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

September 2007

Process Study 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 opportunities for faith-based and community organizations (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 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. HOPE provided grants to grassroots faith-based and community victim service organizations to help them improve 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 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, as determined by the type of crime committed or the victim's age, gender, ethnicity, disability status or sexual orientation. Financial assistance consisted of \$50,000 awards to each FBCO to be reimbursed to organizations after expenses were incurred. Technical assistance consisted 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 an outcomes study, which will be complete in Spring 2008, and a process study, the results of which are described in this report. The objectives of the process study are to:

- 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; and
- Identify MCVRC's most effective strategies for promoting enhanced organizational and service delivery capacity among FBCOs.

The process study is based primarily on interviews and ongoing communication with MCVRC program staff, as well as review of grant-related documentation. This information is supplemented

with the results of nine case studies of FBCO sub-grantees. Sub-grantees were chosen purposively to provide a geographically diverse group of organizations that had received sufficient amounts of technical assistance from their site mentors, were serving victims of crime, and had implemented most of their revised work plan at the time of the study. Most of the information provided in this report is based on self-reported accounts of the HOPE II grant process and sub-grantees' accomplishments in three areas of organizational capacity: volunteer development and management; community partnerships; and sustainable funding.

Volunteer management. 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. All HOPE II sub-grantee organizations increased their capacity to engage volunteers. More established organizations institutionalized and refined 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. More fledgling organizations enhanced their program delivery capacity by developing materials and/or training processes for a volunteer program and focusing on recruitment of volunteers to serve clients.

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' responses to victims.¹ Seven of nine organizations visited for the process evaluation created new or expanded existing partnerships through HOPE II. The more established organizations already had strong pre-existing partnerships and focused on creating new referral-based partnerships to ground and sustain HOPE II activities. The more fledgling organizations expanded existing partnerships to raise money and provide referrals and additionally created new partnerships for referrals, education or awareness-raising activities, and assistance in serving victims of crime.

Sustainable funding for HOPE II activities. Though OVC intended sustainability of HOPE II activities to be an achievement of the HOPE II grant program for all grantees, the short grant period and intensity of activity during the grant period meant that pre-existing financial and organizational capacity prior to HOPE II largely determined the options for funding sustainability beyond the grant period. The more established organizations will likely be able to leverage existing financial and organizational capacity to sustain HOPE II activities, while the less developed organizations face less stable financial futures. There is little evidence that new HOPE II activities and programs will be able to be sustained by the inexperienced and modest-scale HOPE II sub-grantees that lack the diversity of funds and resources available to their more established counterparts. Unfortunately, sub-grantees that already had diverse resources available at grant award were in the best position to sustain their accomplishments from HOPE II.

¹ U.S. Department of Justice. Request for Proposals: The Helping Outreach Programs to Expand II Cooperative Agreement, Office for Victims of Crime, March 2005.

Assessing the HOPE II Grant Process

The HOPE II grant model includes aspects of grant administration and implementation such as grant specifications and the intermediary model used for monitoring of sub-grantees and delivery of technical assistance. Based on our interviews with FBCOs, site mentors and MCVRC, we provide feedback on the HOPE II grant implementation process.

Grant specifications of a 10-month grant timeline and the modest level of funding were extremely challenging constraints on building capacity, particularly for small, inexperienced organizations with very modest operational capacity. The mechanisms meant to facilitate success within these parameters were the intermediary model of sub-grant administration and the provision of training and technical assistance. However, due to operational issues at the intermediary organization and an inconsistent structure for technical assistance through the use of various consultants (site mentors), the nine sub-grantees in the process evaluation did not consistently have supportive experiences during the implementation of HOPE II activities.

The intermediary model for grant management proved burdensome for many sub-grantees interviewed for the process evaluation. The reimbursement model for funding disbursement was not consistently executed in a timely fashion and several sub-grantees interviewed experienced hardship and had to temporarily use personal funds during portions of the grant period. 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.

The training and technical assistance provided by MCVRC were delivered by a process that was not clearly structured for sub-grantees. One formalized training conference was provided at the start-up grant meeting during which sub-grantees were provided with initial instruction on skills necessary for grant management and serving victims of crime. This training was designed for less experienced and low-capacity organizations and much of it was thus not useful to the more established organizations.

Following the initial training by MCVRC, sub-grantees in the process evaluation were not clear on the expectations for ongoing technical assistance and the nature of their relationship with their site mentor. There was no formal needs assessment to identify sub-grantees' particular needs and to structure a plan for technical assistance throughout the grant period. As a result of this lack of personalized technical assistance, as well as inconsistency in the performance and backgrounds of site mentors overall, the nine sub-grantees in the process evaluation had widely varying experiences in receiving technical assistance ranging from receiving no response from a site mentor to being very pleased with a site mentor's consultation on HOPE II activities.

Despite the inefficiencies and hardships resulting from the HOPE II grant process, it is possible that the grant program contributed to an increase in the volunteer and collaborative capacity of the HOPE II sub-grantees. However, we will not be able to assess these results until the outcomes evaluation is complete.

Preliminary Recommendations on Program Design Based on HOPE II Implementation

Based on our analysis of the process study findings, we make the following preliminary recommendations for improving the implementation of future iterations of the HOPE program:

Award grants to organizations that have demonstrated ability to increase capacity. Consider the quality of grant applications, particularly the organizations' proposed plans for capacity building, in future HOPE grant distributions. The selection process for identifying 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.

Increase the grant program timeline. We agree with both MCVRC and sub-grantee staff that more time should have been allowed for sub-grantees to enact their grant plans and spend down their sub-grants. Many organizations needed additional time up front to get their plans implemented before they could start spending down their funds. Additional time also would have been useful for obtaining new funding to sustain HOPE II activities.

Expand allowable expenses to include local training opportunities. Allow funds to be used for additional local training other than from the intermediary organization. It is difficult for one organization to be all things to a number of small organizations scattered across the country.

Expand allowable expenses to fund additional staff positions that promote growth and sustainability. Allow funds to be spent for key staff salaries that are essential to growing organizational capacity. Positions would include grant writers to assist with obtaining more funding and fiscal coordinators for developing systems for monitoring additional funds.

Administer training and technical assistance through internal intermediary staff. Use internal intermediary staff to manage sites and provide technical assistance, rather than consultants. The outside consultants hired to serve as site mentors were unable to provide uniform support to the sub-grantees. Internal staff can be supervised more closely and receive support from the entire organization. This change is being implemented by MCVRC for the HOPE II supplemental grant.

