizations had very low capacity to pay for services and supplies up front. Turnover and staffing changes at MCVRC further complicated and delayed the reimbursement system, and also created inconsistencies in communication of policies, procedures, and authorizations for sub-grantees.

Training and technical assistance. Although the outcomes evaluation is able to report limited improvements in organizational capacity for the HOPE II sub-grantees, it is difficult to conclusively determine the extent to which MCVRC's training and technical assistance enhanced sub-grantees' capacity. There are several reasons for this limitation. First, assessing the extent to which technical assistance enhanced sub-grantees' organizational and service delivery capacity is complicated by the fact that training and technical assistance was inconsistently provided by MCVRC site mentors. Second, sub-grantee organizations had to independently assess their own needs and initiate communications with their site mentor to receive assistance, resulting in the training and technical assistance process being mostly sub-grantee driven. Finally, the level of provision of technical assistance was very low during the grant period (an average of 30 minutes to 1 hour per month), making it difficult to produce real effects for sub-grantees.

On the other hand, while the evaluation is not able to conclusively determine the extent to which MCVRC's training and technical assistance enhanced sub-grantees' capacity, the results of the outcomes evaluation show that MCVRC training was well-received and sub-grantees were generally satisfied with the assistance provided. Also, there are indications that the training and technical assistance may have affected the development of volunteer programs and electronic recordkeeping, which in turn may have improved the sub-grantees' ability to obtain additional future funding. MCVRC required that all organizations track their funding in a database that fulfilled federal grant reporting requirements, and training on this database was a central focus of MCVRC's initial grantee training and subsequent training provided by site mentors.

Recommendations

Based on the findings from both the outcomes and process evaluations, we offer the following recommendations for any future iterations of the HOPE II grant program:

Focus on improvements in specific areas of capacity. The HOPE II grant was successful in specific, limited ways, and these enhancements imply a successful strategy for future grants. The sub-grantees showed some improvement in a central focus of HOPE II, the development and enhancement of a volunteer program through the formation of a permanent, full-time volunteer coordinator. It is our understanding that the sub-grantees were strongly encouraged to create a volunteer coordinator position and were given both substantial funding and uniform technical assistance (such as sample job descriptions, volunteer program materials, etc.) during the grant period to create and support this position. In addition, these same types of supports were provided for recordkeeping activities. Therefore, when the grant program is focused on specific areas of growth across all sub-grantees, we are more likely to observe capacity changes in these targeted areas among larger numbers of sub-grantees. Otherwise, changes in capacity are too scattered and inconsistent to be able to enact changes across multiple grant recipients.

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Uniform technical assistance from the intermediary. An important finding from the process evaluation, which was somewhat supported by the lack of findings from the outcomes evaluation, is that organizations varied in the consistency and intensity of technical assistance received from the intermediary and site mentors. Based on these findings, we recommend taking measures to promote the uniform delivery of technical assistance to organizations in future grant programs. The intermediary organization should be required to create comprehensive documentation of all administrative and technical assistance activities and data pertaining to the grant distribution, management, and implementation. Administrative documentation should be compiled on an ongoing basis and be organized in such a way that revisions to grant implementation by any sub-grantee organization are clearly documented. Further, internal intermediary staff should be used to administer technical assistance as opposed to remote consultants. This staffing configuration will support the close management of technical assistance provision, a quality assurance process, and consistent standards for technical assistance delivery. A formal needs assessment should be conducted with all sub-grantees in order to document baseline levels of capacity and target areas for technical assistance provision. Sub-grantees' input may be considered in the needs assessment; however, sub-grantee recommendations alone are insufficient to inform technical assistance provision. Finally, a technical assistance plan should be written up following the needs assessment to facilitate the delivery of services to sub-grantees.

Award grants to organizations that have demonstrated ability to increase capacity. Any funding agency should consider the existing capacity of grant applicants, particularly the organizations' proposed plans for capacity building, in grant distributions. Specifically, the selection process for identifying HOPE II grant recipients did not produce a sub-grantee class that was uniformly likely to succeed. It is important for grant recipients to have demonstrated some ability to grow their organization's capacity and to have a reasonable plan proposed for doing so. Otherwise capacity building funds and technical assistance may not be able to help very small or new organizations that still need to establish the basis for organizational change.

The evaluation of the HOPE II grant program has important implications, particularly given the amount of funding devoted to similar initiatives and indications of bipartisan support for the continuation and expansion of these initiatives in the future. The information in this report has implications for funding and practice given trends toward the use of the intermediary model for grant management and also toward funding of faith-based and community initiatives. Funding agencies and technical assistance providers may learn of important ways for models of grant management and technical assistance to be modified and improved.

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Appendix A: Sub-grantee Application Review Form

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Maryland Crime Victims' Resource Center, Inc. (MCVRC)
In Cooperation with the Office for Victims of Crime (OVC)
Hope II

APPLICATION REVIEW FORM

Date:

Applicant: Reviewer:

1. Problem(s) to be addressed
Goal linked to target pop? **(25points)**

Criteria:	Points Assigned
Does this project serve a high crime area?	__
Does this project serve an urban area?	__
Does this project serve underserved victims?	__
Does this project identify the needs of the target population/community?	__
Does this project use relevant, compelling data?	__
Are the project's purpose, goals, and objectives are clearly stated?	__
Does this project fulfill a critical need?	__
Does this applicant make a good case for the “uniqueness” of the project?	__
Is the overall goal of the project linked to the target population?	__
Total:	____

Strengths:

Weaknesses:

Comments:

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2. Project Strategy/Design **(25 points)**
The how and the who

Criteria:	Points Assigned
Is the project plan described with sufficient detail?	__
Is the time/task plan feasible to complete within 6 months?	__
Does this project use relevant, compelling data?	__
Are the project's purpose, goals, and objectives clearly stated?	__
Does the project effectively address the number of crime victims to be served?	__
Does the project effectively address the number of staff/volunteers to be trained?	__
Is there a plan to make the project accessible to diverse or underserved victims?	__
Total:	____

Strengths:

Weaknesses:

Comments:

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3. Program Management and Organizational Capability **(20 points)**

Criteria:	Points Assigned
Is there a clear and sufficient project management plan?	__
Does the applicant have the appropriate org. capability to carry out the plan?	__
Does the organization have the appropriate documentation of staff/expertise?	__
Does the agency have the appropriate financial capability?	__
Does the organization clearly define areas that need further capacity development?	__
Does the agency have a clearly defined and justifiable plan to increase org. capacity?	__
If a collaboration- is there a clearly defined lead agency?	__
Is the collaboration adequately described in terms of who will do what?	__
Does the collaboration have a history or prior experience working together?	__
Is there a clear and demonstrated need for the collaboration?	__

Total: ____

Strengths:

Weaknesses:

Comments:

4. Sustainability **(20 points)**

You have 6 months, and then what?

Criteria:	Points Assigned
Is there a clear and detailed plan to ensure program continuity?	__
Is there a clear plan to leverage new sources of funding?	__
Are sustainability activities described in sufficient detail?	__
Has the agency shown some creativity in thinking about how to sustain the program?	__

Total: ____

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Strengths:

Weaknesses:

Comments:

5. Program Budget **(10 points)**

Criteria: Points Assigned

Is there a thorough justification for all costs listed in the budget? __

Does the applicant's proposed budget relate directly to the project strategy and implementation plan? __

Does the budget include complete, reasonable and allowable costs, and provide narrative detail on the project's proposed cost? __

Does the budget reflect that the project must expend all dollars before September 30, '06? __

For collaborations only:

Does the budget show a clear lead agency, and spell out expenses for all collaborating agencies? __

Total: _____

Strengths:

Weaknesses:

Comments:

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Appendix B: Results of Independent-Samples T-tests

Exhibit B.1

Results of t-tests on Mean Difference Scores between Sub-grantees and Comparison Organizations

Survey Questions	Follow-up Period	p-value
Full-time paid staff	1	0.0241*
	2	0.4086
Part-time paid staff	1	0.7654
	2	0.4935
Full-time volunteer staff	1	0.0667
	2	0.7356
Part-time volunteer staff	1	0.2625
	2	0.3211
Number of clients served	1	0.7900
	2	0.4326
Number of collaborations	1	0.2830
	2	0.0171*
Mean revenue/operating budget	1	0.5832
	2	0.5212

*p<.05

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Appendix C: Demographics and Results Tables by Organizational Area

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Exhibit C.1

Profile of Sub-grantee and Comparison Organizations at Baseline

Survey Questions	Sub-grantees (N=27)	Comparison (N=29)
Percentage that are faith-based	55.6%	41.4%
Age of organizations:		
0-5 years	37.0%	44.4%
6-15 years	29.6%	14.8%
16-26 years	14.8%	14.8%
>26 years	18.5%	25.9%
Geographic Area Served:		
Urban	88.9%	100.0%
Large Town	11.1%	24.1%
Rural	14.8%	13.8%
Suburban	7.4%	17.2%
Percentage with Board of Directors	85.2%	79.3%
Percentage with written mission statement	100.0%	96.4%
Percentage with written strategic plan	77.8%	67.9%
Focus is primarily on providing services to:		
Crime victims	30.4%	38.1%
Variety of clients, including crime victims	69.6%	61.9%
Mean number of clients served in last month	230.7	423.0
Mean number of volunteer hrs per month	245.3	217.3
Mean total revenue	$333,585	$665,304
Mean total expenditures	$319,361	$497,169
Percentage ever received a federal grant	59.3%	42.9%

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Exhibit C.2

Profile of Sub-grantee and Comparison Organizations at Baseline by Organizational Level

	Level 1		Level 2		Level 3	
Survey Questions	**Sub-grantees (N=11)**	**Comparison (N=9)**	**Sub-grantees (N=5)**	**Comparison (N=6)**	**Sub-grantees (N=11)**	**Comparison (N=14)**
Age of organizations:						
0-5 years	0.0%	0.0%	20.0%	50.0%	81.8%	75.0%
6-15 years	36.4%	22.2%	60.0%	0.0%	9.1%	16.7%
16-26 years	36.4%	44.4%	0.0%	0.0%	0.0%	0.0%
>26 years	27.3%	33.3%	20.0%	50.0%	9.1%	8.3%
Geographic Area Served:						
Urban	90.9%	100.0%	100.0%	100.0%	81.8%	100.0%
Large Town	9.1%	33.3%	0.0%	0.0%	18.2%	28.6%
Rural	9.1%	22.2%	0.0%	0.0%	27.3%	14.3%
Suburban	9.1%	22.2%	0.0%	0.0%	9.1%	21.4%
Percentage with Board of Directors	100.0%	100.0%	100.0%	66.7%	63.6%	71.4%
Percentage with written mission statement	100.0%	100.0%	100.0%	100.0%	100.0%	92.9%
Percentage with written strategic plan	72.7%	88.9%	80.0%	100.0%	81.8%	42.9%
Focus is primarily on providing services to:						
Crime victims	20.0%	25.0%	20.0%	60.0%	37.5%	50.0%
Variety of clients, including crime victims	80.0%	75.0%	80.0%	40.0%	50.0%	62.5%
Mean number of clients served in last month	440.1	992.9	85.4	92.8	73.0	108.3
Mean number of volunteer hrs per month	427.2	344.1	138.0	96.2	98.9	171.2
Mean total revenue	$611,942	$1,356,915	$315,847	$172,180	$34,487	$38,824
Mean total expenditures	$599,954	$1,298,502	$288,584	$167,557	$26,097	$21,320
Percentage ever received a federal grant	100.0%	66.7%	20.0%	100.0%	36.4%	0.0%

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Exhibit C.3

Profile of Organizations that Accessed Learning Resources prior to HOPE II (at Baseline) by Organizational Level

	Level 1		Level 2		Level 3	
Survey Questions	**Sub-grantees (N=11)**	**Comparison (N=9)**	**Sub-grantees (N=5)**	**Comparison (N=6)**	**Sub-grantees (N=11)**	**Comparison (N=14)**
Mean number of management resources accessed by:						
Head of organization	4.7	5.0	3.8	4.2	3.4	3.6
Staff	3.7	4.7	3.2	4.5	2.4	2.5
Volunteers	3.4	3.0	3.8	2.8	3.1	2.7
Mean number of service delivery resources accessed by:						
Head of organization	4.5	4.4	3.0	5.3	3.7	3.3
Staff	4.1	4.7	3.6	5.0	2.8	3.0
Volunteers	2.5	3.5	2.8	3.5	1.9	2.7

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Exhibit C.4

Profile of Services Provided by Sub-grantee and Comparison Organizations at Baseline

Survey Questions	Sub-grantees (N=27)	Comparison (N=29)
Information/referral services	85.2%	75.9%
Crisis hotline	18.5	17.2
Case management services	37.0	51.7
Criminal justice support/advocacy	44.4	44.8
Legal assistance	14.8	6.9
Psychological assessments	7.4	13.8
Forensic examinations	100.0	100.0
Crisis counseling	40.7	34.5
Ongoing counseling	40.7	31.0
Personal advocacy	51.9	51.7
Advise or help filing compensation claims	33.3	17.2
Shelter/safehouse	7.4	6.9
Group treatment/support	29.6	31.0
Emergency legal advocacy	7.4	3.5
Emergency financial assistance	14.8	13.8
Transportation services	18.5	17.2
Alcohol and other substances treatment	7.4	13.8
Restorative justice opportunities	14.8	24.1
Advise victims regarding their crime victim rights	40.7	34.5
Advise victims regarding restitution	22.2	20.7
Provide web-based information for crime victims	24.1	25.9
Parish Nursing	14.8	3.5
Other services	25.9	17.2

Exhibit C.5

Profile of Victim Populations Served by Sub-grantee and Comparison Organizations at Baseline

Survey Questions	Sub-grantees (N=27)	Comparison (N=29)
Domestic violence	63.0%	65.5%
Child sexual abuse	22.2	44.8
Assault	48.3	40.7
Adult sexual assault	37.9	29.6
Child physical abuse	33.3	44.8
Survivors of homicide victims	37.0	37.9
Robbery	22.2	24.1
Adults molested as children	25.9	31.0
DUI/DWI crashes	18.5	31.0
Elder Abuse	33.3	34.5
Other	37.0	44.8
Our organization serves all victim populations.	25.9	13.8

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Exhibit C.6

Profile of Organizations that Accessed Learning Resources in Management prior to HOPE II

Survey Questions	Sub-grantees (N=27)	Comparison (N=29)
Percentage where head of org participated in:		
Training, workshop, or conference	85.2%	92.9%
Site visit to organization offering similar services	55.6%	64.3%
Outside consultant providing on-site training	57.7%	53.6%
Subscription to a newsletter or listserv devoted to promising practices	74.1%	75.0%
Participation in regular network/coalition meetings	88.9%	89.3%
Other	50.0%	80.0%
Mean number of staff participated in:		
Training, workshop, or conference	2.7	6.4
Site visit to organization offering similar services	2.3	3.3
Outside consultant providing on-site training	2.9	4.6
Subscription to a newsletter or listserv devoted to promising practices	2.0	5.3
Participation in regular network/coalition meetings	3.2	6.8
Other	1.1	2.6
Mean number of volunteer staff participated in:		
Training, workshop, or conference	8.3	38.4
Site visit to organization offering similar services	3.9	4.3
Outside consultant providing on-site training	13.9	25.4
Subscription to a newsletter or listserv devoted to promising practices	5.0	5.4
Participation in regular network/coalition meetings	7.1	14.2
Other	3.3	2.7

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Exhibit C.7

Profile of Organizations that Accessed Learning Resources in Service Delivery prior to HOPE II

	Level 1		Level 2		Level 3	
Survey Questions	**Sub-grantees (N=11)**	**Comparison (N=9)**	**Sub-grantees (N=5)**	**Comparison (N=6)**	**Sub-grantees (N=11)**	**Comparison (N=14)**
Percentage where head of org participated in:						
Training, workshop, or conference	100.0%	100.0%	80.0%	100.0%	72.7%	84.6%
Site visit to organization offering similar services	72.7%	77.8%	40.0%	50.0%	45.5%	61.5%
Outside consultant providing on-site training	81.8%	77.8%	60.0%	50.0%	30.0%	38.5%
Subscription to a newsletter or listserv devoted to promising practices	90.9%	100.0%	60.0%	83.3%	63.6%	53.9%
Participation in regular network/coalition meetings	90.9%	100.0%	100.0%	100.0%	81.8%	76.9%
Other	57.1%	80.0%	50.0%	66.7%	40.0%	85.7%
Mean number of staff participated in:						
Training, workshop, or conference	4.1	10.1	1.0	3.3	1.4	1.3
Site visit to organization offering similar services	3.8	4.9	0.5	2.2	1.0	1.3
Outside consultant providing on-site training	5.1	7.3	0.8	1.8	0.3	N/A
Subscription to a newsletter or listserv devoted to promising practices	2.0	6.7	2.8	3.3	1.3	N/A
Participation in regular network/coalition meetings	4.8	11.4	2.6	2.7	1.0	N/A
Other	2	4.67	N/A	N/A	N/A	N/A
Mean number of volunteer staff participated in:						
Training, workshop, or conference	12.1	102.0	6.4	4.0	5.3	8.4
Site visit to organization offering similar services	4.6	6.8	4.8	N/A	1.8	1.3
Outside consultant providing on-site training	25.0	38.0	8.8	N/A	5.6	N/A
Subscription to a newsletter or listserv devoted to promising practices	7.5	12.3	6.8	2.3	1.6	2.5
Participation in regular network/coalition meetings	12.1	22.8	7.0	17.5	1.3	6.3
Other	6.3	N/A	N/A	N/A	N/A	1.6

N/A = Sample size too small (<3) to report results.