Target sub-grantee training and technical assistance according to capacity needs. Organizations varied in their technical assistance needs by their level of current capacity. Based on this experience, MCVRC is planning to organize sub-grantees into two tracks for the HOPE II Supplemental Grant. One track would likely be for organizations that are more experienced at managing grant funds. A second track includes developing or emerging organizations, which would receive more specialized assistance in grant management and basic organizational groundwork. We support MCVRC's plan to organize sub-grantees into two tracks for the HOPE II supplemental grant, enabling them to tailor their training and sub-award program to organizations of differing capacity levels.

Conduct formal needs assessment of sub-grantees to inform technical assistance provision. A formal needs assessment process should be conducted with all sub-grantees in order to document baseline levels of capacity and targeted areas for technical assistance provision. This needs assessment process should be designed and facilitated by the intermediary organization and based

upon best practices for organizational capacity building. Sub-grantees' input may be considered in the needs assessment; however, sub-grantee recommendations alone are insufficient to inform technical assistance provision.

Create a technical assistance plan for each sub-grantee organization. The sub-grantee organization should be well-informed regarding the needs assessment and technical assistance process in terms of: 1) how the assessment is conducted; 2) how the results of the process inform the provision of technical assistance; and 3) the scope of technical assistance that will be provided and the anticipated goals and outcomes. A technical assistance plan write-up following the needs assessment may facilitate this process.

Maintain thorough documentation of administrative and technical assistance activities pertaining to grant management and implementation. The intermediary organization should 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.

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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 over a million property crimes (e.g., larceny, burglary, arson) reported to law enforcement agencies in the United States. Victimization surveys indicate that the actual incidence is far higher, since only a small percentage of crime victims report these events to police.²

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.³ 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, suicide or suicidal ideation, and sleep and eating disorders. Combinations of symptoms are diagnosable as disorders, such as Post Traumatic Stress Disorder (PTSD)⁴ or Rape Trauma Syndrome.⁵ According to a 1987 National Institute of Justice study addressing lifetime trends among victims of crime, researchers found that 28 percent 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 such as victim outreach services, victim notification services, crisis counseling, and a variety of referral services to meet longer term victim needs.⁶

² Federal Bureau of Investigation. Department of Justice. Crime in the United States 2005. Available online at: <http://www.ojp.usdoj.gov/bjs>.

³ 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..

⁴ 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.

⁵ 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.

⁶ Ann Wolfe and Celinda Franco, *Victims of Crime Compensation and Assistance: Background and Funding*, Congressional Research Service (CRS) Report for Congress, 2005.

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.⁷ 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.⁸ 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.⁹

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 victims. Three years later, OVC launched the HOPE II grant program, which was similar to the HOPE program but directed funding specifically to FBCOs 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 as determined by the type of crime committed—DUI/DWI crash, assault,

⁷ 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.

⁸ 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.

⁹ 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.

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. 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.¹⁰

Therefore, 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.¹¹ 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:

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

OVC’s expectations for improvements and outcomes that were achieved in these three capacity areas are discussed in greater detail in Chapter 3.

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

¹⁰ C. W. Letts, W. P. Ryan, and A. Grossman, *High-Performance Nonprofit Organizations* (New York: John Wiley & Sons, Inc., 1999).

¹¹ 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).

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-awards 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.

The Intermediary

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)¹² was selected through a competitive process to serve in this intermediary capacity.

MCVRC's mission is "to ensure that victims of crime receive justice and are treated with dignity and compassion through comprehensive victims' rights and services." Today, MCVRC is one of the most successful grassroots organizations in the history of Maryland and has an established record of providing a range of services to individual crime victims including educating victims about their legal rights, supporting victims in attaining financial and legal assistance, and providing victims with court companions and personal counseling.

At the time of its application, MCVRC had been collaborating with OVC for nearly two years on the "Collaborative Response to Crime Victims in Urban Areas" project. In its role on this project, MCVRC created a competitive process for the selection of five high-crime urban sites across the United States that were to become national models on linking crime victim service providers with faith communities. To each awardee MCVRC sub-granted \$160,000 per year over a three-year project period. In addition to managing a sub-grants program, MCVRC provided sites with training and technical assistance that: 1) fostered their collaborative project efforts through identification of critical gaps in services, identification of existing resources that might be leveraged, and development of coordinated, innovative solutions to improve community responses to victims and 2) helped pave the way for sub-grantees' future project sustainability through the strengthening of their organizational capacity and fund-raising capabilities. On the Collaborative Response project, MCVRC demonstrated the capability to take on responsibilities in supporting an FBCO population very similar to those it would be required to manage under HOPE II.

HOPE II Sub-Grantees

Twenty-nine community and faith-based organizations were selected by the Office for Victims of Crime to be awarded the HOPE II sub-grant. Two organizations subsequently did not participate in

¹² After their daughter, Stephanie, was brutally 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.

the grant program and thus there were 27 active sub-grantees throughout the HOPE II grant period.¹³ Exhibit 1 below provides an overview of the organizational characteristics of all the HOPE II sub-grantees. Approximately half of the sub-grantees identified as faith-based and almost all of the organizations served urban areas. Forty-three percent of the organizations were under 5 years old, 52 percent were between 6 and 26 years old, and 4 percent were older than 26 years. The average revenue reported by the organizations was \$342,884 and the range of annual revenue (i.e., the difference between the lowest and highest amount) was \$1,506,944. Finally, the majority of all sub-grantees provided services to underserved populations, including immigrants and the elderly among others.

Objectives of the Study

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 requires 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 is 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 is 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. The results of the outcomes evaluation will be available in Spring 2008.

¹³ 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 their participation was terminated.

Exhibit 1

HOPE II Sub-grantee Characteristics

Organizational Characteristics	
<i>Type of organization</i>	
Faith-based	56%
Community	44%
<i>Areas served^a</i>	
Urban - 750,000	93%
Large town - 10,000-50,000	11%
Rural - <2,000	11%
Suburban community tie with urban center	7%
<i>Age (years)^b</i>	
0-5	43%
6-15	35%
16-26	17%
>26	4%
<i>Legal status</i>	
501(c)3	89%
<i>Mission</i>	
Written mission statement	100%
<i>Total revenue</i>	
Mean	\$342,884
Range	\$1,506,944
<i>Fundraising in last year (percentage of average revenue)</i>	
Federal grants/contracts in last year	12%
State/local	43%
Foundations	11%
Other groups	8%
Direct mail	4%
Special Events	7%
Appeals in place of worship/community	7%
Other	7%
Service Provision	
<i>Provided services to victims of crime prior to receiving HOPE II</i>	
Yes	86%
No	14%
<i>Years of experience serving victims of crime^c</i>	
0-5	39%
6-15	39%
16-26	17%
>26	4%
<i>Description of services</i>	
Variety of Services	71%
Focus on Crime Victims	29%