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Exhibit C.8

Volunteer Capacity at Baseline and End of HOPE II Grant (FU1) by Organizational Level

	Sub-grantees			Comparison		
Survey Questions	**Baseline**	**FU1**	**Difference (FU1-B)**	**Baseline**	**FU1**	**Difference (FU1-B)**
Level 1	(N=11)	(N=11)		(N=9)	(N=5)	
Mean number of:						
FT unpaid staff	0.5	0.3	-0.2	2.8	0.3	-2.5
PT unpaid staff	26.8	29.7	2.9	81.4	49.0	-32.4
Percentage that used volunteers to fill long-term need	72.7%	72.7%	0.0%	88.9%	60.0%	-28.9%
Percentage that have a volunteer coordinator	45.5%	100.0%	54.6%	66.7%	80.0%	13.3%
Level 2	(N=5)	(N=5)		(N=6)	(N=4)	
Mean number of:						
FT unpaid staff	0.2	1.4	1.2	3.5	1.7	-1.8
PT unpaid staff	16.8	18.4	1.6	8.2	7.2	-1.0
Percentage that used volunteers to fill long-term need	100.0%	100.0%	0.0%	50.0%	75.0%	25.0%
Percentage that have a volunteer coordinator	20.0%	100.0%	80.0%	50.0%	33.3%	-16.7%
Level 3	(N=11)	(N=11)		(N=14)	(N=6)	
Mean number of:						
FT unpaid staff	1.2	3.6	2.4	0.4	0.1	-0.3
PT unpaid staff	9.9	7.3	-2.6	7.3	3.4	-3.9
Percentage that used volunteers to fill long-term need	54.6%	54.6%	0.0%	50.0%	66.7%	16.7%
Percentage that have a volunteer coordinator	81.8%	90.9%	9.1%	42.9%	33.3%	-9.5%

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Exhibit C.9

Volunteer Capacity at Baseline and Post HOPE II Grant (FU2) by Organizational Level

	Sub-grantees			Comparison		
Survey Questions	**Baseline**	**FU2**	**Difference (FU2-B)**	**Baseline**	**FU2**	**Difference (FU2-B)**
Level 1	(N=11)	(N=8)		(N=9)	(N=3)	
Mean number of:						
FT unpaid staff	0.5	0.0	-0.5	2.8	0.0	-2.8
PT unpaid staff	26.8	13.8	-13.0	81.4	16.9	-64.5
Level 2	(N=5)	(N=4)		(N=6)	(N=3)	
Mean number of:						
FT unpaid staff	0.2	3.8	3.6	3.5	7.0	3.5
PT unpaid staff	16.8	3.6	-13.2	8.2	0.7	-7.5
Level 3	(N=11)	(N=10)		(N=14)	(N=5)	
Mean number of:						
FT unpaid staff	1.2	0.9	-0.3	0.4	0.0	-0.4
PT unpaid staff	9.9	4.5	-5.4	7.3	1.3	-6.0

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Exhibit C.10

Level 1 Organizations Involved in Community Engagement Efforts at Baseline and End of HOPE II Grant (FU1)

	Sub-grantees		Comparison	
Survey Questions	**Baseline (N=11)**	**FU1 (N=11)**	**Baseline (N=9)**	**FU1 (N=5)**
Has done the following to explain or promote organization:				
Created or updated a website	81.8%	90.9%	100.0%	80.0%
Developed or distributed written materials	100.0	100.0	100.0	100.0
Made presentations to faith-based and/or community groups	90.9	100.0	100.0	80.0
Utilized free public service announcements	45.5	63.6	66.7	80.0
Utilized paid advertising	27.3	36.4	22.2	40.0
Conducted a meeting with clients/service recipients or the organization's constituents to learn about their needs	63.6	81.8	100.0	80.0
Reviewed research/data/reports from other institutions such as the government or a university	81.8	81.8	100.0	80.0
Administered a survey or questionnaire of community members/constituents	63.6	36.4	77.8	80.0
Participated in a formal coalition of organizations serving crime victims	81.8	45.5	88.9	80.0
Attended community meetings	81.8	90.9	100.0	100.0
Carry out community mapping projects	36.4	0.0	22.2	20.0
Participated in meeting with other organizations providing similar services	100.0	90.9	100.0	100.0
Conducted training(s) of stakeholder organizations in the community	30.0	54.6	25.0	60.0
Provided education programs about victimization	54.6	72.7	88.9	60.0
Teamed with other faith-based and/or community organizations or agencies to improve service delivery to crime victims	88.9	72.7	72.7	60.0
Other	45.5	18.2	44.4	40.0

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Exhibit C.11

Level 2 Organizations Involved in Community Engagement Efforts at Baseline and End of HOPE II Grant (FU1)

	Sub-grantees		Comparison	
Survey Questions	**Baseline (N=5)**	**FU1 (N=5)**	**Baseline (N=6)**	**FU1 (N=4)**
Has done the following to explain or promote organization:				
Created or updated a website	80.0%	100.0%	100.0%	50.0%
Developed or distributed written materials	100.0	100.0	100.0	75.0
Made presentations to faith-based and/or community groups	100.0	100.0	100.0	75.0
Utilized free public service announcements	20.0	40.0	66.7	50.0
Utilized paid advertising	60.0	40.0	33.3	0.0
Conducted a meeting with clients/service recipients or the organization's constituents to learn about their needs	80.0	60.0	100.0	50.0
Reviewed research/data/reports from other institutions such as the government or a university	100.0	60.0	100.0	50.0
Administered a survey or questionnaire of community members/constituents	80.0	40.0	50.0	50.0
Participated in a formal coalition of organizations serving crime victims	80.0	100.0	66.7	50.0
Attended community meetings	100.0	100.0	83.3	75.0
Carry out community mapping projects	0.0	0.0	16.7	0.0
Participated in meeting with other organizations providing similar services	100.0	100.0	100.0	75.0
Conducted training(s) of stakeholder organizations in the community	40.0	40.0	83.3	50.0
Provided education programs about victimization	40.0	40.0	100.0	0.0
Teamed with other faith-based and/or community organizations or agencies to improve service delivery to crime victims	80.0	100.0	100.0	75.0
Other	20.0	20.0	33.3	0.0

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Exhibit C.12

Level 3 Organizations Involved in Community Engagement Efforts at Baseline and End of HOPE II Grant (FU1)

	Sub-grantees		Comparison	
Survey Questions	**Baseline (N=11)**	**FU1 (N=11)**	**Baseline (N=14)**	**FU1 (N=6)**
Has done the following to explain or promote organization:				
Created or updated a website	45.5%	72.7%	57.1%	83.3%
Developed or distributed written materials	100.0	100.0	78.6	83.3
Made presentations to faith-based and/or community groups	81.8	100.0	78.6	100.0
Utilized free public service announcements	36.4	81.8	64.3	50.0
Utilized paid advertising	27.3	36.4	14.3	50.0
Conducted a meeting with clients/service recipients or the organization's constituents to learn about their needs	63.6	63.6	71.4	66.7
Reviewed research/data/reports from other institutions such as the government or a university	81.8	36.4	57.1	66.7
Administered a survey or questionnaire of community members/constituents	9.1	27.3	35.7	33.3
Participated in a formal coalition of organizations serving crime victims	63.6	63.6	35.7	50.0
Attended community meetings	81.8	90.9	64.3	100.0
Carry out community mapping projects	0.0	9.1	0.0	0.0
Participated in meeting with other organizations providing similar services	90.9	90.9	71.4	83.3
Conducted training(s) of stakeholder organizations in the community	9.1	45.5	28.6	66.7
Provided education programs about victimization	36.4	72.7	50.0	33.3
Teamed with other faith-based and/or community organizations or agencies to improve service delivery to crime victims	72.7	81.8	71.4	50.0
Other	18.2	9.1	35.7	0.0

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Exhibit C.13

Community Engagement at Baseline and Post HOPE II Grant (FU1) by Organizational Level

	Sub-grantees			Comparison		
Survey Questions	**Baseline**	**FU1**	**Difference (FU1-B)**	**Baseline**	**FU1**	**Difference (FU1-B)**
Level 1	(N=11)	(N=11)		(N=9)	(N=5)	
Mean number of organizational promotion activities	3.9	4.1	0.2	4.3	4.2	-0.1
Mean number of community outreach activities	6.8	6.3	-0.5	8.3	7.2	-1.1
Mean number of collaborations participating in	10.9	13.2	2.3	13.4	33.8	20.4
Level 2	(N=5)	(N=5)		(N=6)	(N=4)	
Mean number of organizational promotion activities	3.8	4.0	0.2	4.3	3.3	-1.0
Mean number of community outreach activities	7.0	6.4	-0.6	8.0	6.3	-1.7
Mean number of collaborations participating in	7.4	5.0	-2.4	10.5	8.3	-2.2
Level 3	(N=11)	(N=11)		(N=14)	(N=6)	
Mean number of organizational promotion activities	3.1	4.0	0.9	3.8	3.7	-0.1
Mean number of community outreach activities	5.1	5.8	0.7	5.7	5.5	-0.2
Mean number of collaborations participating in	5.9	7.1	1.2	4.1	9.7	5.6

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Exhibit C.14

Community Partnerships at Baseline and Post HOPE II Grant (FU2) by Organizational Level

	Sub-grantees			Comparison		
Survey Questions	**Baseline**	**FU2**	**Difference (FU2-B)**	**Baseline**	**FU2**	**Difference (FU2-B)**
Level 1	(N=11)	(N=8)		(N=9)	(N=3)	
Mean number of collaborations participating in	10.9	5.9	-5.0	13.4	37.7	24.3
Level 2	(N=5)	(N=4)		(N=6)	(N=3)	
Mean number of collaborations participating in	7.4	4.8	-2.6	10.5	N/A	N/A
Level 3	(N=11)	(N=10)		(N=14)	(N=5)	
Mean number of collaborations participating in	5.9	6.4	0.5	4.1	4.3	0.2

N/A=sample sizes too small (<3) to report results

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Exhibit C.15

Funding Capacity at Baseline and End of HOPE II Grant (FU1) by Organizational Level

	Sub-grantees			Comparison		
Survey Questions	**Baseline**	**FU1**	**Difference (FU1-B)**	**Baseline**	**FU1**	**Difference (FU1-B)**
Level 1	(N=11)	(N=11)		(N=9)	(N=5)	
Percentage that applied for a VOCA grant[a]	0.0	36.4	36.4	0.0	40.0	40.0
Percentage that received a VOCA grant[a]	0.0	18.2	18.2	0.0	40.0	40.0
Mean total revenue/operating budget	$611,942	$697,488	$85,546	$1,356,915	$1,359,972	$3,056
Level 2	(N=5)	(N=5)		(N=6)	(N=4)	
Percentage that applied for a VOCA grant[a]	0.0	60.0	60.0	0.0	25.0	25.0
Percentage that received a VOCA grant[a]	0.0	20.0	20.0	0.0	25.0	25.0
Mean total revenue/operating budget	$315,847	$376,061	$60,215	$172,180	N/A	N/A
Level 3	(N=11)	(N=11)		(N=14)	(N=6)	
Percentage that applied for a VOCA grant[a]	0.0	27.3	27.3	0.0	16.7	16.7
Percentage that received a VOCA grant[a]	0.0	9.1	9.1	0.0	0.0	0.0
Mean total revenue/operating budget	$34,487	$89,444	$54,957	$38,824	$103,365	$64,541

N/A = Sample size too small (<3) to report results.

[a] All study participants were required to have not received a VOCA grant in the past 3 years at baseline.

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Exhibit C.16

Funding Capacity at Baseline and Post HOPE II Grant (FU2) by Organizational Level

	Sub-grantees			Comparison		
Survey Questions	**Baseline**	**FU2**	**Difference (FU2-B)**	**Baseline**	**FU2**	**Difference (FU2-B)**
Level 1	(N=11)	(N=8)		(N=9)	(N=3)	
Percentage that applied for a VOCA grant[a]	0.0	57.1	57.1	0.0	66.7	66.7
Percentage that received a VOCA grant[a]	0.0	14.3	14.3	0.0	33.3	33.3
Mean total revenue/operating budget	$611,942	$652,643	$40,700	$1,356,915	N/A	N/A
Level 2	(N=5)	(N=4)		(N=6)	(N=3)	
Percentage that applied for a VOCA grant[a]	0.0	33.3	33.3	0.0	33.3	33.3
Percentage that received a VOCA grant[a]	0.0	0.0	0.0	0.0	33.3	33.3
Mean total revenue/operating budget	$315,847	$362,800	$46,953	$172,180	$162,167	-$10,014
Level 3	(N=11)	(N=10)		(N=14)	(N=5)	
Percentage that applied for a VOCA grant[a]	0.0	40.0	40.0	0.0	25.0	25.0
Percentage that received a VOCA grant[a]	0.0	10.0	10.0	0.0	0.0	0.0
Mean total revenue/operating budget	$34,487	$71,740	$37,253	$38,824	$164,513	$125,689

N/A = Sample size too small (<3) to report results.

[a] All study participants were required to have not received a VOCA grant in the past 3 years at baseline.