<i>Types of services</i>	
Domestic Violence	64%
Assault	43%
Survivors of Homicide victims	36%
Child physical abuse	36%
Adult sexual assault	32%
Elder abuse	32%
Adults molested as children	25%
Child sexual abuse	25%
DUI/DWI crashes	18%
Other services	36%
All victim populations	25%
<i>Underserved populations (71% of organizations serve underserved populations)</i>	
Immigrants and refugees	36%
Non-English speaking	36%
Elderly	18%
Minority sexual orientation	15%
Disabled	11%
Other	29%
<i>Service delivery strategy</i>	
Information/referral services	86%
Personal advocacy	54%
Criminal justice support/advocacy	46%
Advise victims regarding their rights	43%
Crisis counseling	43%
Ongoing counseling	39%
Case management	39%
Advice/assistance in filing compensation claims	32%
Group treatment/support	23%
<i>Staffing</i>	
Paid FTE	8.4
Paid PT	5.6
Unpaid FTE	3
Unpaid PTE	41.3
<i>Executive Director (100% of organizations had an Executive Director)</i>	
Paid FTE	54%
Paid PT	14%
Unpaid	32%
<i>Volunteer Coordinator</i>	
Paid FTE	13%
Paid PT	27%
Unpaid	60%

^a total exceeds 100% because FBCOs serve multiple geographic areas

^b Average = 8.9 years

^c Average Experience= 9.3 years

This report presents the results of the process evaluation. The results were compiled from a methodology based on four major data collection activities:

- A document review, including the RFP issued by OVC, MCVRC's application to OVC, sub-grantee applications for HOPE II, and the sub-grantee training conference materials;
- An administrative data review, including a review of sub-grantee quarterly reports and the site mentor contact database;
- Site visits to MCVRC; and
- Site visits to nine sub-grantees;

A detailed discussion of the evaluation methodology is contained in Appendix A.

The remainder of this report proceeds as outlined below.

Chapter 2: Level of Implementation. This chapter examines the extent to which the sub-grant and technical assistance were implemented as envisioned and the factors which facilitated or hindered progress of this implementation.

Chapter 3: Developmental Changes in Sub-grantee Capacity. Capacity building is a developmental process in which organizations start and end at different points. This chapter examines the three capacity areas that were the focus of the HOPE II grant—volunteer development and management, community partnerships, and services to victims of crime—for evidence of movement along a three-level capacity continuum across sites.

Chapter 4: Assessing the HOPE II Grant Model. An additional objective of the HOPE II evaluation is to identify the most effective strategies for promoting capacity in small FBCOs. To this end, Chapter 4 addresses the program model in terms of various characteristics of the grant and the intermediary model employed in the delivery of technical assistance.

Chapter 5: Conclusions and Recommendations. Drawing on the process and results reported in earlier chapters, Chapter 5 offers conclusions on how well the HOPE II grant program achieved its main goals, the usefulness of the intermediary model for delivery of technical assistance, and finally offers recommendations for future iterations of HOPE grants.

This document is a research report submitted to the U.S. Department of Justice. This report has not been published by the Department. Opinions or points of view expressed are those of the author(s) and do not necessarily reflect the official position or policies of the U.S. Department of Justice.

Chapter 2: Implementation of the HOPE II Program— Intermediary Model and Administrative Data

This chapter describes the intermediary model utilized for the administration of the HOPE II program. The first section discusses MCVRC's activities during the HOPE II program, describing the actual implementation of the program and the intermediary's program monitoring activities. The final section presents the information collected on implementation activities from the case management software.

Intermediary Model

Proposed Program Design

In March 2005, OVC released an RFP soliciting experienced faith-based or community organizations specializing in serving victims of crime to 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. It was explained in the RFP that OVC was particularly interested in increasing the development and capacity of faith-based and/or community organizations to provide services to underserved crime victims in high-crime, urban areas. The RFP soliciting intermediaries can be found in Appendix B.

In its proposal, MCVRC described its plans for accomplishing four major tasks during program implementation, in cooperation with OVC. Exhibit 2 summarizes the four tasks for which MCVRC was responsible and its plans to accomplish each task.

MCVRC planned to staff the project with a mix of in house staff and consultants. A project manager was to be supported by consultants (referred to as "Project Site Mentors") who would be responsible for providing training and technical assistance to grantees and by MCVRC staff who would be responsible for monitoring sub-grantee implementation. In addition to supervising the site mentors, the main responsibilities of the Project Manager were to act as a liaison to OVC and to coordinate the planning of an initial sub-grantee training.

Site mentors. A key feature of MCVRC's plan was the use of outside consultants, or "Project Site Mentors," to provide "assessment, monitoring, training, and technical assistance" to sub-grantees. MCVRC proposed the use of outside consultants for delivering technical assistance to sub-grantees for several reasons. First, the design of the HOPE II grant allowed only six months of technical assistance to sites. For this reason, it was unlikely that MCVRC would be able to identify and hire qualified staff persons to work with the sites for only a six-month period. In addition, due to the short amount of time for delivering technical assistance, the project required site mentors who could be ready to begin delivering services immediately upon announcement of the sub-awards.¹⁴ Also, based

¹⁴ There was little additional money or time built into the project for training technical assistance providers.

on the organization's experience with federal grants, MCVRC determined that it was in its own interest to stay as flexible as possible since project schedules may be modified many times. It would not be possible for MCVRC to maintain staff waiting for the sub-grantees to be announced.¹⁵

Exhibit 2

MCVRC's Responsibilities Under the HOPE II Grant

1. *Design of Sub-grantee RFP:*
 - Develop and maintain a pool of eligible applicants through preparation and dissemination of an RFP for sub-awards.
 2. *Selection of Sub-grantees:*
 - Develop a fair competitive process for selection of sub-grantees.
 - Evaluate applications through a 12-person peer review process and make recommendations for sub-awards to OVC.
 3. *Provide technical assistance to sub-grantees:*
 - Bring together up to two representatives from each selected site for a three-day "gathering/training" event.
 - Mentor sites to provide responsible, effective, and sustainable services by using staff and consultants ("site mentors") with expertise in victims' rights and service.
 - Provide ongoing technical assistance to the sub-grantees based on their needs.
 - Provide training to the sub-grantees as required by using staff, consultants, and others in the field.
 4. *Monitor program implementation by sub-grantees:*
 - Monitor the fiscal and programmatic progress of the sub-grantees, assuring that only allowable activities are funded.
 - Provide databases to the sub-grantees to collect and report results to OVC.
-

Project timeline. From the beginning of the HOPE II grant, MCVRC had concerns about the short timeline for completing the project. The timeline described in OVC's RFP was a total of 12 months long with 6 months of technical assistance and funding for sub-grantees. MCVRC made its concerns known in its proposal and after receiving the HOPE II grant program from OVC. MCVRC preferred an 18-month timeline to allow itself more time to provide technical assistance and to allow sub-grantees more time to achieve their capacity goals. However, at the beginning of the grant period, OVC indicated to MCVRC that it was not possible to extend the grant period to 18 months.¹⁶ Changes to the timeline and other changes to the grant implementation are summarized in Exhibit 3 and further explained below.

¹⁵ Indeed, the HOPE II grant sub-awards were announced three months later than expected, so MCVRC was correct in anticipating the need for site mentors who could be ready to provide services immediately upon the sub-award announcement.

¹⁶ It is important to note that the project timeline was in fact eventually expanded to 18 months.

Exhibit 3

Schedule of HOPE II Activities

HOPE II Activity	Planned Schedule	Actual Schedule
Start of HOPE II grant	October '05	October '05
Develop RFP for sub-grants	November '05	November '05
Disseminate RFP	December '05	December '05
Sub-grant proposals due	January '06	January '06
MCVRC recommends awardees to OVC	January '06	January '06
OVC selects awardees (sub-grantees)	March '06	May '06
MCVRC holds initial gathering/training with sub-grantees	May '06	May '06
Sub-grant period ends	September '06	March '07
HOPE II grant ends	September '06	March '07

Program Implementation

Immediately upon award, MCVRC recruited and hired a Project Manager who was responsible for the day-to-day implementation of the project, ensuring that MCVRC implemented the tasks outlined above. The Project Manager was hired as a full-time MCVRC staff person in October 2005 to serve for the duration of the HOPE II grant.¹⁷ The Executive Director of MCVRC and one other senior staff person served as part-time Senior Project Managers with responsibility for overseeing administrative and programmatic functions of the project. Two additional MCVRC staff persons were hired for the project: one operated as the Fiscal/IT Coordinator to oversee the distribution of funds and the reimbursement of expenses for the sub-grantees; another individual was hired to serve as one of the project site mentors and also to assist the Project Manager.

As noted above, there were four major tasks MCVRC was responsible for executing as part of its award. We describe below how MCVRC executed these tasks.

Design of sub-grantee RFP

The first step in distributing the HOPE II grants was to design an RFP describing the purpose of the HOPE II sub-grant and the requirements to apply. A draft RFP was developed by MCVRC in November 2005 and then reviewed and commented on by OVC. The final RFP was released in December 2005. The RFP stated the desired goals of HOPE II, the types of technical assistance to be provided by MCVRC, eligibility requirements for sub-grant recipients, and allowable uses of the HOPE II funds.

Specifically, the RFP stated that MCVRC would provide the following to sub-grantees:

¹⁷ However, for reasons detailed later, the HOPE II grant was extended past the original end date (September 2006) and the original Project Manager, having only committed to 12 months at MCVRC, left to take a new job. In November 2006, a new Project Manager was hired to take overall responsibility for the remainder of the HOPE II grant until March 2007.

- **Mandatory sub-grantee training.** Sub-grantees were required to attend and participate in a three- to five-day orientation meeting in the Washington, D.C. metropolitan area. This initial training would provide an opportunity for the sub-grantees to receive in-person technical assistance on a range of capacity topics from leading experts in the field.
- **Ongoing technical assistance and training.** MCVRC agreed to provide supervision, technical assistance, and skills training to sub-grantee paid and volunteer staff. Technical assistance activities funded under the HOPE II grant program would be conducted at no cost to the organizations receiving sub-awards.
- **Case management software.** Sub-grant recipients would be required to enter all program data into a centralized, off-site case management system using a computer and a high-speed Internet connection. The case management software was viewed as a benefit of the HOPE II grant because it provided sub-grantees with a database for tracking clients and services and also an opportunity to familiarize their organization with the reporting requirements of a federal grant. In addition, sub-grantees would be required to have a computer with Microsoft Windows 2000 or XP and a high-speed Internet connection by the start of the sub-grant. If a sub-grantee did not have these required materials, it was instructed to include these items in its project budget for purchase.

The full RFP soliciting sub-grantees can be found in Appendix C.

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. On December 2, 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 all 48 of the 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. Applicants were given until 5PM EST on January 31st to email their completed applications to MCVRC. A total of 181 applications were received by the cutoff date and time. 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 non-profit capacity development. In many cases peer reviewers were experts in more than one of the topics listed above. Peer reviewers were from all over the United States, and had varying levels of experience reviewing grants. If a peer reviewer was familiar with an organization or had dealings with any organization on the list, he/she was automatically barred from reviewing that application.

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 amount of points for each topic. Reviewers were also sent a copy of the RFP and responses to frequently asked questions (FAQs) that appeared on the MCVRC website. Peer reviewers were specifically asked to pay close attention to the allowable and unallowable costs detailed in the RFP and in the 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, 48 selected sites were recommended by MCVRC for sub-grants in a memo submitted to OVC. (See Appendix D 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.

In addition, 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. Subsequent to the award announcement one of the awardees was found to be ineligible for funding, and the final number of sub-grantees was reduced to 28.

Technical Assistance to Sub-grantees

In addition to funding, the HOPE II grant was designed to provide technical assistance to FBCOs through a more experienced intermediary organization. MCVRC was responsible for training and mentoring sub-grantees during the HOPE II grant period. Below we offer some details on the types of technical assistance provided and the delivery methods employed by MCVRC.

Sub-grantee training conference. After submitting sub-grantee recommendations to OVC, MCVRC began planning a three-day “gathering/training” to kickoff the HOPE II grants. The conference was also an important opportunity for the sub-grantees to meet their site mentors who would serve as their technical assistance providers and receive some intensive, in-person technical assistance. The initial invitation package to the new sub-grantees that was distributed a few weeks prior to the training included questions on what the organizations needed from an intermediary organization in terms of technical assistance and what they hoped to gain from participation in the HOPE II project. Site mentors were also invited to suggest additional topics for the training conference, and, according to MCVRC, sub-grantee and site mentor input was used to shape the topics selected for the training conference. However, the sub-grantee input was requested close to when the training was to take place, so it is unclear how much of their input was able to shape the conference agenda.