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Exhibit C.17

Sub-grantee Funding Accomplishments during HOPE II by Organizational Level

Survey Questions	
Level 1	
Percentage reporting better able to manage grants due to HOPE II	100.0%
Percentage reporting more competitive since HOPE II	90.9
Level 2	
Percentage reporting better able to manage grants due to HOPE II	100.0
Percentage reporting more competitive since HOPE II	100.0
Level 3	
Percentage reporting better able to manage grants due to HOPE II	90.9
Percentage reporting more competitive since HOPE II	90.9

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Exhibit C.18

Reported Goals of Grant, Contract, or Sub-Award Received at Baseline and End of HOPE II Grant (FU1) by Organizational Level

	Sub-grantees			Comparison		
Survey Questions	**Baseline**	**FU1**	**Difference (FU1-B)**	**Baseline**	**FU1**	**Difference (FU1-B)**
Level 1	(N=11)	(N=11)		(N=9)	(N=5)	
New program	72.7%	36.4%	-36.4%	33.3%	60.0%	26.7%
Best practices	63.6	36.4	-27.3	55.6	60.0	4.4
Expand services	81.8	36.4	-45.5	100.0	60.0	-40.0
Increase clients	81.8	45.5	-36.4	77.8	80.0	2.2
Develop board	9.1	27.3	18.2	22.2	20.0	-2.2
Train admin staff	27.3	9.1	-18.2	11.1	40.0	28.9
Train program staff	36.4	27.3	-9.1	33.3	20.0	-13.3
Increase funding	27.3	18.2	-9.1	22.2	40.0	17.8
Improve communications	27.3	27.3	0.0	22.2	40.0	17.8
Improve management/administrative systems	27.3	36.4	9.1	11.1	20.0	8.9
Track outcomes	27.3	45.5	18.2	22.2	20.0	-2.2
Ongoing programs	N/A	90.9	N/A	N/A	80.0	N/A
Level 2	(N=5)	(N=5)		(N=6)	(N=4)	
New program	40.0%	0.0%	-40.0%	33.3%	0.0%	-33.3%
Best practices	40.0	20.0	-20.0	33.3	25.0	-8.3
Expand services	20.0	60.0	40.0	83.3	25.0	-58.3
Increase clients	60.0	80.0	20.0	50.0	0.0	-50.0
Develop board	0.0	0.0	0.0	0.0	0.0	0.0
Train admin staff	0.0	20.0	20.0	16.7	0.0	-16.7
Train program staff	0.0	20.0	20.0	16.7	0.0	-16.7

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Exhibit C.18

Reported Goals of Grant, Contract, or Sub-Award Received at Baseline and End of HOPE II Grant (FU1) by Organizational Level

	Sub-grantees			Comparison		
Survey Questions	**Baseline**	**FU1**	**Difference (FU1-B)**	**Baseline**	**FU1**	**Difference (FU1-B)**
Increase funding	0.0	40.0	40.0	0.0	0.0	0.0
Improve communications	40.0	40.0	0.0	0.0	0.0	0.0
Improve management/administrative systems	0.0	20.0	20.0	0.0	0.0	0.0
Track outcomes	0.0	40.0	40.0	0.0	0.0	0.0
Ongoing programs	N/A	80.0	N/A	N/A	25.0	N/A
Level 3	(N=11)	(N=11)		(N=14)	(N=6)	
New program	66.7%	0.0%	-66.7%	50.0%	33.3%	-16.7%
Best practices	50.0	18.2	-31.8	50.0	33.3	-16.7
Expand services	50.0	9.1	-40.9	33.3	50.0	16.7
Increase clients	33.3	36.4	3.0	33.3	16.7	-16.7
Develop board	33.3	0.0	-33.3	16.7	16.7	0.0
Train admin staff	0.0	18.2	18.2	16.7	16.7	0.0
Train program staff	16.7	0.0	-16.7	0.0	16.7	16.7
Increase funding	16.7	9.1	-7.6	16.7	0.0	-16.7
Improve communications	0.0	27.3	27.3	0.0	16.7	16.7
Improve management/administrative systems	0.0	18.2	18.2	0.0	0.0	0.0
Track outcomes	0.0	0.0	0.0	16.7	0.0	-16.7
Ongoing programs	N/A	18.2	N/A	N/A	33.3	N/A

N/A = Sample size too small (<3) to report results.

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Exhibit C.19

Reported Goals of Grant, Contract, or Sub-Award Received and End of HOPE II Grant (FU2)

	Sub-grantees			Comparison		
Survey Questions	**Baseline**	**FU2**	**Difference (FU2-B)**	**Baseline**	**FU2**	**Difference (FU2-B)**
Level 1	(N=11)	(N=8)		(N=9)	(N=3)	
New program	72.7%	100.0%	27.3%	33.3%	N/A	N/A
Best practices	63.6	100.0	36.4	55.6	N/A	N/A
Expand services	81.8	100.0	18.2	100.0	N/A	N/A
Increase clients	81.8	100.0	18.2	77.8	N/A	N/A
Develop board	9.1	100.0	90.9	22.2	N/A	N/A
Train admin staff	27.3	N/A	N/A	11.1	N/A	N/A
Train program staff	36.4	N/A	N/A	33.3	N/A	N/A
Increase funding	27.3	100.0	72.7	22.2	N/A	N/A
Improve communications	27.3	100.0	72.7	22.2	N/A	N/A
Improve management/administrative systems	27.3	N/A	N/A	11.1	N/A	N/A
Track outcomes	27.3	N/A	N/A	22.2	N/A	N/A
Ongoing programs	N/A	100.0	N/A	N/A	N/A	N/A
Level 2	(N=5)	(N=4)		(N=6)	(N=3)	
New program	40.0%	N/A	N/A	33.3%	N/A	N/A
Best practices	40.0	N/A	N/A	33.3	N/A	N/A
Expand services	20.0	N/A	N/A	83.3	N/A	N/A
Increase clients	60.0	N/A	N/A	50.0	N/A	N/A
Develop board	0.0	N/A	N/A	0.0	N/A	N/A
Train admin staff	0.0	N/A	N/A	16.7	N/A	N/A
Train program staff	0.0	N/A	N/A	16.7	N/A	N/A

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Exhibit C.19

Reported Goals of Grant, Contract, or Sub-Award Received and End of HOPE II Grant (FU2)

	Sub-grantees			Comparison		
Survey Questions	**Baseline**	**FU2**	**Difference (FU2-B)**	**Baseline**	**FU2**	**Difference (FU2-B)**
Increase funding	0.0	N/A	N/A	0.0	N/A	N/A
Improve communications	40.0	N/A	N/A	0.0	N/A	N/A
Improve management/administrative systems	0.0	N/A	N/A	0.0	N/A	N/A
Track outcomes	0.0	N/A	N/A	0.0	N/A	N/A
Ongoing programs	N/A	N/A	N/A	N/A	N/A	N/A
Level 3	(N=11)	(N=10)		(N=14)	(N=5)	
New program	66.7%	N/A	N/A	50.0%	N/A	N/A
Best practices	50.0	N/A	N/A	50.0	N/A	N/A
Expand services	50.0	100.0%	50.0%	33.3	N/A	N/A
Increase clients	33.3	100.0	66.7	33.3	N/A	N/A
Develop board	33.3	N/A	N/A	16.7	N/A	N/A
Train admin staff	0.0	N/A	N/A	16.7	N/A	N/A
Train program staff	16.7	N/A	N/A	0.0	N/A	N/A
Increase funding	16.7	N/A	N/A	16.7	N/A	N/A
Improve communications	0.0	100.0	100.0	0.0	N/A	N/A
Improve management/administrative systems	0.0	N/A	N/A	0.0	N/A	N/A
Track outcomes	0.0	N/A	N/A	16.7	N/A	N/A
Ongoing programs	N/A	100.0	N/A	N/A	N/A	N/A

N/A = Sample size too small (<3) to report results.

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Exhibit C.20

Distribution of Funding Sources at Baseline and End of HOPE II Grant (FU1) by Organizational Level

	Sub-grantees			Comparison		
Survey Questions	**Baseline**	**FU1**	**Difference (FU1-B)**	**Baseline**	**FU1**	**Difference (FU1-B)**
Level 1	(N=11)	(N=11)		(N=9)	(N=5)	
Average percentage of funds received from:						
Federal government agencies	12.8%	20.4%	7.6%	11.1%	28.8%	17.7%
State/local government agencies	57.4	48.2	-9.2	37.1	28.3	-8.8
Foundations	7.8	13.1	5.3	21.8	20.8	-1.0
Other sources[a]	22.1	13.0	-9.1	30.0	22.3	-7.7
Level 2	(N=5)	(N=5)		(N=6)	(N=4)	
Average percentage of funds received from:						
Federal government agencies	0.0%	4.0%	4.0%	37.0%	0.0%	-37.0%
State/local government agencies	22.8	20.0	-2.8	35.8	63.3	27.5
Foundations	23.5	24.8	1.3	8.0	3.3	-4.7
Other sources[a]	53.7	51.2	-2.5	19.2	33.3	14.1
Level 3	(N=11)	(N=11)		(N=14)	(N=6)	
Average percentage of funds received from:						
Federal government agencies	17.1%	6.0%	-11.1%	0.0%	5.0%	5.0%
State/local government agencies	20.8	44.0	23.2	13.3	16.2	2.9
Foundations	10.4	26.0	15.6	21.9	26.8	4.9
Other sources[a]	51.8	8.8	-43.0	64.8	52.2	-12.6

a Includes other giving groups, fundraising appeals (direct mail, door-to-door, special events, etc.)

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Exhibit C.21

Distribution of Funding Sources at Baseline and End of HOPE II Grant (FU2) by Organizational Level

	Sub-grantees			Comparison		
Survey Questions	**Baseline**	**FU2**	**Difference (FU2-B)**	**Baseline**	**FU2**	**Difference (FU2-B)**
Level 1	(N=11)	(N=8)		(N=9)	(N=3)	
Average percentage of funds received from:						
Federal government agencies	12.8%	28.7%	15.9%	11.1%	38.3%	27.2%
State/local government agencies	57.4	34.3	-23.1	37.1	29.0	-8.1
Foundations	7.8	25.5	17.7	21.8	24.3	2.5
Other sources[a]	22.1	11.5	-10.6	30.0	8.3	-21.7
Level 2	(N=5)	(N=4)		(N=6)	(N=3)	
Average percentage of funds received from:						
Federal government agencies	0.0%	33.3%	33.3%	37.0%	71.7%	34.7%
State/local government agencies	22.8	26.0	3.2	35.8	20.0	-15.8
Foundations	23.5	23.3	-0.2	8.0	5.0	-3.0
Other sources[a]	53.7	17.3	-36.4	19.2	3.3	-15.9
Level 3	(N=11)	(N=10)		(N=14)	(N=5)	
Average percentage of funds received from:						
Federal government agencies	17.1%	72.2%	55.1%	0.0%	N/A	N/A
State/local government agencies	20.8	9.8	-11.0	13.3	N/A	N/A
Foundations	10.4	17.7	7.3	21.9	N/A	N/A
Other sources[a]	51.8	0.3	-51.5	64.8	N/A	

N/A = Sample size too small (<3) to report results.

a Includes other giving groups, fundraising appeals (direct mail, door-to-door, special events, etc.)

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Exhibit C.22

Percentage of Organizations that Received Funding from Sources at Baseline and End of HOPE II Grant (FU1) by Organizational Level

	Sub-grantees		Comparison	
Survey Questions	**Baseline**	**FU1**	**Baseline**	**FU1**
Level 1	(N=11)	(N=11)	(N=9)	(N=5)
Average percentage of funds received from:				
Federal government agencies	36.4%	54.6%	44.4%	44.4%
State/local government agencies	90.9	90.9	88.9	44.4
Foundations	63.6	72.7	77.8	44.4
Other sources[a]	45.5	36.4	33.3	44.4
Level 2	(N=5)	(N=5)	(N=6)	(N=4)
Average percentage of funds received from:				
Federal government agencies	0.0%	20.0%	66.7%	0.0%
State/local government agencies	40.0	60.0	66.7	33.3
Foundations	80.0	100.0	33.3	16.7
Other sources[a]	60.0	100.0	0.0	16.7
Level 3	(N=11)	(N=11)	(N=14)	(N=6)
Average percentage of funds received from:				
Federal government agencies	36.4%	18.2%	0.0%	7.1%
State/local government agencies	27.3	27.3	14.3	21.4
Foundations	27.3	27.3	35.7	21.4
Other sources[a]	0.0	18.2	7.1	35.7

a Includes other giving groups, fundraising appeals (direct mail, door-to-door, special events, etc.)

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Exhibit C.23

Percentage of Organizations that Received Funding from Sources at Baseline and End of HOPE II Grant (FU2) by Organizational Level

	Sub-grantees		Comparison	
Survey Questions	**Baseline**	**FU2**	**Baseline**	**FU2**
Level 1	(N=11)	(N=8)	(N=9)	(N=3)
Average percentage of funds received from:				
Federal government agencies	36.4%	45.5%	44.4%	33.3%
State/local government agencies	90.9	54.6	88.9	33.3
Foundations	63.6	45.5	77.8	33.3
Other sources[a]	45.5	18.2	33.3	22.2
Level 2	(N=5)	(N=4)	(N=6)	(N=3)
Average percentage of funds received from:				
Federal government agencies	0.0%	20.0%	66.7%	50.0%
State/local government agencies	40.0	20.0	66.7	16.7
Foundations	80.0	20.0	33.3	16.7
Other sources[a]	60.0	40.0	0.0	16.7
Level 3	(N=11)	(N=10)	(N=14)	(N=5)
Average percentage of funds received from:				
Federal government agencies	36.4%	45.5%	0.0%	0.0%
State/local government agencies	27.3	18.2	14.3	7.1
Foundations	27.3	27.3	35.7	14.3
Other sources[a]	0.0	18.2	7.1	0.0

a Includes other giving groups, fundraising appeals (direct mail, door-to-door, special events, etc.)

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Exhibit C.24

Funding Readiness at Baseline and End of HOPE II Grant (FU1) by Organizational Level

	Sub-grantees		Comparison	
Survey Questions	**Baseline**	**FU1**	**Baseline**	**FU1**
Level 1	(N=11)	(N=11)	(N=9)	(N=5)
Percentage hired a grantwriter to prepare grant applications	54.6%	27.3%	66.7%	80.0%
Percentage hired a grantwriter to train staff	18.2	9.1	33.3	20.0
Percentage have a fundraising plan	36.4	63.6	77.8	100.0
Level 2	(N=5)	(N=5)	(N=6)	(N=4)
Percentage hired a grantwriter to prepare grant applications	80.0%	40.0%	16.7%	0.0%
Percentage hired a grantwriter to train staff	20.0	20.0	16.7	25.0
Percentage have a fundraising plan	80.0	80.0	66.7	50.0
Level 3	(N=11)	(N=11)	(N=14)	(N=6)
Percentage hired a grantwriter to prepare grant applications	9.1%	0.0%	7.1%	0.0%
Percentage hired a grantwriter to train staff	0.0	9.1	0.0	0.0
Percentage have a fundraising plan	54.6	18.2	35.7	33.3

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Exhibit C.25

Funding Readiness at Baseline and End of HOPE II Grant (FU2) by Organizational Level

	Sub-grantees		Comparison	
Survey Questions	**Baseline**	**FU2**	**Baseline**	**FU2**
Level 1	(N=11)	(N=8)	(N=9)	(N=3)
Percentage hired a grantwriter to prepare grant applications	54.6%	14.3%	66.7%	0.0%
Percentage hired a grantwriter to train staff	18.2	0.0	33.3	0.0
Percentage have a fundraising plan	36.4	57.1	77.8	100.0
Level 2	(N=5)	(N=4)	(N=6)	(N=3)
Percentage hired a grantwriter to prepare grant applications	80.0%	50.0%	16.7%	50.0%
Percentage hired a grantwriter to train staff	20.0	0.0	16.7	0.0
Percentage have a fundraising plan	80.0	100.0	66.7	33.3
Level 3	(N=11)	(N=10)	(N=14)	(N=5)
Percentage hired a grantwriter to prepare grant applications	9.1%	0.0%	7.1%	0.0%
Percentage hired a grantwriter to train staff	0.0	0.0	0.0	0.0
Percentage have a fundraising plan	54.6	30.0	35.7	33.3

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Exhibit C.26

Organizational Capacity of Level 1 Organizations at Baseline and End of HOPE II Grant (FU1)

	Sub-grantees			Comparison		
Survey Questions	**Baseline (N=11)**	**FU1 (N=11)**	**Difference (FU1-B)**	**Baseline (N=14)**	**FU1 (N=6)**	**Difference (FU1-B)**
Head of organization is:						
FT paid	90.9%	90.9%	0.0%	100.0%	100.0%	0.0%
PT paid	9.1%	9.1%	0.0%	0.0%	0.0%	0.0%
Unpaid	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Mean number of:						
FT paid staff	8.2	12.5	4.3	20.6	12.7	-7.9
PT paid staff	6.0	3.7	-2.3	4.2	1.9	-2.3
FT paid admin staff	2.6	3.4	0.8	5.3	1.5	-3.8
PT paid admin staff	1.1	0.5	-0.6	1.6	0.6	-1.0
FT paid prog staff	5.9	9.2	3.3	15.6	8.5	-7.1
PT paid prog staff	5.8	3.1	-2.7	2.7	1.1	-1.6
Mean number of computers	13.5	16.5	3.0	23.0	28.2	5.2

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Exhibit C.27

Organizational Capacity of Level 2 Organizations at Baseline and End of HOPE II Grant (FU1)

	Sub-grantees			Comparison		
Survey Questions	**Baseline (N=5)**	**FU1 (N=5)**	**Difference (FU1-B)**	**Baseline (N=6)**	**FU1 (N=4)**	**Difference (FU1-B)**
Head of organization is:						
FT paid	60.0%	80.0%	20.0%	66.7%	75.0%	8.3%
PT paid	0.0%	0.0%	0.0%	16.7%	25.0%	8.3%
Unpaid	40.0%	20.0%	-20.0%	16.7%	0.0%	-16.7%
Mean number of:						
FT paid staff	2.8	3.0	0.2	3.5	2.0	-1.5
PT paid staff	6.3	4.0	-2.3	2.2	0.5	-1.7
FT paid admin staff	14.8	1.2	-13.6	2.0	1.0	-1.0
PT paid admin staff	2.2	2.2	0.0	0.8	0.2	-0.6
FT paid prog staff	2.2	1.8	-0.4	1.5	1.0	-0.5
PT paid prog staff	3.0	1.8	-1.2	1.7	0.3	-1.4
Mean number of computers	9.0	9.0	0.0	4.3	8.0	3.7