The training conference took place outside of Baltimore, Maryland from May 23rd through 25th, 2006. Sub-grantees sent up to two representatives to the training as part of the requirement of their HOPE II award. All 29 of the sites, including the one that eventually declined the HOPE II grant, were represented at the conference. The three-day sub-grantee training included technical speakers, training sessions and workshops, and inspirational presenters on the topic of victims of crime. Among the topics covered in the training sessions and workshops were the following:

- Financial Reporting
- Volunteer Management
- Cultural Competency
- HOPE II and MCVRC Policies and Procedures
- Separation of Church and State
- Strategic Planning
- Funding Strategies
- Board, Staff, and Volunteer Management
- Marketing and Communication

In addition, three panels of experts presented on victim services, faith services, and victim and legal services.

A notebook was distributed to all of the training participants. The notebook contained materials to be used during the training and also resources and examples that could be used by the sub-grantees for implementing their HOPE II objectives. Specifically, the notebook contained:

- A welcome letter from the Executive Director of MCVRC and the HOPE II Project Director
- The agenda for the 3½ day conference (see Appendix E)
- Materials for the legal files training
- Materials for developing a volunteer program (see Appendix E)
- Slides for some of the training sessions
- A site contact list (i.e., sub-grantee contacts)
- Presenter’s contact information
- Additional resources from the ACF Compassion Capital Fund, National Organization of Parents of Murdered Children, OVC’s Strategic Planning Toolkit, Violence Against Women Act, and the State Victim Assistance Academy Contact List (copied from the Internet)

Evaluation forms filled out by the attendees were mostly positive. Evaluation forms were distributed to the 52 attendees of the sub-grantee training and 19 responses were received (37% response rate). Attendees were asked to assess their ability to execute a specific task, obtain more information on a topic, describe key points about a topic, or seek further assistance on a topic after attending each training session. Each question asked for a response on a 1 to 5 scale with 1 representing strongly disagree and 5 representing strongly agree. Exhibit 4 summarizes the results from the evaluation forms. The actual evaluation questions are available in Appendix E.

Exhibit 4

Results of Session Evaluations from Sub-grantee Training

Training Session	Evaluation Score (on scale from 1-5)^a
Financial Reporting	4.27
Volunteer Management	3.77
Cultural Competence	4.3
Policies and Procedures	4.47
Separation of church and state	4.21
Strategic Planning	4.28
Legal Files	4.38
Faith Services	4.11
Victim Services	4.36
Capacity Building	4.24

^a Scores are averaged across multiple questions

Lastly, it was necessary for many sub-grantees to revise their original proposal plans and budgets to adhere both to legal restrictions on federal funds and to the goals of the HOPE II grant. Many of the activities and expenses proposed by the sub-grantees were not allowable based on both federal and

specific HOPE II grant guidelines. It was, therefore, critical that sub-grantees be made aware of the changes that would need to be made to their budgets and work plans to better align them with the goals of the HOPE II grant. This process began at the conference and, as will be described below, took a significant amount of site mentor and MCVRC staff time in during the early months of the grant.

After the sub-grantee training conference, it became apparent to MCVRC that the sub-grantees would require a far greater amount of basic guidance than originally envisioned. Consequently, MCVRC approached OVC about having MCVRC conduct in-person visits to each of the sub-grantees in addition to its original plan to provide technical assistance long-distance through the site mentors. This additional task would allow MCVRC to more closely tailor its technical assistance to the intensive needs of some of the sites. MCVRC hoped that the money saved by serving fewer FBCOs could be applied to covering the cost of this additional TA. OVC did not agree that the site visits were a necessary addition for the grantees to achieve their HOPE II goals and declined to fund the additional site visits. Therefore, MCVRC proceeded with its original plan to address technical assistance needs through site mentors via telephone and Internet.

Site mentors and ongoing technical assistance. At the core of the technical assistance delivery system set up by MCVRC was the use of site mentors to advise and coach sub-grantees. The site mentors were identified experts in the field of crime victim service. MCVRC hired three consultants to serve as site mentors. Two individuals were located in the Midwest and one in the Southwest. The mentors had varying and extensive backgrounds in social work, crisis counseling, criminal justice work, community collaboration, organizational capacity, faith-based organizations, and victims services. One of the site mentors had worked with MCVRC in the past on the Collaborative Response project. Two of the other site mentors were selected because of their known expertise in the field of victims services. A fourth site mentor was hired as a full-time staff person at MCVRC, and given a significant amount of training and additional support from more experienced MCVRC staff.

The site mentors were invited to a one-day site mentor training in November 2005. The purpose of the training was to continue to strengthen MCVRC's team of technical assistance providers, distribute information on grant procedures, allow the opportunity for input into the RFP development process, and discuss methods for marketing the RFP to increase the number of qualified applicants. This was also seen as an opportunity to solidify the site mentors and MCVRC staff into a HOPE II team, since they were expected to rely on one another throughout the grant period. The training did not include a discussion of clearly defined goals for site mentors when working with their future sub-grantees. This may be due to the fact that MCVRC did not yet know the needs of the organizations that would be funded or that it assumed the diverse backgrounds of the site mentors would be sufficient to respond to the needs of sub-grantees. Nevertheless, little discussion centered on the provision of services to sub-grantees.

The site mentors came together as a group again the day before the sub-grantee conference for a one-day training. During this day, they were trained on the software to be used by sub-grantees to record and track mandatory client and service information during the grant period. In addition, the mentors met with the HOPE II Program Specialist to discuss the necessary revisions to sub-grantees' proposals and budgets and to be instructed on OVC's financial management guidelines.

Each site mentor was assigned to work with between six and eight sub-grantee organizations. MCVRC planned to assign an equal number of sites to each of these consultants by matching the sub-grantees with the consultants' background and experience. After award decisions were made, it became clear to MCVRC that the organizations were less experienced managing grants than MCVRC had anticipated based on its design of the RFP. Many of the organizations had one staff person or were mostly volunteer organizations, and some had never provided direct service to clients. It became apparent to MCVRC staff that these organizations would require a lot of specialized, hands-on attention to grow their capacity. MCVRC had not designed its technical assistance approach to serve organizations with such specialized needs. In addition, because the sub-grantees were announced by OVC a few weeks before the sub-grantee training conference, MCVRC was unable to prepare the site mentors for the intensive technical assistance required by many of the organizations (e.g., understanding federal grant processes and procedures), requiring a larger number of hours than originally expected at the beginning of the project. In light of this, MCVRC encouraged the site mentors to spend more time with their sites and to focus more on instructing their sub-grantees in basic grant management and budgeting. According to MCVRC, the site mentors were able to handle this shift in the type of technical assistance provided and the number of hours of assistance required by their sites.