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Exhibit C.28

Organizational Capacity of Level 1 Organizations at Baseline and Post HOPE II Grant (FU2)

	Sub-grantees			Comparison		
Survey Questions	**Baseline (N=11)**	**FU2 (N=8)**	**Difference (FU2-B)**	**Baseline (N=9)**	**FU2 (N=3)**	**Difference (FU2-B)**
Mean number of:						
FT paid staff	8.2	4.5	-3.7	20.6	9.8	-10.8
PT paid staff	6	1.4	-4.6	4.2	0.9	-3.3
FT paid administrative staff	2.6	1.5	-1.1	5.3	1.4	-3.9
PT paid administrative staff	1.1	0.5	-0.6	1.6	0.1	-1.5
FT paid program staff	5.9	3.2	-2.7	15.6	8.3	-7.3
PT paid program staff	5.8	0.9	-4.9	2.7	0.8	-1.9

Exhibit C.29

Organizational Capacity of Level 2 Organizations at Baseline and Post HOPE II Grant (FU2)

	Sub-grantees			Comparison		
Survey Questions	**Baseline (N=5)**	**FU2 (N=4)**	**Difference (FU2-B)**	**Baseline (N=6)**	**FU2 (N=3)**	**Difference (FU2-B)**
Mean number of:						
FT paid staff	2.8	2.8	0.0	3.5	1.3	-2.2
PT paid staff	6.3	1.8	-4.5	2.2	1.2	-1.0
FT paid administrative staff	14.8	1	-13.8	2.0	0.5	-1.5
PT paid administrative staff	2.2	1.2	-1.0	0.8	0.3	-0.5
FT paid program staff	2.2	1.6	-0.6	1.5	0.8	-0.7
PT paid program staff	3.0	0.6	-2.4	1.7	0.8	-0.9

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Exhibit C.30

Organizational Capacity of Level 3 Organizations at Baseline and Post HOPE II Grant (FU2)

	Sub-grantees			Comparison		
Survey Questions	**Baseline (N=11)**	**FU1 (N=10)**	**Difference (FU2-B)**	**Baseline (N=14)**	**FU1 (N=5)**	**Difference (FU2-B)**
Mean number of:						
FT paid staff	2.5	0.5	-2.0	1.8	0.6	-1.2
PT paid staff	0.4	2.3	1.9	0.2	1.1	0.9
FT paid administrative staff	0.6	0.4	-0.2	0.6	0.1	-0.5
PT paid administrative staff	0.0	0.4	0.4	0.2	0.3	0.1
FT paid program staff	2.3	0.3	-2.0	1.2	0.4	-0.8
PT paid program staff	0.1	2.0	1.9	0.0	0.9	0.9

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Exhibit C.31

Electronic Record Keeping of Organizations at Baseline and End of HOPE II Grant (FU1) by Organizational Level

	Sub-grantees			Comparison		
Survey Questions	**Baseline**	**FU1**	**Difference (FU1-B)**	**Baseline**	**FU1**	**Difference (FU1-B)**
Level 1	(N=11)	(N=11)		(N=9)	(N=5)	
Number of clients	63.6%	90.0%	26.4%	87.5%	100.0%	12.5%
Referral sources of clients	20.0	90.0	70.0	75.0	100.0	25.0
Needs of clients	18.2	77.8	59.6	87.5	80.0	-7.5
Services provided to clients	36.4	77.8	41.4	87.5	100.0	12.5
Individual clients' outcomes	30.0	71.4	41.4	75.0	100.0	25.0
Level 2	(N=5)	(N=5)		(N=6)	(N=4)	
Number of clients	80.0%	80.0%	0.0%	80.0%	100.0%	20.0%
Referral sources of clients	40.0	60.0	20.0	66.7	100.0	33.3
Needs of clients	40.0	60.0	20.0	80.0	100.0	20.0
Services provided to clients		60.0	-20.0	80.0	100.0	20.0
Individual clients' outcomes	50.0	40.0	-10.0	80.0	100.0	20.0
Level 3	(N=11)	(N=11)		(N=14)	(N=6)	
Number of clients	30.0%	90.9%	60.9%	41.7%	66.7%	25.0%
Referral sources of clients	10.0	45.5		23.1	20.0	-3.1
Needs of clients	20.0	36.4	16.4	33.3	20.0	-13.3
Services provided to clients	30.0	63.6	33.6	25.0	50.0	25.0
Individual clients' outcomes	18.2	60.0	41.8	25.0	20.0	-5.0

80.0

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Exhibit C.32

Electronic Record Keeping of Organizations at Baseline and Post HOPE II Grant (FU2) by Organizational Level

	Sub-grantees			Comparison		
Survey Questions	**Baseline**	**FU2**	**Difference (FU2-B)**	**Baseline**	**FU2**	**Difference (FU2-B)**
Level 1	(N=11)	(N=8)		(N=9)	(N=3)	
Number of clients	63.6%	85.7%	22.1%	87.5%	100.0%	12.5%
Referral sources of clients	20.0	100.0	80.0	75.0	100.0	25.0
Needs of clients	18.2	N/A	N/A	87.5	N/A	N/A
Services provided to clients	36.4	100.0	63.6	87.5	100.0	12.5
Individual clients' outcomes	30.0	71.4	41.4	75.0	100.0	25.0
Level 2	(N=5)	(N=4)		(N=6)	(N=3)	
Number of clients	80.0%	66.7%	-13.3%	80.0%	N/A	N/A
Referral sources of clients	40.0	N/A	N/A	66.7	33.3	-33.3
Needs of clients	40.0	N/A	N/A	80.0	N/A	N/A
Services provided to clients		66.7	-13.3	80.0	33.3	-46.7
Individual clients' outcomes	50.0	66.7	16.7	80.0	N/A	N/A
Level 3	(N=11)	(N=10)		(N=14)	(N=5)	
Number of clients	30.0%	80.0%	50.0%	41.7%	75.0%	33.3%
Referral sources of clients	10.0	100.0	90.0	23.1	N/A	N/A
Needs of clients	20.0	0.0	-20.0	33.3	N/A	N/A
Services provided to clients	30.0	80.0	50.0	25.0	75.0	50.0
Individual clients' outcomes	18.2	60.0	41.8	25.0	100.0	75.0

N/A = Sample size too small (<3) to report results.

80.0

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Exhibit C.33

Change in Organizational Priorities of Level 1 Organizations at Baseline, End of HOPE II Grant (FU1), and Post HOPE II Grant (FU2)

	Sub-grantees			Comparison		
Priorities[a]	**Baseline**	**Difference (FU1-B)**	**Difference (FU2-B)**	**Baseline**	**Difference (FU1-B)**	**Difference (FU2-B)**
Mean level of focus on:						
Pursing new sources of funding	2.7	0.1	N/A	2.7	-0.1	N/A
Increasing and improving service delivery	2.5	0.3	0.2	2.7	-0.1	-0.9
Developing systems to improve financial management	3.0	-0.2	-0.1	3.7	-0.3	-0.7
Volunteer management	2.5	0.5	0.5	2.6	-0.2	0.1
Providing staff with professional development/training	2.6	0.1	0.5	3.0	-0.3	-1.2
Volunteer development	2.4	0.8	0.3	2.4	0	0.6
Establishing and developing community partnerships	2.7	0.2	0.2	2.7	-0.1	-0.2

N/A = Sample size too small (<3) to report results.

[a] Priorities are rated on a scale where 0=Have not focused on this area yet; 1=Concerned about area, but lack time/resources to address; 2=Have developed plans to address area, but lack time/resources to address; 3=Have implemented steps to address this area; 4=Not a priority because currently satisfied with achievements in this area

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Exhibit C.34

Change in Organizational Priorities of Level 2 Organizations at Baseline, End of HOPE II Grant (FU1), and Post HOPE II Grant (FU2)

	Sub-grantees			Comparison		
Priorities[a]	**Baseline**	**Difference (FU1-B)**	**Difference (FU2-B)**	**Baseline**	**Difference (FU1-B)**	**Difference (FU2-B)**
Mean level of focus on:						
Pursing new sources of funding	2.6	-0.2	N/A	2.5	0.3	N/A
Increasing and improving service delivery	2.2	0.1	0.4	2.8	0.0	0.0
Developing systems to improve financial management	2.1	0.9	1.3	3.3	0.4	-1.3
Volunteer management	2.2	0.2	0.8	2.7	0.0	0.3
Providing staff with professional development/training	1.8	0.6	0.8	2.7	0.5	-0.2
Volunteer development	1.6	1.2	1.2	2.2	0.1	0.1
Establishing and developing community partnerships	2.6	0.3	0.5	2.7	0.5	-0.4

N/A = Sample size too small (<3) to report results. [a]

[a] Priorities are rated on a scale where 0=Have not focused on this area yet; 1=Concerned about area, but lack time/resources to address; 2=Have developed plans to address area, but lack time/resources to address; 3=Have implemented steps to address this area; 4=Not a priority because currently satisfied with achievements in this area

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Exhibit C.35

Change in Organizational Priorities of Level 3 Organizations at Baseline, End of HOPE II Grant (FU1), and Post HOPE II Grant (FU2)

	Sub-grantees			Comparison		
Priorities[a]	**Baseline**	**Difference (FU1-B)**	**Difference (FU2-B)**	**Baseline**	**Difference (FU1-B)**	**Difference (FU2-B)**
Mean level of focus on:						
Pursing new sources of funding	2.0	0.2	N/A	1.9	0.3	N/A
Increasing and improving service delivery	2.4	0.1	-0.3	2.0	0.7	0.6
Developing systems to improve financial management	2.8	-0.2	-0.2	2.2	0.8	0.9
Volunteer management	2.5	0.3	0.2	2.0	0.7	-0.7
Providing staff with professional development/training	2.3	-0.3	0.4	1.6	0.7	-0.2
Volunteer development	2.3	0.2	0.4	1.7	0.5	-0.4
Establishing and developing community partnerships	1.8	0.9	0.8	2.0	0.6	0.6

N/A = Sample size too small (<3) to report results.

[a] Priorities are rated on a scale where 0=Have not focused on this area yet; 1=Concerned about area, but lack time/resources to address; 2=Have developed plans to address area, but lack time/resources to address; 3=Have implemented steps to address this area; 4=Not a priority because currently satisfied with achievements in this area

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Exhibit C.36

Service Delivery Capacity of Level 1 Organizations at Baseline and End of HOPE II Grant (FU1)

	Sub-grantees			Comparison		
Survey Questions	**Baseline N=11)**	**FU1 (N=11)**	**Difference (FU1-B)**	**Baseline (N=9)**	**FU1 (N=5)**	**Difference (FU1-B)**
Mean number of services provided to victims of crime	8.1	8.8	0.7	6.4	5.0	-1.4
Mean number of victim populations targeted	4.6	5.5	0.9	5.4	3.8	-1.6
Mean number of special populations targeted	2.3	4.0	1.7	1.6	N/A	N/A
Mean number of clients served	440.2	672.8	232.6	992.9	1032.0	39.1

N/A = Sample size too small (<3) to report results.

Exhibit C.37

Service Delivery Capacity of Level 2 Organizations at Baseline and End of HOPE II Grant (FU1)

	Sub-grantees			Comparison		
Survey Questions	**Baseline N=11)**	**FU1 (N=11)**	**Difference (FU1-B)**	**Baseline (N=9)**	**FU1 (N=5)**	**Difference (FU1-B)**
Mean number of services provided to victims of crime	6.0	7.2	1.2	9.6	4.0	-5.6
Mean number of victim populations targeted	5.8	5.6	-0.2	6.7	7.3	0.6
Mean number of special populations targeted	3.0	3.0	0.0	N/A	N/A	N/A
Mean number of clients served	85.4	24.0	-61.4	92.8	30.0	-62.8

N/A = Sample size too small (<3) to report results.

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Exhibit C.38

Service Delivery Capacity of Level 3 Organizations at Baseline and End of HOPE II Grant (FU1)

	Sub-grantees			Comparison		
Survey Questions	**Baseline N=11)**	**FU1 (N=11)**	**Difference (FU1-B)**	**Baseline (N=9)**	**FU1 (N=5)**	**Difference (FU1-B)**
Mean number of services provided to victims of crime	6.5	9.5	3.0	6.9	4.8	-2.1
Mean number of victim populations targeted	5.5	3.5	-2.0	4.1	4.8	0.7
Mean number of special populations targeted	1.8	1.5	-0.3	2.8	N/A	N/A
Mean number of clients served	73.0	15.7	-57.3	120.3	90.5	-29.8

N/A = Sample size too small (<3) to report results.

Exhibit C.39

Service Delivery Capacity of Level 1 Organizations at Baseline and Post HOPE II Grant (FU2)

	Sub-grantees			Comparison		
Survey Questions	**Baseline N=11)**	**FU2 (N=8)**	**Difference (FU2-B)**	**Baseline (N=9)**	**FU2 (N=3)**	**Difference (FU2-B)**
Mean number of services provided to victims of crime	8.1	7.3	-0.8	6.4	5.0	-1.4
Mean number of victim populations targeted	4.6	4.9	0.3	5.4	1.7	-3.7
Mean number of special populations targeted	2.3	3.3	1.0	1.6	N/A	N/A
Mean number of clients served	440.2	570.7	130.5	992.9	350.0	-642.9

N/A = Sample size too small (<3) to report results.

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Exhibit C.40

Service Delivery Capacity of Level 2 Organizations at Baseline and Post HOPE II Grant (FU2)

	Sub-grantees			Comparison		
Survey Questions	**Baseline N=5)**	**FU2 (N=14**	**Difference (FU2-B)**	**Baseline (N=6)**	**FU2 (N=3)**	**Difference (FU2-B)**
Mean number of services provided to victims of crime	6.0	7.2	1.2	9.6	4	-5.6
Mean number of victim populations targeted	5.8	5.6	-0.2	6.7	7.3	0.6
Mean number of special populations targeted	3.0	3.0	0.0	N/A	N/A	N/A
Mean number of clients served	85.4	24.9	-60.5	92.8	30	-62.8

N/A = Sample size too small (<3) to report results.

Exhibit C.41

Service Delivery Capacity of Level 3 Organizations at Baseline and Post HOPE II Grant (FU2)

	Sub-grantees			Comparison		
Survey Questions	**Baseline N=11)**	**FU2 (N=8)**	**Difference (FU2-B)**	**Baseline (N=9)**	**FU2 (N=3)**	**Difference (FU2-B)**
Mean number of services provided to victims of crime	6.0	10.7	4.7	9.6	5.7	-3.9
Mean number of victim populations targeted	5.8	5.0	-0.8	6.7	6.0	-0.7
Mean number of special populations targeted	3.0	3.0	0.0	N/A	N/A	N/A
Mean number of clients served	85.4	30.8	-54.6	92.8	50.0	-42.8

N/A = Sample size too small (<3) to report results.

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Exhibit C.42

Training Received from MCVRC during HOPE II Grant

Survey Questions	Sub-grantees (N=27)
Training through workshops/conferences	63.0%
Customized TA with Site Mentor	85.2
Web learning/instruction	29.6
Other training by MCVRC	11.1

Exhibit C.43

Training Received from MCVRC during HOPE II Grant by Organizational Level

Survey Questions	Level 1 Sub-grantees (N=11)	Level 2 Sub-grantees (N=5)	Level 3 Sub-grantees (N=11)
Training through workshops/conferences	54.6%	80.0%	63.6%
Customized TA with Site Mentor	72.7	100.0	90.9
Web learning/instruction	45.5	20.0	18.2
Other training by MCVRC	18.2	20.0	0.0

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Exhibit C.44

Type of Assistance Received from MCVRC Site Mentor by Organizational Level

Survey Questions	Level 1 Sub-grantees (N=11)	Level 2 Sub-grantees (N=5)	Level 3 Sub-grantees (N=11)
Strategic Planning	45.5%	100.0%	90.9%
Human Resources	45.5	80.0	90.9
Networking, Collaboration, and Partnerships	54.6	80.0	63.6
Management	63.6	80.0	72.7
Program design	81.8	100.0	100.0
Evaluation and Outcome Measurement	54.6	80.0	81.8
Other Assistance	0.0	20.0	9.1

Exhibit C.45

Quality of Assistance Received from MCVRC Site Mentor by Organizational Level

Survey Questions	Level 1 Sub-grantees (N=11)	Level 2 Sub-grantees (N=5)	Level 3 Sub-grantees (N=11)
Site Mentor provide timely responses to requests	77.8%	100.0%	90.9%
Site Mentor communicates effectively	88.9	100.0	90.0
Staff, including volunteers, are better prepared to work with victims	100.0	100.0	100.0

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Exhibit C.46

Key Measures for Faith and Community Organizations at Baseline and End of HOPE II Grant (FU1)

	Sub-grantees			Comparison		
Survey Questions	**Baseline**	**FU1**	**Difference (FU1–B)**	**Baseline**	**FU1**	**Difference (FU1–B)**
Faith-Based Organizations	(N=15)	(N=15)		(N=12)	(N=5)	
Mean number of:						
FT paid staff	3.0	2.5	-0.5	3.3	0.6	-2.7
PT paid staff	2.6	1.8	-0.8	2.1	0.2	-1.9
FT unpaid staff	1.0	3.0	2	2.3	0.9	-1.4
PT unpaid staff	14.9	23.3	8.4	5.7	0.6	-5.1
Head of organization is a FT paid position	26.7%	60.0%	33.3%	27.3%	20.0%	-7.3%
Percentage that have a volunteer coordinator	66.7%	93.3%	26.7%	58.3%	50.0%	-8.3%
Mean number of collaborations	6.7	7.3	0.6	8.0	10.5	2.5
Mean number of clients served	83.6	14.6	-69.0	104.0	111.7	7.7
Mean number of services to victims of crime	6.2	9.2	3.0	10.9	5.0	-5.9
Mean total revenue/operating budget	$120,680	$211,552	$90,872	$283,515	$34,333	-$249,182
Average percentage of funds received from sources:						
Federal	37.5%	25.7%	-11.8%	60.4%	N/A	N/A
State/local	47.2%	51.8%	4.6%	54.9%	N/A	N/A
Foundation	23.5%	28.0%	4.5%	N/A	N/A	N/A
Other	N/A	48.0%	N/A	N/A	93.3%	N/A
Electronic recordkeeping						
Number of clients	57.1%	86.7%	29.5%	33.3%	80.0%	46.7%
Referral sources of clients	14.3%	60.0%	45.7%	27.3%	50.0%	22.7%
Needs of clients	21.4%	53.3%	31.9%	30.0%	75.0%	45.0%
Services provided to clients	42.9%	73.3%	30.5%	20.0%	75.0%	55.0%
Individual clients' outcomes	33.3%	61.5%	28.2%	30.0%	66.7%	36.7%

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Exhibit C.46

Key Measures for Faith and Community Organizations at Baseline and End of HOPE II Grant (FU1)

	Sub-grantees			Comparison		
Survey Questions	**Baseline**	**FU1**	**Difference (FU1–B)**	**Baseline**	**FU1**	**Difference (FU1–B)**
Community-Based Organizations	(N=12)	(N=12)		(N=17)	(N=10)	
Mean number of:						
FT paid staff	7.3	11.2	3.9	11.3	7.2	-4.1
PT paid staff	5.1	3.2	-1.9	1.7	1.5	-0.2
FT unpaid staff	0.4	0.4	0.0	1.4	0.2	-1.2
PT unpaid staff	21.4	12.4	-9.0	47.7	29.8	-17.9
Head of organization is a FT paid position	83.3%	83.3%	0.0%	82.4%	100.0%	17.7%
Percentage that have a volunteer coordinator	41.7%	100.0%	58.3%	47.1%	50.0%	2.9%
Mean number of collaborations	10.1	11.6	1.5	8.7	19.6	10.9
Mean number of clients served	402.4	558.5	156.1	609.0	586.3	-22.7
Mean number of services to victims of crime	7.9	8.3	0.4	5.7	4.6	-1.1
Mean total revenue/operating budget	$564,232	$633,463	$69,231	$870,883	$914,631	$43,748
Average percentage of funds received from sources:						
Federal	N/A	29.5%	N/A	28.2%	29.0%	0.8%
State/local	65.5%	49.1%	-16.4%	48.2%	42.1%	-6.1%
Foundation	15.9%	21.0%	5.1%	30.9%	34.1%	3.2%
Other	17.4%	31.7%	14.3%	8.9%	31.7%	22.8%
Electronic recordkeeping						
Number of clients	50.0%	90.9%	40.9%	81.3%	90.0%	8.8%
Referral sources of clients	27.3%	72.7%	45.5%	62.5%	80.0%	17.5%
Needs of clients	25.0%	60.0%	35.0%	80.0%	60.0%	-20.0%
Services provided to clients	41.7%	60.0%	18.3%	80.0%	80.0%	0.0%
Individual clients' outcomes	20.0%	55.6%	35.6%	66.7%	70.0%	3.3%

N/A = Sample size too small (<3) to report results.

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Exhibit C.47

Key Measures for Faith and Community Organizations at Baseline and Post HOPE II Grant (FU2)

	Sub-grantees			Comparison		
Survey Questions	**Baseline**	**FU2**	**Difference (FU2–B)**	**Baseline**	**FU2**	**Difference (FU2–B)**
Faith-Based Organizations	(N=15)	(N=12)		(N=12)	(N=4)	
Mean number of:						
FT paid staff	3.0	0.6	-2.4	3.3	0.3	-3.0
PT paid staff	2.6	1.9	-0.7	2.1	0.8	-1.3
FT unpaid staff	1.0	1.5	0.5	2.3	0.0	-2.3
PT unpaid staff	14.9	10.9	-4.0	5.7	0.8	-4.9
Mean number of collaborations	6.7	6.2	-0.5	8.0	40.7	32.7
Mean number of clients served	83.6	12.8	-70.8	104.0	N/A	N/A
Mean number of services to victims of crime	6.2	8.5	2.3	10.9	N/A	N/A
Mean total revenue/operating budget	$120,680	$122,618	$1,939	$283,515	N/A	N/A
Average percentage of funds received from sources:						
Federal	37.5%	74.8%	37.3%	60.4%	N/A	N/A
State/local	47.2%	35.0%	-12.2%	54.9%	N/A	N/A
Foundation	23.5%	38.3%	14.8%	N/A	N/A	N/A
Other	N/A	22.0%	N/A	N/A	N/A	N/A
Electronic recordkeeping						
Number of clients	57.1%	81.8%	24.7%	33.3%	100.0%	66.7%
Referral sources of clients	14.3%	100.0%	85.7%	27.3%	N/A	N/A
Needs of clients	21.4%	100.0%	78.6%	30.0%	N/A	N/A
Services provided to clients	42.9%	90.9%	48.1%	20.0%	66.7%	46.7%
Individual clients' outcomes	33.3%	54.6%	21.2%	30.0%	N/A	N/A

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Exhibit C.47

Key Measures for Faith and Community Organizations at Baseline and Post HOPE II Grant (FU2)

	Sub-grantees			Comparison		
Survey Questions	**Baseline**	**FU2**	**Difference (FU2–B)**	**Baseline**	**FU2**	**Difference (FU2–B)**
Community-Based Organizations	(N=12)	(N=9)		(N=17)	(N=7)	
Mean number of:						
FT paid staff	7.3	4.8	-2.5	11.3	5.9	-5.4
PT paid staff	5.1	1.7	-3.4	1.7	1.3	-0.4
FT unpaid staff	0.4	0.5	0.1	1.4	2.5	1.1
PT unpaid staff	21.4	4.8	-16.6	47.7	9.7	-38.0
Mean number of collaborations	10.1	5.6	-4.5	8.7	20.1	11.4
Mean number of clients served	402.4	450.9	48.5	609.0	172.1	-436.9
Mean number of services to victims of crime	7.9	8.6	0.7	5.7	6.0	0.3
Mean total revenue/operating budget	$564,232	$546,607	$17,626	$870,883	$222,385	$648,498
Average percentage of funds received from sources:						
Federal	N/A	51.2%	N/A	28.2%	46.0%	17.8%
State/local	65.5%	39.0%	-26.5%	48.2%	40.4%	-7.8%
Foundation	15.9%	35.7%	19.8%	30.9%	38.8%	7.9%
Other	17.4%	19.0%	1.6%	8.9%	11.7%	2.8%
Electronic recordkeeping						
Number of clients	50.0%	77.8%	27.8%	81.3%	83.3%	2.1%
Referral sources of clients	27.3%	100.0%	72.7%	62.5%	83.3%	20.8%
Needs of clients	25.0%	100.0%	75.0%	80.0%	N/A	N/A
Services provided to clients	41.7%	77.8%	36.1%	80.0%	71.4%	-8.6%
Individual clients' outcomes	20.0%	77.8%	57.8%	66.7%	100.0%	33.3%

N/A = Sample size too small (<3) to report results.

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Appendix D: Baseline Survey of Grantees

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Hope II Grant Application

Organizational Profile

These questions are a required part of the application for a HOPE II grant award. Information obtained through these questions will be used ***for research purposes only*** and will not affect your ability to receive a grant. So please be as accurate as possible in your responses. Abt Associates Inc., a research firm conducting an evaluation of the HOPE II program, and Maryland Crime Victims Resource Center (MCVRC) will review the information provided in this application. All information obtained about your organization will be kept strictly confidential, to the extent provided by law. If you choose to apply for assistance, Abt Associates will contact the sub-grantee applicant in approximately 10 months to participate in a voluntary survey about your organization's capacity building activities during the time since you applied for this grant.

There are many kinds of organizations applying for this award. Please answer the following questions about the organization that will be the ***primary beneficiary*** of the award, should your application be accepted. Throughout this questionnaire, the unit that is slated to be the primary beneficiary of the award will be referred to as "your organization."

Organizational Background

1. Name of applying organization: _____

2. Name of person completing this application: _____

3. Name of contact person, if different from above: _____

4. Title of contact person: _____

5. Mailing address of contact person: _____

6. Phone number of contact person: _____ - _____ - _____

7. Email address of contact person: _____

8. Please check the boxes that describe your organization. *(Check all that apply)*

   - ❑ Unincorporated
   - ❑ In process of obtaining 501(c)(3) status
   - ❑ Incorporated, but hosted by a 501(c)(3) organization that serves as a fiscal agent → In what year was your organization incorporated? _____
   - ❑ 501(c)(3) organization → In what year was your organization incorporated? _____
   - ❑ Other *(Specify:)*_____

9. In what year was your organization established?

   _____

10. Please check the box that best describes your organization:

    - ❑ Faith-based organization
    - ❑ Community-based (secular) organization

11. Which describes the target geographic area where your organization intends to provide services? *(Check all that apply)*

    - ❑ Urban (continuously built-up area of 50,000 residents or more)
    - ❑ Large town (population between 10,000 and 50,000)
    - ❑ Rural (population under 2,500, not within a greater metropolitan area)
    - ❑ Suburban (area with a commuting relationship with an urban center)

12. Does your organization have a written mission statement?

    - ❑ Yes
    - ❑ No

13. Does your organization have a written strategic plan?

    - ❑ Yes
    - ❑ No

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Crime Victim Services

14. How often do you consult and revise your strategic plan?

- ❑ Monthly
- ❑ Quarterly
- ❑ Annually
- ❑ Less frequent than annually

15. Does your organization currently provide services to victims of crime?

- ❑ Yes
- ❑ No *(Please go to **question 19** on page __)*

16. Which description best characterizes your organization? *(Please check only one)*

- ❑ Our organization's focus is primarily on providing services to crime victims.
- ❑ Our organization provides a variety of services to different types of clients/service recipients, including crime victims.

17. How long has your organization been providing services to victims of crime in your community?

_____ months

_____ years

18. Which services does your organization currently provide to victims of crime in your community? *(Please check all that apply)*

- ❑ Information/referral services (i.e., suggesting other organizations or resources to clients)
- ❑ Crisis hotline
- ❑ Case management services
- ❑ Criminal Justice support/advocacy (e.g., accompaniment at court appearances, assistance with victim impact statements)
- ❑ Legal assistance (e.g., filing protective orders, obtaining custody/visitation rights)
- ❑ Psychological assessments
- ❑ Forensic examinations
- ❑ Crisis counseling
- ❑ Ongoing counseling (i.e., pastoral or mental health)
- ❑ Personal advocacy (i.e., assistance applying for public assistance, pursuing civil legal options, etc.)
- ❑ Advise or help filing compensation claims
- ❑ Shelter/safehouse
- ❑ Group treatment/support
- ❑ Emergency legal advocacy
- ❑ Emergency financial assistance
- ❑ Transportation services
- ❑ Alcohol and other substances treatment
- ❑ Restorative justice opportunities
- ❑ Advise victims regarding their crime victim rights
- ❑ Advise victims regarding restitution
- ❑ Provide web-based information for crime victims
- ❑ Parish Nursing
- ❑ Other services *(Specify:)* _____

19. What victim populations are currently being targeted for services by your organization? *(Please check all that apply)*

- ❑ Domestic violence
- ❑ Child sexual abuse
- ❑ Assault
- ❑ Adult sexual assault
- ❑ Child physical abuse
- ❑ Survivors of homicide victims
- ❑ Robbery
- ❑ Adults molested as children
- ❑ DUI/DWI crashes
- ❑ Elder Abuse
- ❑ Other services *(Specify:)* _____
- ❑ Our organization serves all victim populations.

20. Does your organization currently target its services to any special populations?

- ❑ Yes
- ❑ No *(Go to **question 17**)*

20a. If yes, which ones? *(Please check all that apply)*

- ❑ Non-English speaking populations
- ❑ Lesbian women
- ❑ Homosexual men
- ❑ Bisexual populations
- ❑ Transgender populations
- ❑ Immigrant and refugee populations
- ❑ American Indian and Alaskan Native populations
- ❑ Elderly populations
- ❑ Disabled populations
- ❑ Rural or remote populations
- ❑ Populations living on a military base
- ❑ Other services *(Specify:)* _____

21. Please give your best estimate of the number of clients/service recipients that received your services in your last month of full operation.

_____ clients/service recipients

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Organizational Priorities

22. Below is a table listing possible priority areas for applicant organizations. Please check one box for each priority area. See the key below.

A = Haven't considered this a priority because we have not focused on this area yet
B = Concerned we should work on this but we lack the time or resources
C = Have developed plans or ideas to work on this, but haven't had time or resources to implement them
D = Have implemented steps to address this priority
E = Not a priority because we are satisfied with our achievement in this area

Priority Area	**A**	**B**	**C**	**D**	**E**
Identifying and pursuing new sources of *government* funding.	❑	❑	❑	❑	❑
Identifying and pursuing new sources of *non-government* funding.	❑	❑	❑	❑	❑
Identifying and pursuing new sources of in-kind donations.	❑	❑	❑	❑	❑
Developing a fund-development plan (including setting fundraising goals).	❑	❑	❑	❑	❑
Increasing the number of clients/service recipients served by the organization.	❑	❑	❑	❑	❑
Increasing the number or scope of services offered to clients/service recipients	❑	❑	❑	❑	❑
Incorporating a new approach to services to improve quality/ effectiveness	❑	❑	❑	❑	❑
Expanding services to include new group of clients/service recipients or geographic area.	❑	❑	❑	❑	❑
Developing systems that will help manage the organization's finances more effectively.	❑	❑	❑	❑	❑
Putting in place a budgeting process that ensures effective allocation of resources.	❑	❑	❑	❑	❑
Creating a plan or locating resources to help our executive director and other staff improve their leadership abilities.	❑	❑	❑	❑	❑
Recruiting, developing, and managing volunteers more effectively.	❑	❑	❑	❑	❑
Providing ***staff*** with professional development and training to enhance skills in service delivery or skills in administration and management.	❑	❑	❑	❑	❑
Providing ***volunteers*** with professional development and training to enhance skills in service delivery or skills in administration and management.	❑	❑	❑	❑	❑
Developing and implementing a communication or marketing strategy.	❑	❑	❑	❑	❑
Increasing or strengthening collaborations with other organizations	❑	❑	❑	❑	❑
Assessing computers and software needs	❑	❑	❑	❑	❑

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Organization's Staff and Board

23. Please tell us about the staff at your organization. "Staff" are the people who work for the organization on a regular basis, at least 2 hours per week, either as paid staff or as unpaid staff/volunteers. Please count each person as ***either*** an administrative staff person (column b) ***or*** a direct service staff person (column c). Column (a) should be equal to (b) + (c).

	a) Number of staff currently working at organization both in administration and programs	**b) Number of staff primarily working in an administrative capacity**	**c) Number of staff primarily providing direct services**
Paid Staff			
full-time (30+ hrs/wk)	_____	_____	_____
part-time (>2 hrs/wk; <30hrs/wk)	_____	_____	_____
Unpaid Staff/Volunteers			
full-time (30+hrs/wk)	_____	_____	_____
part-time (>2 hrs/wk; <30hrs/wk)	_____	_____	_____

24. Have you ever used volunteers in the past?

- ❑ Yes, to fill a short-term need
- ❑ Yes, to fill a longer-term position or need
- ❑ No

24a. If yes, do you have a Volunteer Coordinator?