As a result, in the early life of the grant, the number of hours spent by the site mentors—approximately 20 hours a week—was twice the amount that had been originally planned, and many of the site mentors had to balance their HOPE II responsibilities with other jobs and commitments that they were responsible for maintaining. After the first few initial months, however, the total number of hours spent by site mentors with sub-grantees was reduced to 10–15 hours per week.¹⁸

According to MCVRC, in most cases the site mentors were able to rise to the increased challenge and put in the extra hours required of them. However, during the grant process, MCVRC assigned and reassigned sub-grantees, if necessary, based on anticipated levels of assistance and site mentors' other commitments. In particular, one site mentor, due to some personal commitments, had a more difficult time keeping up with her assigned sites. In response, MCVRC shifted some of her sites to other mentors to lighten her workload.

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 areas of need and indicating how much or how little technical assistance they required. According to MCVRC, the sites differed so broadly in their level of experience in different areas that it made sense to ask sub-grantees to specify their needs rather than force certain areas of assistance on them.

As indicated above, much of the initial one-on-one time with the sub-grantees was spent assisting them with necessary budget and work plan revisions. In some cases, it took several weeks for these revisions to be finalized so the sites could begin their work. Additionally, many of the sub-grantees had never managed a grant or contract, so the site mentors had to explain basic responsibilities such

¹⁸ This was due in large part to the fact that revised workplans and budgets were completed.

as the process for receiving reimbursement, gaining state tax exemption status, recording and entering basic data, writing quarterly reports, etc.

In addition to regular grant management and compliance issues, the site mentors assisted sites with individual matters from how to set up an organizational website to best practices in providing services to victims. Although no formal needs assessments were completed on the sub-grantees, individualized needs were determined in two ways: 1) The HOPE II Project Manager worked with the site mentors to identify areas of need for each organization; and 2) Sub-grantees were expected to approach their site mentors with specific questions on capacity and direct service depending on their day-to-day needs. In addition, as explained above, when initial invitation packages were sent to the sub-grantees for participating in the Sub-grantee Training Conference a question asked organizations about their most immediate needs for technical assistance.

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 5 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 5

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

	Quarter 1	Quarter 2	Quarter 3 (minutes per month)	Quarter 4 (minutes per month)
Average	Data Unavailable from MCVRC ^b		65	29
Median			20	15
Range			480	240
Standard Deviation			118	48

^a Self-report data.

^b Data was not available due to staff turnover at MCVRC and missing records.

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

Monitoring Sub-grantees' Activities

Another responsibility of MCVRC was to monitor the fiscal and programmatic progress of the sub-grantees. Below we offer some detail on the policies and procedures applied by MCVRC to monitor the sub-grantees' expenses and activities.

Fiscal monitoring. It was MCVRC's responsibility to assure that only allowable activities and expenses were funded with HOPE II funds.¹⁹ MCVRC was responsible for monitoring sub-grantees' activities for compliance with federal and grant-specific requirements and for receiving, processing, and approving reimbursement requests. MCVRC's internal staff handled this responsibility under the direction of the HOPE II Project Manager.

Sub-grantees were given \$5,000 at initial award of their HOPE II grant.²⁰ Further expenses had to be accrued by the organizations, which would then request reimbursement. Sub-grantees were required to use an Excel spreadsheet to track and invoice their monthly expenditures. For the first year of the HOPE II project, the MCVRC Fiscal/IT Coordinator was given responsibility for financial reimbursement of the sub-grantees. However, in November 2006 this individual was promoted to Director of Finance for MCVRC, and a new staff person was hired to handle the sub-grantees' invoices and reimbursement. MCVRC acknowledged a slowdown in their processing of reimbursement requests during November and December 2006, when this new staff person was becoming familiar with the reimbursement procedures for HOPE II.

Programmatic monitoring. In addition to the direct service provided by the site mentors, the Project Manager periodically called each site to monitor its relationship with its site mentor. In these discussions, the Project Manager discussed the sub-grantee's immediate needs and gauged from the site contact whether these needs were being met by the site mentor. In some cases, the Project Manager stepped in to provide additional assistance. According to MCVRC, most sites were pleased with the assistance they received from their site mentor; however, the sub-grantees' satisfaction levels appear to have differed depending on the site mentor assigned to advise them. In particular, one of the mentors was not as responsive as MCVRC would have preferred and some sites had difficulty working with her. In this case, the Project Manager discussed the sub-grantees' concerns with the site mentor and tried to correct the situation by re-assigning some higher-needs organizations to other site mentors. This situation is discussed in further detail in Chapter 4.

Sub-grantees also were asked to submit quarterly reports to MCVRC. In addition to standard quarterly statistics, these reports also asked a variety of questions on the organizations' activities and interactions with the site mentors in the previous quarter. The reports sometimes included questions on program or budget modifications, interactions with their site mentors, the quality of their interactions with MCVRC staff, significant program achievements or setbacks, and suggestions for improvements to the grant program.

¹⁹ One of the sub-grantees was not implementing any of its HOPE II activities, not requesting any reimbursement for HOPE II expenses, and not meeting its reporting requirements. To try to rectify the situation, the Project Manager contacted the organization's director several times to discuss bringing the organization into compliance with the contract. In addition, one of MCVRC's staff visited the program to discuss the requirements of the project and how to implement their HOPE II plan. When these attempts failed, the Project Manager wrote a letter to the program that included a schedule and activities to achieve compliance within 30 days. When the organization failed to achieve the benchmarks laid out for it, a formal letter was sent terminating its participation in the HOPE II project and requesting that it return its initial \$5,000 advance. Although organizations differed in their schedules for implementing their HOPE II activities, this situation with complete noncompliance occurred with only 1 of the 28 sub-grantees.

²⁰ Advances were issued primarily to cover the costs of attending the training.

Managing site mentors. To monitor the work of the site mentors, the HOPE II Project Manager held monthly conference calls with them. The meetings generally started with mentors reporting their sites' greatest accomplishments in the current month. During these meetings, the site mentors were asked to update everyone on any current issues with which the sites were dealing. These meetings were viewed not only as a way to monitor site activities but also as an opportunity for the site mentors to gather advice from each other in resolving their most difficult TA needs.

MCVRC also asked the sub-grantees to offer feedback on the TA they received from their site mentors in their quarterly reports. These reports included details on how much regular contact the organization's staff had with their site mentor and the types of advice, guidance or products they received from their site mentor during the previous quarter of the grant period. The information received from the sub-grantees was used by the Project Manager to monitor the activities of the site mentors and determine if any reassignment of site mentors was necessary.

Administrative Data on Sub-grantee Activities

Case management software was developed for MCVRC to conduct both fiscal and program monitoring. The software was designed for sub-grantees to fulfill basic reporting requirements, as mandated by any federal grant, by entering data into a centralized system that was reported back to OVC. Each organization was required to provide data on the following outcomes: number of victims served; types of crimes; types of services provided; and current number of paid and volunteer service providers trained. MCVRC also envisioned the database as a technical assistance tool for the sub-grantees, many of which would likely not have their own tracking system. MCVRC had the expectation that the sub-grantees would continue to maintain the database for their own purposes after the HOPE II grant ended, leading to an automatic increase in organizational capacity. Consequently, the database also was designed to provide sub-grantees with the ability to track clients, services, and expenses. Data entered into the case management software was reported to MCVRC in sub-grantee monthly reports.

HOPE II sub-grantees documented various aspects of their program implementation through the case management software provided by MCVRC. This data was compiled into quarterly reports that MCVRC provided to Abt Associates for the third and fourth quarters of the grant period; data for quarters one and two was not compiled by MCVRC and was thus not available for use in the process evaluation. The quarterly report data is informative for assessing the activities that occurred during the grant period; however it is important to note that it is not possible to verify this self-reported data.

The quarterly report data provided information on key aspects of grant implementation including hiring a volunteer coordinator, training volunteers, number of victims served, and development of new funding sources.

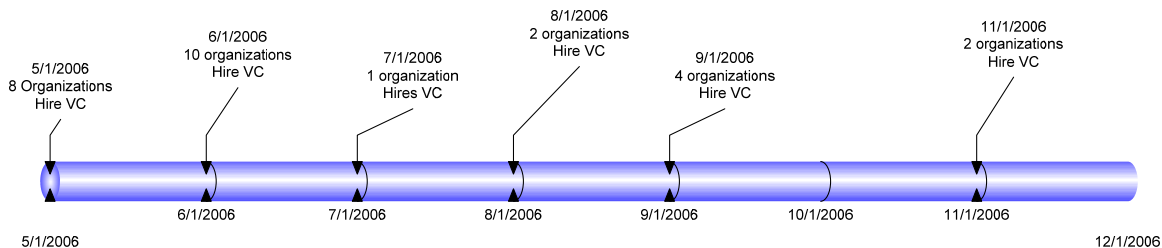
Hiring a Volunteer Coordinator

All 27 HOPE II sub-grantees hired a volunteer coordinator, though there is no data provided in the quarterly reports on the time commitment or tenure of the volunteer coordinator. Exhibit 6 shows the timeline for hiring volunteer coordinators across all organizations. Organizations took an average of

two months to hire a volunteer coordinator. Eight organizations hired a volunteer coordinator immediately at the start of the grant period. Within two months 18 organizations had hired a volunteer coordinator, and within four months 21 organizations had hired a volunteer coordinator. The median time to hire a volunteer coordinator was one month and the range across all organizations was six months.

Exhibit 6

Timeline for Volunteer Coordinator Employment Across All Sub-grantees



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

Eight organizations reported holding volunteer trainings in Quarter 3, and ten organizations reported holding volunteer trainings in Quarter 4. Exhibit 7 presents descriptive statistics on the number of volunteers trained across all 27 HOPE II sub-grantees per quarter.

Exhibit 7

Number of Volunteers Trained by HOPE II Sub-grantees by Quarter During the Grant Period^a

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	All Quarters
Average	Data Unavailable from MCVRC ^b		16 ^c	11 ^d	25 ^e
Median			10	9	19
Range			384	282	598
Standard Deviation			76	53	114

^a Self-report data.

^b Data was not available due to staff turnover at MCVRC and missing records.

^c Average excludes two organizations that reported training more than 100 volunteers.

^d Average excludes one organization that reported training more than 100 volunteers.

^e Average excludes one organization that reported training more than 600 volunteers.

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

Serving Victims of Crime

HOPE II sub-grantees reported the number of crime victims served to MCVRC. Though data is not available for the first two quarters of the grant period it is apparent based on the total across all quarters that the majority of victims served through HOPE II activities received services in the last two quarters of the grant period.

Exhibit 8

Number of Victims Served by HOPE II Sub-grantees by Quarter During the Grant Period^a

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	All Quarters
Average	Data Unavailable from MCVRC		76	63	120
Median			20	28	63
Range			384	485	1058
Standard Deviation			110	97	133

^a Self-report data.

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

Applying for Additional Funding

Eighteen organizations indicated that they applied or were in the process of applying for new funding during the last two quarters of the grant period, and 13 organizations indicated that they were awarded new sources of funding. The data does not provide information on whether organizations that were awarded funding received the funding based on applications that were submitted during or prior to the grant period. All 27 HOPE II sub-grantees indicated they would apply for the next iteration of the HOPE II sub-grant.

Continuation of Program Activities After HOPE II

In Quarter 4, 26 of 27 organizations indicated that they will continue their HOPE II program activities after the conclusion of the grant period. In addition, the sub-grantees provided narrative commentary regarding program continuation. Where possible the commentary was categorized and is shown in Exhibit 9. This commentary indicated a more uncertain future for continuing program activities after the conclusion of the grant period. At least 7 of the 26 organizations that will continue to provide services will do so at a reduced level.

Exhibit 9**Organizations Indicating Their HOPE II Program Will Continue**

Indication of Whether Programs Will Continue	Number of Organizations	Examples of Grantee Narrative Comments
Unclear/Not enough narrative information in the quarterly report	10	N/A
Continue with limited program services	7	“We will continue with difficulties since there will be no hired Coordinator of Volunteers. Our services will be limited due to financial constraints.” “Only referral and information services. No hands on support, education or training because we do not have the funding to do so.”
Continue current level of service provision	6	“The HOPE II has provided the boost needed to continue the grant writing process, which will allow us to continue our present level of service.”
No narrative information	3	N/A
Discontinue HOPE II program activities	1	“Lack resources”

Sources: *Quarterly Reports to MCVRC from HOPE II Sub-grantees*

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Chapter 3: Findings from the Field

Site visits were conducted as a component of the process study and, due to the dearth of data provided from other data sources, the site visits provided the richest information on sub-grantees' experiences with HOPE II program implementation. Protocols for the visits, which include open-ended questions and targeted probes to explore perceptions, attitudes, and practices related to each key area of capacity and service delivery, are included in Appendix F.

As discussed at the outset of this report, in order to reach the overarching goals of the HOPE II program, MCVRC and OVC designed the grant program (ie. funding, training, and technical assistance) around making improvements in several targeted areas of organizational capacity. This chapter begins with an overview of the nine sub-grantees that were examined in depth for this report. Following this discussion is a description of the findings on the three major capacity areas that were central to the HOPE II strategy: volunteer development and management; community partnerships; and sustainable funding. Lastly, we present some of the additional uses of HOPE II funds beyond the three major focus areas.