- ❑ Yes, paid full-time salary
- ❑ Yes, paid part-time salary
- ❑ Yes, not a paid position
- ❑ No

24b. How many total hours do ***all of your current volunteers*** work for your organization in any given month?

_____ average volunteer hours per month

25. Is the head of your organization (e.g., the executive director) a paid position?

- ❑ Yes, paid full-time salary
- ❑ Yes, paid part-time salary
- ❑ No, not a paid position

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26. Please use the following table to describe the extent to which the paid and volunteer staff at your organization accessed learning resources in the area of ***Management and Administration*** (such as bookkeeping, fundraising, human resource management, outcomes measurement) ***in the past 12 months.***

MANAGEMENT AND ADMINISTRATION

	a) Did the head of your organization participate in the past year?	b) Number of other paid staff who participated in the past year	c) Number of volunteer staff who participated in the past year
Training, workshop or conference	❑ Yes ❑ No	_____	_____
Site visit to organization offering similar services	❑ Yes ❑ No	_____	_____
Outside consultant providing on-site training	❑ Yes ❑ No	_____	_____
Subscription to a newsletter or listserv devoted to promising practices	❑ Yes ❑ No	_____	_____
Participation in regular network/coalition meetings	❑ Yes ❑ No	_____	_____
Other (ex: obtained a mentor) *(Specify:)*_____	❑ Yes ❑ No	_____	_____

27. Please use the following table to describe the extent to which the paid and volunteer staff at your organization accessed learning resources in the organization's ***Service Delivery*** (such as providing counseling or victim outreach) ***in the past 12 months***.

SERVICE DELIVERY

	a) Did the head of your organization participate in the past year	b) Number of other paid staff who participated in the past year	c) Number of volunteer staff who participated in the past year
Training, workshop or conference	❑ Yes ❑ No	_____	_____
Site visit to organization offering similar services	❑ Yes ❑ No	_____	_____
Outside consultant providing on-site training	❑ Yes ❑ No	_____	_____
Subscription to a newsletter or listserv devoted to promising practices	❑ Yes ❑ No	_____	_____
Participation in regular network/coalition meetings	❑ Yes ❑ No	_____	_____
Other (ex: obtained a mentor) *(Specify:)*_____	❑ Yes ❑ No	_____	_____

28. Is there a Board of Directors focused solely on your organization? (Recall that "your organization" refers to the organization that would be the primary beneficiary of this award.)

❑ Yes
❑ No

28a. If no, who provides oversight or who is the governing entity of your organization? _____

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Community Engagement

29. Which of the following has your organization done in the past year to explain or promote your organization? *(Please check all that apply)*

- ❑ Created or updated a website
- ❑ Developed or distributed written materials (such as a brochure or newsletter)
- ❑ Made presentations to faith-based and/or community groups
- ❑ Utilized free public service announcements
- ❑ Utilized paid advertising *(Specify TV, radio or newspaper)* _____
- ❑ Other *(Specify:)* _____
- ❑ None of the above

30. Has your organization engaged in any of the following activities in the past 12 months? *(Please check all that apply)*

- ❑ Conducted a meeting with clients/service recipients or the organization's constituents to learn about their needs
- ❑ Reviewed research/data/reports from other institutions such as the government or a university
- ❑ Administered a survey or questionnaire of community members/constituents
- ❑ Participated in a formal coalition of organizations serving crime victims
- ❑ Attended community meetings
- ❑ Carry out a community mapping projects
- ❑ Participated in meeting with other organizations providing similar services (i.e., competitors, collaborators, etc.)
- ❑ Conducted training(s) of stakeholder organizations in the community
- ❑ Provided education programs about victimization
- ❑ Teamed with other faith-based and/or community organizations or agencies to improve service delivery to crime victims

31. Thinking about collaborations that your organization has had with other faith-based and/or community groups, do you think collaborations in general are: *(Please check only one)*

- ❑ Generally net benefits to the organization,
- ❑ Generally net drains on the organization
- ❑ An equal mix of costs and benefits to the organization

32. How many collaborations with organizations are you currently engaged in?

_____ collaborations

32a. How many national, state, and local organizations are involved in these collaborations?

_____ local organizations

_____ state organizations

_____ national organizations

33. In the past 12 months, did your organization decline to join a partnership with other organizations in the community because you determined it would not be worth it?

- ❑ Yes
- ❑ No

Technology and Recordkeeping

34. How many functioning computers does your organization have?

_____

35. What kind of access does your organization have to the Internet?

- ❑ High-speed access
- ❑ Dial-up access
- ❑ No Internet access

36. Do staff have access to:

Telephone	❑ Yes	❑ No
Voice mail	❑ Yes	❑ No
Fax	❑ Yes	❑ No

37. Does your organization have computer software used to keep financial records?

- ❑ Yes
- ❑ No

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38. Some organizations keep records about program participants and services. Please indicate the relevance to your organization of keeping records about the following items, by marking one of the following choices:

A = For the type of service we provide, keeping records about this is not necessary
B = We believe it could be useful to keep these records, but currently lack the resources to do it
C = We keep records on paper
D = We keep records electronically
E = We keep records both on paper and electronically

Types of Records	**A**	**B**	**C**	**D**
Number of clients/service recipients	❑	❑	❑	❑
Referral sources of clients/service recipients (how did they come to your program)	❑	❑	❑	❑
Needs of clients/service recipients upon first contact with program (including information and referrals)	❑	❑	❑	❑
Services provided to clients/service recipients	❑	❑	❑	❑
Individual clients/service recipients' outcomes	❑	❑	❑	❑
Other *(Specify:)* _____	❑	❑	❑	❑

Funding Sources

39. Has your organization ever ***applied*** for a federal grant, contract, or sub-award (other than the HOPE II program)?

- ❑ Yes
- ❑ No
- ❑ Don't know

40. Has your organization ever ***received*** a federal grant, contract, or sub-award?

- ❑ Yes
- ❑ No
- ❑ Don't know

41. In your last completed fiscal year, what were your organization's total expenditures?

$_____

42. In your last completed fiscal year, what was your organization's total revenue?

$_____

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43. Please answer the following questions as they apply to fundraising activities ***over the last completed fiscal year*.**

Funding Source/Activity	**Total amount of funds from this source in last fiscal year**
Grants/contracts from federal government agencies	$
Grants/contracts from state/local government agencies	$
Grants/contracts from Foundations	$
Grants from other giving groups (for example, United Way)	$
Direct mail fundraising	$
Special fundraising events	$
Fundraising appeals made in place of worship, church, or community	$
Door-to-door fundraising appeals	$
Other *(Specify:)*_____	$

44. Has your organization ever hired a grant/contract writer to research applications for funding?

- ❑ Yes
- ❑ No

45. Has your organization ever hired a grant/contract writer to prepare applications for funding?

- ❑ Yes
- ❑ No

46. Has your organization ever hired a grant/contract writer to train staff to prepare applications for funding?

- ❑ Yes
- ❑ No

47. Has your organization ever sent key staff to grant/contract writing workshops or similar learning opportunities?

- ❑ Yes
- ❑ No

48. Does your organization have a written fund raising/fund-development plan?

- ❑ Yes
- ❑ No

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49. Please list the source and amount of each cash grant or sub-award that your organization received the last completed fiscal year. Then check a box(es) for each that describes the goal for which the grant or sub-award was received. If you need more space to record information about cash grants or sub-awards, please copy the table below and attach additional pages.

Source of Grant, Contract, or Sub-Award	**Amount of Grant, Contract, or Sub-Award**	**Goal of Grant, Contract, or Sub-Award** ***(Check all that apply)***
#1 ❑ Federal government agencies ❑ State government agencies ❑ Local government agencies ❑ Foundations ❑ Other giving groups (e.g., United Way) ❑ Other (Spe*cify:)* _____ _____ _____	$_____	❑ Start up new program ❑ Implement programmatic Best Practices ❑ Expand type of services ❑ Increase number of clients/service recipients ❑ Develop Board of Directors ❑ Train administrative staff *(Specify area of training:)* _____ _____ ❑ Train program staff *(Specify:)* _____ _____ _____ ❑ Increase/diversify income and resources ❑ Improve communications and marketing ❑ Improve general management, financial management or administrative systems ❑ Develop system for tracking outcomes ❑ Other (S*pecify:)* _____ _____ _____
#2 ❑ Federal government agencies ❑ State government agencies ❑ Local government agencies ❑ Foundations ❑ Other giving groups (e.g., United Way) ❑ Other (Spe*cify:)* _____ _____ _____	$_____	❑ Start up new program ❑ Implement programmatic Best Practices ❑ Expand type of services ❑ Increase number of clients/service recipients ❑ Develop Board of Directors ❑ Train administrative staff *(Specify area of training:)* _____ _____ ❑ Train program staff *(Specify:)* _____ _____ _____ ❑ Increase/diversify income and resources ❑ Improve communications and marketing ❑ Improve general management, financial management or administrative systems ❑ Develop system for tracking outcomes ❑ Other (S*pecify:)* _____ _____ _____

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Source of Grant, Contract, or Sub-Award	**Amount of Grant, Contract, or Sub-Award**	**Goal of Grant, Contract, or Sub-Award** ***(Check all that apply)***
#3 ❑ Federal government agencies ❑ State government agencies ❑ Local government agencies ❑ Foundations ❑ Other giving groups (e.g., United Way) ❑ Other (Spe*cify:)* _____ _____ _____	$_____	❑ Start up new program ❑ Implement programmatic Best Practices ❑ Expand type of services ❑ Increase number of clients/service recipients ❑ Develop Board of Directors ❑ Train administrative staff *(Specify area of training:)* _____ _____ ❑ Train program staff *(Specify:)* _____ _____ _____ ❑ Increase/diversify income and resources ❑ Improve communications and marketing ❑ Improve general management, financial management or administrative systems ❑ Develop system for tracking outcomes ❑ Other (S*pecify:)* _____ _____ _____
#4 ❑ Federal government agencies ❑ State government agencies ❑ Local government agencies ❑ Foundations ❑ Other giving groups (e.g., United Way) ❑ Other (Spe*cify:)* _____ _____ _____	$_____	❑ Start up new program ❑ Implement programmatic Best Practices ❑ Expand type of services ❑ Increase number of clients/service recipients ❑ Develop Board of Directors ❑ Train administrative staff *(Specify area of training:)* _____ _____ ❑ Train program staff *(Specify:)* _____ _____ _____ ❑ Increase/diversify income and resources ❑ Improve communications and marketing ❑ Improve general management, financial management or administrative systems ❑ Develop system for tracking outcomes ❑ Other (S*pecify:)* _____ _____ _____

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Appendix E: First Follow-up Survey of Grantees

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OMB No. 1121-0308
Expiration date: 09/30/2009
ID Number: [IDNUMBER]

Hope II Grant Program Evaluation
Grantee 10-month Follow-up Survey

The U.S. Department of Justice, National Institute of Justice, with its contractor, Abt Associates, is conducting an evaluation of the HOPE II program. Specifically, it is a study of the financial and technical assistance (TA) provided by intermediary organizations and the effects of those services in improving the organizational capacity of the faith- and community-based organizations they assist. The study is an important component in assessing whether the HOPE II program is meeting its objective of improving the organizational capacity of faith- and community-based organizations to serve victims of crime.

As you may recall, [ORGNAME] became a part of this study approximately 14 months ago when you or someone representing your organization applied for a grant and technical assistance from the Maryland Crime Victims Resource Center (MCVRC) in January 2006 and completed an organizational profile. We are seeking your continued cooperation and support and ask that you complete this additional questionnaire to provide us with current, up-to-date information about your organization.

All information obtained about your organization will be kept strictly confidential. Information provided in this survey will only be accessed by Abt Associates project staff. Results will be reported in the aggregate. While completing this survey is voluntary, we strongly encourage your participation so that the study findings reflect the unique experience of your organization over time and so that we are confident that the findings represent organizations such as yours.

Under the Paperwork Reduction Act, a person is not required to respond to a collection of information unless it displays a valid OMB Control Number. We try to create forms and instructions that are accurate, easily understood, and impose the least possible burden on you to provide us information. The estimated average time to complete the form is 25 minutes. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing the burden, to the National Institute of Justice, Office of Research and Evaluation, OMB Number 1121-0308, 810 7th Street, N.W., Washington, D.C. 20531.

Please answer the following questions about [ORGNAME], the ***primary applicant for the MCVRC subgrant***. Throughout this questionnaire, the unit that was the primary applicant will be referred to as "your organization."

Organizational Background

1. Name of organization: [ORGNAME]
2. Name of person completing this form: _____
3. Name of contact person, if different from above: _____
4. Title of contact person: _____
5. Mailing address of contact person: _____
6. Phone number of contact person: _____ - _____ - _____
7. Email address of contact person: _____

❑ Check this box if the original organization that applied for this grant no longer exists. Please explain why this organization is no longer in existence.

_____
_____
_____

IF YOU CHECKED THIS BOX, YOU HAVE COMPLETED THE SURVEY. THANK YOU FOR YOUR PARTICIPATION.

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Organizational Profile

8. Does your organization have a written strategic plan?

   - ❑ Yes
   - ❑ No

9. How often do you consult or revise your strategic plan?

   - ❑ Monthly
   - ❑ Quarterly
   - ❑ Annually
   - ❑ Less frequent than annually

10. *Since May 2006*, has your organization conducted or participated in an assessment of organizational strengths/needs?

    - ❑ Yes
    - ❑ No

    10a. If yes, was the assessment conducted/guided by an external individual/entity?

    - ❑ Yes
    - ❑ No

11. Does your organization currently provide services to victims of crime?

    - ❑ Yes
    - ❑ No *(SKIP TO 19)*

12. Which description best characterizes your organization? *(Please check only one)*

    - ❑ Our organization's focus is primarily on providing services to crime victims.
    - ❑ Our organization provides a variety of services to different types of clients/service recipients, including crime victims.

13. How long has your organization been providing services to victims of crime in your community?

    _____ months _____ years

14. Which services does your organization currently provide to victims of crime in your community? *(Please check all that apply)*

    - ❑ Information/referral services (i.e., suggesting other organizations or resources to clients)
    - ❑ Crisis hotline
    - ❑ Case management services
    - ❑ Criminal Justice support/advocacy (e.g., accompaniment at court appearances, assistance with victim impact statements)
    - ❑ Legal assistance (e.g., filing protective orders, obtaining custody/visitation rights)
    - ❑ Psychological assessments
    - ❑ Forensic examinations
    - ❑ Crisis counseling
    - ❑ Ongoing counseling (i.e., pastoral or mental health)
    - ❑ Personal advocacy (i.e., assistance applying for public assistance, pursuing civil legal options, etc.)
    - ❑ Advise or help filing compensation claims
    - ❑ Shelter/safehouse
    - ❑ Group support/treatment
    - ❑ Emergency legal advocacy
    - ❑ Emergency financial assistance
    - ❑ Transportation services
    - ❑ Alcohol and other substances treatment
    - ❑ Restorative justice opportunities
    - ❑ Advise crime victims regarding their rights
    - ❑ Advise crime victims regarding restitution
    - ❑ Provide web-based information for crime victims
    - ❑ Parish Nursing (a registered professional nurse who serves the congregants of a faith community)
    - ❑ Other services *(Specify:)* _____

      _____

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15. What victim populations are currently being targeted for services by your organization? *(Please check all that apply)*

- ❑ Domestic violence
- ❑ Child sexual abuse
- ❑ Assault
- ❑ Adult sexual assault
- ❑ Child physical abuse
- ❑ Survivors of homicide victims
- ❑ Robbery
- ❑ Adults molested as children
- ❑ DUI/DWI crashes
- ❑ Elder Abuse
- ❑ Our organization serves all victim populations
- ❑ Other services *(Specify:)* _____

16. Does your organization currently target its services to any special populations?

- ❑ Yes
- ❑ No *(SKIP TO 17)*

16a. If yes, which ones? *(Please check all that apply)*

- ❑ Non-English speaking populations
- ❑ Lesbian women
- ❑ Homosexual men
- ❑ Bisexual populations
- ❑ Transgender populations
- ❑ Immigrant and refugee populations
- ❑ American Indian and Alaskan Native populations
- ❑ Elderly populations
- ❑ Disabled populations
- ❑ Rural or remote populations
- ❑ Populations living on a military base
- ❑ Other services *(Specify:)* _____

17. Please give your best estimate of the number of clients/service recipients that received your services in your last month of full operation.

_____ clients/service recipients

18. Has your organization added/expanded or reduced programmatic areas *since May 2006*?

- ❑ Yes
- ❑ No *(SKIP TO 19)*

18a. If yes, please describe.

_____

_____

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Organizational Priorities

19. Below is a table listing possible priority areas for your organization. Please check one box for each priority area. See the key below.

A = Haven't considered this a priority because we have not focused on this area yet
B = Concerned we should work on this but we lack the time or resources
C = Have developed plans or ideas to work on this, but haven't had time or resources to implement them
D = Have implemented steps to address this priority
E = Not a priority because we are satisfied with our achievement in this area

Priority Area	**A**	**B**	**C**	**D**	**E**
Identifying and pursuing new sources of *government* funding	❑	❑	❑	❑	❑
Identifying and pursuing new sources of *non-government* funding	❑	❑	❑	❑	❑
Identifying and pursuing new sources of in-kind donations	❑	❑	❑	❑	❑
Ensuring the sustainability of current funding sources	❑	❑	❑	❑	❑
Developing a fund-development plan (including setting fundraising goals)	❑	❑	❑	❑	❑
Increasing the number of clients/service recipients served by the organization	❑	❑	❑	❑	❑
Increasing the number or scope of services offered to clients/service recipients	❑	❑	❑	❑	❑
Incorporating a new approach to services to improve quality/ effectiveness	❑	❑	❑	❑	❑
Expanding services to include new group of clients/service recipients or geographic area	❑	❑	❑	❑	❑
Developing systems that will help manage the organization's finances more effectively	❑	❑	❑	❑	❑
Putting in place a budgeting process that ensures effective allocation of resources	❑	❑	❑	❑	❑
Creating a plan or locating resources to help our executive director and other staff improve their leadership abilities	❑	❑	❑	❑	❑
Recruiting, developing, and managing volunteers more effectively	❑	❑	❑	❑	❑
Providing ***staff*** with professional development and training to enhance skills in service delivery or skills in administration and management	❑	❑	❑	❑	❑
Providing ***volunteers*** with professional development and training to enhance skills in service delivery or skills in administration and management	❑	❑	❑	❑	❑
Developing and implementing a communication or marketing strategy	❑	❑	❑	❑	❑
Increasing or strengthening collaborations with other organizations	❑	❑	❑	❑	❑
Assessing computers and software needs	❑	❑	❑	❑	❑

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Capacity Building Services Received by the Organization

20. *Since May 2006*, did your organization receive services/assistance from the Maryland Crime Victims Resource Center (MCVRC)?

- ❑ Yes
- ❑ No (*SKIP TO 24*)

20a. If yes, please indicate the type of assistance/service provided (Check all that apply)

- ❑ Training through workshops or conferences
- ❑ Customized technical assistance (TA) with an MCVRC Site Mentor *(includes phone calls, emails, and materials provided)*
- ❑ Web learning/instruction
- ❑ Other (specify) _____

21. In the following table, please indicate the type of assistance your organization received from your organization's MCVRC Site Mentor *since May 2006* and (where applicable) who among your staff received each specific type of assistance.
**Note: Count all assistance whether the provision was over email, the telephone, or in-person.

Type of Assistance Provided by MCVRC Site Mentor *(Check all that apply)*	**If applicable, who among your staff received this assistance *since May 2006*?** *(Check all that apply)*		
	Head of Organization	**Other Paid Staff**	**Volunteer Staff**
Strategic Planning			
❑ Facilitation with sustainability efforts (funding, staffing, etc)	❑	❑	❑
❑ Assistance with an organizational needs assessment	❑	❑	❑
❑ Provided information on capacity building	❑	❑	❑
Human Resources			
❑ Assistance with management of paid staff	❑	❑	❑
❑ Assistance with volunteer management	❑	❑	❑
❑ Assistance with volunteer recruitment	❑	❑	❑
Networking, Collaboration, Partnerships			
❑ Assistance with public relations, outreach, networking	❑	❑	❑
Management			
❑ Contract management	❑	❑	❑
❑ Financial budgeting	❑	❑	❑
❑ Financial reporting	❑	❑	❑
Program Design, including Implementing Best Practices			
❑ Referrals to relevant local, state, and national resources	❑	❑	❑
❑ Assistance with tracking of progress with time/task plans	❑	❑	❑
❑ Evaluation of technical assistance needs	❑	❑	❑
❑ Provided information on training opportunities	❑	❑	❑
❑ Logistical (planning/coordinating) support	❑	❑	❑
❑ Assistance in addressing cultural and/or religious barriers to effectively providing services to crime victims	❑	❑	❑

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Type of Assistance Provided by MCVRC Site Mentor *(Check all that apply)*	**If applicable, who among your staff received this assistance *since May 2006*?** *(Check all that apply)*		
	Head of Organization	**Other Paid Staff**	**Volunteer Staff**
❑ Facilitation of web-based training	❑	❑	❑
❑ Planning/running group trainings, workshops, or conferences	❑	❑	❑
Evaluation and Outcome Measurement			
❑ Assistance with managing and tracking data in a case management system	❑	❑	❑
❑ Procurement of appropriate technology and internet communication resources	❑	❑	❑
Other (*Specify*):			
❑	❑	❑	❑
❑	❑	❑	❑
❑	❑	❑	❑

22. During the course of the Hope II grant (since May 2006), did the MCVRC Site Mentor provide timely responses to your requests or inquiries?

- ❑ Yes (*SKIP TO 23*)
- ❑ No

22a. If no, please explain. _____

23. *Since May 2006*, did the MCVRC Site Mentor communicate effectively with your organization to provide technical assistance?

- ❑ Yes (*SKIP TO 24*)
- ❑ No

23a. If no, please explain. _____

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24. *Since May 2006,* what types of assistance has your organization received from sources other than MCVRC?
(If no assistance was received, SKIP TO 25)
***Note: Do not count assistance lasting less than 1 hour over the course of the 10-months.

	Type of Assistance other than MCVRC *(Check all that apply)*	**If applicable, how was the assistance received?** *(Check all that apply)*		
		Group Training or Workshop	**Consulting Services**	**Other**
❑	**Resource Development, Fundraising (includes grants/proposals)**	❑	❑	❑
❑	**Strategic Planning**	❑	❑	❑
❑	**Human Resources and Volunteer Management**	❑	❑	❑
❑	**Networking, Collaboration, Partnerships**	❑	❑	❑
❑	**Financial Management (Bookkeeping/Accounting)**	❑	❑	❑
❑	**Program Design, Including Implementing Best Practices**	❑	❑	❑
❑	**Evaluation/Outcome Measurement**	❑	❑	❑
❑	**Working with victims of crime (i.e., victim services)**	❑	❑	❑
❑	**Other: Specify**	❑	❑	❑

24a. Whom among your staff received this assistance? *(Check all that apply)*

- ❑ Executive Director
- ❑ Other paid staff
- ❑ Volunteers

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Organization Staff and Board

25. Please tell us about the staff at your organization. "Staff" are the people who work for the organization on a regular basis, at least 2 hours per week, either as paid staff or as unpaid staff/volunteers. Please count each person as ***either*** an administrative staff person (column b) ***or*** a direct service staff person (column c). Column (a) should be equal to (b) + (c).

	a) What is the number of staff currently working at your organization both in administration and programs?		**b) Of these staff, how many primarily working in an administrative capacity?**		**c) How many staff primarily providing direct services?**
Paid Staff					
Full-time (30+ hrs/wk)	_____	=	_____	+	_____
Part-time (>2 hrs/wk; <30hrs/wk)	_____	=	_____	+	_____
Unpaid Staff/Volunteers					
Full-time (30+hrs/wk)	_____	=	_____	+	_____
Part-time (>2 hrs/wk; <30hrs/wk)	_____	=	_____	+	_____

26. Have you used volunteers since May 2006?

- ❑ Yes, to fill a short-term need
- ❑ Yes, to fill a longer-term position or need
- ❑ No *(SKIP TO 27)*

26a. Do you have a volunteer coordinator?

- ❑ Yes, paid full-time salary
- ❑ Yes, paid part-time salary
- ❑ Yes, not a paid position
- ❑ No

27. Is the head of your organization (e.g., the executive director) a paid position?

- ❑ Yes, paid full-time salary
- ❑ Yes, paid part-time salary
- ❑ No, not a paid position

28. *Since May 2006*, has there been a change in the head of your organization?

- ❑ Yes
- ❑ No

29. Is there a Board of Directors focused solely on your organization? *(Recall that "your organization" refers to the organization that was the primary applicant for the MCVRC subgrant.)*

- ❑ Yes
- ❑ No *(SKIP TO 30)*

29a. What are the primary activities of the Board? (Check all that apply)

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- ❑ Outreach to community and key stakeholders
- ❑ Develop organization's budget
- ❑ Recruit new board members
- ❑ Set goals and strategies for the organization
- ❑ Review performance of programs & program outcomes
- ❑ Review organization's financial records to ensure funds were properly spent in support of the organization's mission
- ❑ Conduct performance reviews of executive director
- ❑ Conduct performance reviews of other staff
- ❑ Other (specify):_____

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Community Engagement

30. Which of the following has your organization done *since May 2006* to explain or promote your organization? *(Please check all that apply)*

- ❑ Created or updated a website
- ❑ Developed or distributed written materials (such as a brochure or newsletter)
- ❑ Made presentations to faith-based and/or community groups
- ❑ Utilized free public service announcements
- ❑ Utilized paid advertising (*Specify* TV, radio or newspaper) _____
- ❑ Other *(Specify:)* _____
- ❑ None of the above

31. Has your organization engaged in any of the following activities *since May 2006*? *(Please check all that apply)*

- ❑ Conducted a meeting with clients/service recipients or the organization's constituents to learn about their needs
- ❑ Reviewed research/data/reports from other institutions such as the government or a university
- ❑ Administered a survey or questionnaire of community members/constituents
- ❑ Participated in an official coalition of organizations serving crime victims
- ❑ Attended community meetings
- ❑ Carried out a community mapping projects
- ❑ Participated in meeting with other organizations providing similar services (i.e., competitors, collaborators, etc.)
- ❑ Conducted training(s) of stakeholder organizations in the community
- ❑ Provided education programs about victimization
- ❑ Worked together with other faith-based and/or community organizations or agencies to improve service delivery to crime victims

32. Thinking about collaborations that your organization has had with other faith-based and/or community groups, do you think collaborations in general are: *(Please check only one)*

- ❑ Generally net benefits to the organization,
- ❑ Generally net drains on the organization
- ❑ An equal mix of costs and benefits to the organization

33. How many collaborations with organizations are you currently engaged in?

_____ collaborations (*If zero, SKIP TO 34*)

33a. How many national, state, and local organizations are involved in these collaborations?

_____ local organizations

_____ state organizations

_____ national organizations

Technology

34. How many functioning computers does your organization have?

_____

35. What kind of access does your organization have to the Internet?

- ❑ High-speed access
- ❑ Dial-up access
- ❑ No Internet access

36. Does your organization have its own website?

- ❑ Yes
- ❑ No

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37. Some organizations keep records about program participants and services. Please indicate the relevance to your organization of keeping records about the following items, by marking one of the following choices:

A = For the type of service we provide, keeping records about this is not necessary
B = We believe it could be useful to keep these records, but currently lack the resources to do it
C = We keep records on paper
D = We keep records electronically
E = We keep records both on paper and electronically

Types of Records	**A**	**B**	**C**	**D**	**E**
Number of clients/service recipients	❑	❑	❑	❑	❑
Referral sources of clients/service recipients (how did they come to your program)	❑	❑	❑	❑	❑
Needs of clients/service recipients upon first contact with program (including information and referrals)	❑	❑	❑	❑	❑
Services provided to clients/service recipients	❑	❑	❑	❑	❑
Individual clients/service recipients' outcomes	❑	❑	❑	❑	❑
Financial records	❑	❑	❑	❑	❑
Client satisfaction	❑	❑	❑	❑	❑
Other *(Specify:)* _____	❑	❑	❑	❑	❑

Funding Sources

The following questions pertain to funding sources and activities other than the Hope II grant funding program. ***PLEASE DO NOT INCLUDE THE HOPE II GRANT FUNDING IN YOUR RESPONSES.***

38. How many federal grants, contracts, or sub-awards has your organization *applied for since May 2006?*

_____

39. How many federal grants, contracts, or sub-awards has your organization *received since May 2006*?

_____

40. Has your organization applied for a VOCA grant since May 2006?

- ❑ Yes
- ❑ No

41. Has your organization been awarded a VOCA grant since May 2006?

- ❑ Yes
- ❑ No

42. Do you believe that your organization is better able to manage a grant or contract since participating in the HOPE II grant program?

- ❑ Yes
- ❑ No

43. Do you believe that your organization is better prepared to apply for and receive competitive funding since participating in the HOPE II grant program?

- ❑ Yes
- ❑ No

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44. Do you believe that your staff, including volunteers, are better prepared to work with victims of crime since participating in the HOPE II grant program?

- ❑ Yes
- ❑ No

45. Has your organization spent all of the HOPE II grant money that was received?

- ❑ Yes (*SKIP TO 45*)
- ❑ No

44a. If no, please explain.

_____

46. In your last completed fiscal year, what was your organization's total operating budget?

$_____

47. *Since May 2006*, has your organization's operating budget:

- ❑ Increased
- ❑ Decreased
- ❑ Stayed the same

48. Please answer the following questions as they apply to fundraising activities *since May 2006*. ***Please do not include Hope II grant funding in your responses.***

Funding Source/Activity	**Percentage of funds received from this source *since May 2006***
Grants/contracts from federal government agencies	%
Grants/contracts from state/local government agencies	%
Grants/contracts from Foundations	%
Other *(Specify:)*_____	%
TOTAL	100%

49. Has your organization hired a grant/contract writer to research applications for funding *since May 2006*?

- ❑ Yes
- ❑ No

50. Has your organization hired a grant/contract writer to prepare applications for funding *since May 2006*?

- ❑ Yes
- ❑ No

51. Has your organization hired a grant/contract writer to train staff to prepare applications for funding *since May 2006*?

- ❑ Yes
- ❑ No

52. Does your organization have a written fund raising/fund-development plan?

- ❑ Yes
- ❑ No

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53. Please list the total amount and sources for all cash grants or sub-awards that your organization received *since May 2006*. Then check a box(es) that describes the goal(s) for which the grants or sub-awards were received.

****** Please do not include the Hope II grant funding in your answers.***

Total Amount of Grants, Contracts, or Sub-Awards received *since May 2006*	**Sources of Grants, Contracts, or Sub-Awards received *since May 2006* *(Check all that apply)***	**Goals of Grants, Contracts, or Sub-Awards *(Check all that apply)***
$_____	❑ Federal government agencies ❑ State/local government agencies ❑ Foundations ❑ Other (Spec*ify:)* _____	❑ Start up new program ❑ Implement programmatic Best Practices ❑ Expand type of services ❑ Increase number of clients/service recipients ❑ Develop Board of Directors ❑ Train administrative staff *(Specify area of training:)* _____ ❑ Train program staff *(Specify:)* _____ ❑ Increase/diversify income and resources ❑ Improve communications and marketing ❑ Improve general management, financial management or administrative systems ❑ Develop system for tracking outcomes ❑ Funding for ongoing programs as is ❑ Other (S*pecify:)* _____

THANK YOU FOR YOUR PARTICIPATION!

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Appendix F: Second Follow-up Survey of Grantees

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OMB No. _____
Expiration date: _____

Hope II Grant Program Evaluation
20-month Follow-up Interview

The U.S. Department of Justice, National Institute of Justice, with its contractor, Abt Associates, is conducting an evaluation of the HOPE II program. Specifically, it is a study of the financial and technical assistance (TA) provided by intermediary organizations and the effects of those services in improving the organizational capacity of the faith- and community-based organizations (FBCOs) they assist. The study is an important component in assessing whether the HOPE II program is meeting its objective of improving the organizational capacity of FBCOs to serve victims of crime.

As you may recall, your organization became a part of this study approximately 2 years ago when you or someone representing your organization applied for a grant and technical assistance from the Maryland Crime Victims Resource Center (MCVRC) in January 2006 and completed an organizational profile. We are seeking your continued cooperation and support and ask that you complete this interview to provide us with current, up-to-date information about your organization.

All information obtained about your organization will be kept strictly confidential. Information provided in this survey will only be accessed by Abt Associates project staff. Results will be reported in the aggregate. While completing this survey is voluntary, we strongly encourage your participation so that the study findings reflect the unique experience of your organization over time and so that we are confident that the findings represent organizations such as yours.

Under the Paperwork Reduction Act, a person is not required to respond to a collection of information unless it displays a valid OMB Control Number. We try to create forms and instructions that are accurate, easily understood, and impose the least possible burden on you to provide us information. The estimated average time to complete the form is 25 minutes. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing the burden, to the National Institute of Justice, Office of Research and Evaluation, **OMB Number XXXX-XXXX**, 810 7th Street, N.W., Washington, D.C. 20531.

Please answer the following questions about the organization that was the **primary applicant for the MCVRC subgrant**. Throughout this questionnaire, the unit that was the primary applicant will be referred to as "your organization."

Organizational Background

Please confirm the following information on your organization:

1. Name of organization: _____
2. Name of person completing this form: _____
3. Name of contact person, if different from above: _____
4. Title of contact person: _____
5. Mailing address of contact person: _____
6. Phone number of contact person: _____ - _____ - _____
7. Email address of contact person: _____
8. Does the original organization that applied for this grant still exist?

   ❑ Yes *(GO TO 9)* ❑ No *(ANSWER 8a AND END SURVEY)*

   8a. If not, please explain why this organization is no longer in existence.

   _____
   _____
   _____

IF YOU ANSWERED 'NO" TO 8 AND COMPLETED 8a, YOU HAVE COMPLETED THE SURVEY. THANK YOU FOR YOUR PARTICIPATION.

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Organizational Profile

9. Does your organization currently provide services to victims of crime?

   ❑ Yes
   ❑ No *(SKIP TO 17)*

10. Which description best characterizes your organization?

   ❑ Our organization's focus is primarily on providing services to crime victims.
   ❑ Our organization provides a variety of services to different types of clients/service recipients, including crime victims.

11. How long has your organization been providing services to victims of crime in your community?

   _____ months _____ years

12. Does your organization currently provide the following services to victims of crime in your community?

	Yes	No
Information/referral services (i.e., suggesting other organizations or resources to clients)	❑	❑
Crisis hotline	❑	❑
Case management services?	❑	❑
Criminal Justice support/advocacy (e.g., accompaniment at court appearances, assistance with victim impact statements)	❑	❑
Legal assistance (e.g., filing protective orders, obtaining custody/visitation rights)	❑	❑
Psychological assessments	❑	❑
Forensic examinations	❑	❑
Crisis counseling	❑	❑
Ongoing counseling (i.e., pastoral or mental health)	❑	❑
Personal advocacy (i.e., assistance applying for public assistance, pursuing civil legal options, etc.)	❑	❑
Advise or help filing compensation claims	❑	❑
Shelter/safehouse	❑	❑
Group support/treatment	❑	❑
Emergency legal advocacy	❑	❑
Emergency financial assistance	❑	❑
Transportation services	❑	❑
Alcohol and other substances treatment	❑	❑
Restorative justice opportunities	❑	❑
Advise crime victims regarding their rights	❑	❑
Advise crime victims regarding restitution	❑	❑
Provide web-based information for crime victims	❑	❑
Parish Nursing (a registered professional nurse who serves the congregants of a faith community)	❑	❑
Other services *(Specify:)* _____ _____ _____	❑	❑

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13. What victim populations are currently being targeted for services by your organization?

	Yes	No
Domestic violence	❑	❑
Child sexual abuse	❑	❑
Assault	❑	❑
Adult sexual assault	❑	❑
Child physical abuse	❑	❑
Survivors of homicide victims	❑	❑
Robbery	❑	❑
Adults molested as children	❑	❑
DUI/DWI crashes	❑	❑
Elder Abuse	❑	❑
Our organization serves all victim populations	❑	❑
Other services *(Specify:)* _____	❑	❑

14. Does your organization currently target its services to any special populations?

- ❑ Yes
- ❑ No *(SKIP TO 15)*

14a. If yes, what special populations does your organization currently target?

	Yes	No
Non-English speaking populations	❑	❑
Lesbian women	❑	❑
Homosexual men	❑	❑
Bisexual populations	❑	❑
Transgender populations	❑	❑
Immigrant and refugee populations	❑	❑
American Indian and Alaskan Native populations	❑	❑
Elderly populations	❑	❑
Disabled populations	❑	❑
Rural or remote populations		
Populations living on a military base		
Other services *(Specify:)* _____	❑	❑

15. Please give your best estimate of the number of clients/service recipients that received your services in your last month of full operation.

_____ clients/service recipients

16. Has your organization added/expanded or reduced programmatic areas since March 2007?

- ❑ Yes
- ❑ No *(SKIP TO 17)*

16a. If yes, please describe.

_____

_____

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Organizational Priorities

17. Next we'd like to discuss priority areas for your organization. For each priority area, please indicate how much of a priority these are to your organization by selecting one of the following choices:

A = Haven't considered this a priority because we have not focused on this area yet
B = Concerned we should work on this but we lack the time or resources
C = Have developed plans or ideas to work on this, but haven't had time or resources to implement them
D = Have implemented steps to address this priority
E = Not a priority because we are satisfied with our achievement in this area

Priority Area	**A**	**B**	**C**	**D**	**E**
Identifying and pursuing new sources of government funding	❑	❑	❑	❑	❑
Identifying and pursuing new sources of non-government funding	❑	❑	❑	❑	❑
Identifying and pursuing new sources of in-kind donations	❑	❑	❑	❑	❑
Ensuring sustainability of current funding sources	❑	❑	❑	❑	❑
Developing a fund-development plan (including setting fundraising goals)	❑	❑	❑	❑	❑
Increasing the number of clients/service recipients served by the organization	❑	❑	❑	❑	❑
Increasing the number or scope of services offered to clients/service recipients	❑	❑	❑	❑	❑
Incorporating a new approach to services to improve quality/ effectiveness	❑	❑	❑	❑	❑
Expanding services to include new group of clients/service recipients or geographic area	❑	❑	❑	❑	❑
Developing systems that will help manage the organization's finances more effectively	❑	❑	❑	❑	❑
Putting in place a budgeting process that ensures effective allocation of resource	❑	❑	❑	❑	❑
Creating a plan or locating resources to help our executive director and other staff improve their leadership abilities	❑	❑	❑	❑	❑
Recruiting, developing, and managing volunteers more effectively	❑	❑	❑	❑	❑
Providing **staff** with professional development and training to enhance skills in service delivery or skills in administration and management	❑	❑	❑	❑	❑
Providing **volunteers** with professional development and training to enhance skills in service delivery or skills in administration and management	❑	❑	❑	❑	❑
Developing and implementing a communication or marketing strategy	❑	❑	❑	❑	❑
Increasing or strengthening collaborations with other organizations	❑	❑	❑	❑	❑
Assessing computers and software needs	❑	❑	❑	❑	❑

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Capacity Building Services Received by the Organization

18. Since March 2007, what types of technical assistance has your organization received? Do not count assistance lasting less than 1 hour over the course of the 10-months. *(IF NO ASSISTANCE WAS RECEIVED, SKIP TO 19)*

Type of Assistance		If applicable, how was the assistance received? *(CHECK ALL THAT APPLY)*		
		Group Training or Workshop?	**Consulting Services?**	**Other?**
❑	**Resource Development, Fundraising (includes grants/proposals)**	❑	❑	❑
❑	**Strategic Planning**	❑	❑	❑
❑	**Human Resources and Volunteer Management**	❑	❑	❑
❑	**Networking, Collaboration, Partnerships**	❑	❑	❑
❑	**Financial Management (Bookkeeping/Accounting)**	❑	❑	❑
❑	**Program Design, Including Implementing Best Practices**	❑	❑	❑
❑	**Evaluation/Outcome Measurement**	❑	❑	❑
❑	**Working with victims of crime (i.e., victim services)**	❑	❑	❑
❑	**Did your organization receive any other assistance? Please specify:_____**	❑	❑	❑

18a. Whom among your staff received this assistance? *(CHECK ALL THAT APPLY)*

- ❑ Executive Director
- ❑ Other paid staff
- ❑ Volunteers

Organization Staff and Board

19. Please tell us about the staff at your organization. "Staff" are the people who work for the organization on a regular basis, at least 2 hours per week, either as paid staff or as unpaid staff/volunteers. Please count each person as **either** an administrative staff person **or** a direct service staff person. *(COLUMN (A) SHOULD BE EQUAL TO (B) + (C))*

	a) What is the number of staff currently working at your organization both in administration and programs?		**b) Of these staff, how many primarily working in an administrative capacity?**		**c) How many staff primarily providing direct services?**
Paid Staff					
Full-time (30+ hrs/wk)	_____	=	_____	+	_____
Part-time (>2 hrs/wk; <30hrs/wk)	_____	=	_____	+	_____
Unpaid Staff/Volunteers					
Full-time (30+hrs/wk)	_____	=	_____	+	_____
Part-time (>2 hrs/wk; <30hrs/wk)	_____	=	_____	+	_____

20. Since March 2007, has there been a change in the head of your organization?

- ❑ Yes
- ❑ No

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Community Engagement

21. Thinking about collaborations that your organization has had with other faith-based and/or community groups, do you think collaborations in general are:

- ❑ Generally net benefits to the organization
- ❑ Generally net drains on the organization
- ❑ An equal mix of costs and benefits to the organization

22. How many collaborations with organizations are you currently engaged in?

_____ collaborations (*If zero, SKIP TO 23*)

22a. How many national, state, and local organizations are involved in these collaborations?

_____ local organizations

_____ state organizations

_____ national organizations

23. Does your organization have its own website?

- ❑ Yes
- ❑ No

24. Some organizations keep records about program participants and services. Please indicate the relevance to your organization of keeping records about the following items, by selecting one of the following choices:

A = For the type of service we provide, keeping records about this is not necessary
B = We believe it could be useful to keep these records, but currently lack the resources to do it
C = We keep records on paper
D = We keep records electronically
E = We keep records both on paper and electronically

Types of Records	**A**	**B**	**C**	**D**	**E**
Number of clients/service recipients	❑	❑	❑	❑	❑
Referral sources of clients/service recipients (how did they come to your program)	❑	❑	❑	❑	❑
Needs of clients/service recipients upon first contact with program (including information and referrals)	❑	❑	❑	❑	❑
Services provided to clients/service recipients	❑	❑	❑	❑	❑
Individual clients/service recipients' outcomes	❑	❑	❑	❑	❑
Financial records	❑	❑	❑	❑	❑
Client satisfaction	❑	❑	❑	❑	❑
Other (Specify:) _____	❑	❑	❑	❑	❑

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Funding Sources

The following questions pertain to funding sources and activities since March 2007.

25. How many federal grants, contracts, or sub-awards has your organization applied for since March 2007?

    _____

26. How many federal grants, contracts, or sub-awards has your organization received since March 2007?

    _____

27. Has your organization applied for a VOCA grant since March 2007?

    - ❑ Yes
    - ❑ No

28. Has your organization been awarded a VOCA grant since March 2007?

    - ❑ Yes
    - ❑ No

29. In your last completed fiscal year, what was your organization's total operating budget?

    $_____

30. Since March 2007, has your organization's operating budget:

    - ❑ Increased
    - ❑ Decreased
    - ❑ Stayed the same

31. Please answer the following questions as they apply to fundraising activities since March 2007.

	What percentage of funds did your organization receive from the following sources since March 2007?
Grants/contracts from federal government agencies	%
Grants/contracts from state/local government agencies	%
Grants/contracts from Foundations	%
Other *(SPECIFY:)*_____ _____	%
TOTAL	100%

32. Has your organization hired a grant/contract writer to research applications for funding since March 2007?

    - ❑ Yes
    - ❑ No

33. Has your organization hired a grant/contract writer to prepare applications for funding since March 2007?

    - ❑ Yes
    - ❑ No

34. Has your organization hired a grant/contract writer to train staff to prepare applications for funding since March 2007?

    - ❑ Yes
    - ❑ No

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35. Does your organization have a current written fund raising/fund-development plan?

- ❑ Yes
- ❑ No

Next, we'd like to know the total amount and sources for all cash grants or sub-awards that your organization received since March 2007 and the goal(s) for which the grants or sub-awards were received.

36. What was the total Amount of Grants, Contracts, or Sub-Awards received since March 2007?

$_____

37. What were the goals of grants, contracts, or sub-awards?

	Yes	No
To start up new program	❑	❑
To implement programmatic Best Practices	❑	❑
To expand type of services	❑	❑
To increase number of clients/service recipients	❑	❑
To develop Board of Directors	❑	❑
To train administrative staff *(SPECIFY AREA OF TRAINING:)* _____	❑	❑
To train program staff *(SPECIFY:)* _____	❑	❑
To increase/diversify income and resources	❑	❑
To improve communications and marketing	❑	❑
To improve general management, financial management or administrative systems	❑	❑
To develop system for tracking outcomes	❑	❑
To fund ongoing programs as is	❑	❑
Were there any other goals? *(SPECIFY:)* _____	❑	❑

THANK YOU FOR YOUR PARTICIPATION!

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Appendix G: Customer Satisfaction Survey of Grantees

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OMB No. 1121-0308
Expiration date: 9/30/2009
Facility ID:

This survey is part of an effort to improve the services provided to victims of crime. Therefore, we consider your participation valuable to our efforts and thank you in advance for taking the time to respond to these few questions. Your responses will be kept *confidential* and will only be accessed by Abt Associates Inc., a research firm in Maryland. All feedback will be reported in summary format.

Your participation in this survey, while extremely important to the study of victims' services, is *completely voluntary*. There is no penalty for not participating, or for skipping questions you do not want to answer. Thank you.

Under the Paperwork Reduction Act, a person is not required to respond to a collection of information unless it displays a valid OMB Control Number. We try to create forms and instructions that are accurate, easily understood, and impose the least possible burden on you to provide us information. The estimated average time to complete the form is 3 minutes. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing the burden, to the National Institute of Justice, Office of Research and Evaluation, **OMB Number 1121-0308**, 810 7th Street, N.W., Washington, D.C. 20531.

1. Is this your first visit to the organization?
   - ❑ Yes
   - ❑ No

2. What types of services were you looking to receive during your visit? (*Check all that apply)*
   - ❑ Information about victim rights
   - ❑ Information about service in the community
   - ❑ Medical assistance
   - ❑ Counseling services or therapy
   - ❑ Assistance with police or courts
   - ❑ Assistance with housing, employment, food, or transportation

3. Were there any services you were looking for that you did not receive?
   - ❑ Yes ……
   - ❑ No [SKIP TO 4]

   3a. **If yes**, why not?
   - ❑ Services not provided by this organization
   - ❑ Services were not available when I was visiting
   - ❑ Services are only available by referral

4. On a scale of 1-5, how helpful was the organization in meeting your needs? *(Circle One)*

Not Helpful				Very Helpful
1	2	3	4	5

5. On a scale of 1-5, how would you rate your overall experience with this victim services organization? *(Circle One)*

Not Satisfied				Very Satisfied
1	2	3	4	5

6. Were you referred to other services?
   - ❑ Yes…….
   - ❑ No [SKIP TO END]

   6a. **If yes**, do you think the referral(s) will be useful to you?
   - ❑ Yes
   - ❑ No

Thank you for your feedback.

Mailing Directions: Complete the survey and **staple the ends together so that it is securely closed** and the address is on the outside. Once you have completed and securely closed the survey, the organization you have

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Suite 800 North
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