Overview of Sites Visited in Process Study

The process study included site visits to nine HOPE II sub-grantee organizations. These sites were selected from among the 27 active sub-grantees, with assistance from MCVRC and the site mentors, to best represent the implementation experiences of the HOPE II sub-grantees and the application of technical assistance provided by MCVRC. Below we provide an overview of the nine sites with regard to several characteristics:

- Size of their service areas;
- Self-identification as faith-based or secular organization;
- Specificity of organizational mission and goals;
- Integration of their HOPE II-funded program into their existing programming;
- Targeted victim populations; and
- Level of organizational capacity at receipt of HOPE II.

Size of service area. The organizations in this study were from eight states, covering four regions of the country: the South, the Northeast, the Midwest, and the Southwest. In accordance with the HOPE II grant, all of the sites in our sample served urban areas. It is important to note, though, that the size of the cities they served varied somewhat from small cities to major urban areas. Sub-grantees in large cities typically focused their services on a sub-population of that city, in particular ethnic minority neighborhoods (often individuals for whom English is a second language) and high-crime neighborhoods. Other sub-grantees' services covered an entire city or county. One sub-grantee served two of the poorest counties with the highest crime rates in the state.

Faith and community affiliations. Of the sub-grantees in the sample, five identified themselves as faith-based, while four identified themselves as community-based or pseudo-governmental organizations. Of the faith-based organizations visited, one was Muslim and the others were of various Christian denominations. All except one of the faith-based organizations operated their

programs from the neighborhood church with which they are affiliated or from the executive director's residence. In contrast, all but one of the community-based organizations had an independent office or program space. All of the HOPE II sub-grantee organizations in the process study had established 501(c)(3) status prior to the receipt of their HOPE II award, with the exception of a single site that had applied for HOPE II through a 501(c)(3) community partner that acted as its financial conduit.

Mission and goals. Sub-grantees differed in the breadth of their missions. Some sub-grantees, had very focused missions, including well-defined outcomes for an identified population to be brought about in a specific way. In contrast, some organizations had much broader missions, such that the outcome had a limitless scope that could not be uniquely attributed to the work of that organization. For example one organization included in their organization's mission statement, "individuals will lead happy lives." Moreover, how the outcome was to be affected was vague and the target population, such as "adults" and/or "youth," was nearly all-encompassing.

Integration of HOPE II-funded program into existing programming. Likewise, sub-grantees differed in the integration of the HOPE II grant activities into the existing programs their organizations operated. For example, one sub-grantee provided services to users of a particular court system and used its HOPE II funds to expand its programs into an additional court. In contrast, another sub-grantee had never before served victims of crime, and its other programs included abstinence education and aid to new immigrants, seemingly unrelated programs. Another sub-grantee had provided transitional housing services to women released from prison and their children prior to HOPE II, and expanded its services to provide home construction assistance to elderly victims of construction fraud, also a seemingly tangentially related service.

Victim populations. The sub-grantees were diverse in the types of populations they targeted for services. Three sites used their HOPE II funds to focus exclusively on providing services to victims of domestic violence and two sub-grantees focused their HOPE II services on elderly victims of crime. An additional two sub-grantees provided services to victims of homicide and their families; one of these sites also provided services to victims of domestic violence, while the other focused solely on homicide victims. One sub-grantee served all users of its local family and criminal courts, including victims, victims' families, people accused of crimes, and families of the accused. This organization reported that its clients are primarily people accused of a crime and their families, while victims constitute a smaller percentage of those served. The last sub-grantee used its HOPE II funds to expand from a public education and advocacy organization to a provider of direct services to all victims of crime in its urban area.

Additionally, as stipulated by the grant, all sub-grantees focused their services on underserved populations, particularly those characterized by religious affiliation, ethnic origins, and/or limited level of English proficiency.

Levels of organizational capacity. MCVRC described the HOPE II sub-grant recipients along a three-level continuum based on their organizational development and capacity at award of the HOPE II sub-grants. MCVRC's categorization of sub-grantees proved to be a useful analytic tool employed in the process evaluation to describe the variation in growth experienced by different groups of sub-

grantees. Exhibit 10 presents the characteristics of organizations in each of the three levels, and below we offer definitions of the three categories of HOPE II sub-grantees.

Exhibit 10

Three-level Capacity Continuum as Described by MCVRC and Based on Sub-Grantee Characteristics at 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
Staff Composition	Majority of staff are paid Infrastructure is stable and not dependent on a single individual	Mix of paid staff and volunteers Infrastructure largely dependent on executive director	Mainly volunteer-run Infrastructure almost completely dependent on executive director
Mission & Strategy	Clear mission Written plan by which to achieve mission	Clear mission Plan by which to achieve mission is still emerging	Vague or unfocused mission that is often reactionary to prevailing client needs or available funding No clear plan by which to achieve mission
Funding	Past experience in managing multiple funding streams	Some past success with funding but little experience managing federal grants	Little or no past experience managing grants or funds
Community Partnerships	Pre-existing community partnerships based on serving victims of crime	No partnerships based on serving victims of crime	No partnerships based on serving victims of crime
Potential Benefits of HOPE II	Program expansion through financial sub-award	Experience managing a federal grant	Experience managing funds; development of organization's basic structure and foundation

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. With specific regard to the HOPE II, these organizations benefited primarily from the financial sub-award, which allowed them the opportunity to expand their programming in some way.

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.

Level 3 organizations are typically run by a single individual for whom victim services is a calling. These organizations are mainly volunteer operations, and their existence is almost completely dependent on the dedication of the executive director.

The sample of sub-grantees in the process study included three organizations at Level 1, one organization at Level 2, and five organizations at Level 3. For the purposes of analysis and to preserve anonymity, in presenting results, the single Level 2 organization was grouped with the Level 3 organizations. More detail on the definitions of the three capacity levels is offered in Appendix A.

HOPE II Capacity Building Strategies

The remainder of this chapter will discuss the three major capacity areas: volunteer development and management; community partnerships; and sustainable funding. Exhibit 11 briefly discusses both OVC's rationale for investing in and the expectations for improvements in these three areas. Subsequently, each section will describe the variation among the sites and describe the changes organizations made in each capacity area over the period of the HOPE II grant. The final section of this chapter provides a discussion of the other uses of HOPE II grant funds, beyond the three capacity areas.

Exhibit 11

Major Areas of Capacity Building as Defined in the HOPE II RFP

Volunteer development and management. 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.

Community partnerships. In addition to volunteers to increase services to victims, new 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. 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. Therein, 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 be used as seed money and explicitly requested applicants to outline their plans to leverage new sources of funding.

Volunteer Programs

A main focus of the HOPE II grant was to improve volunteer programs at each of the sub-grantee sites. 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 fact, sub-grantees reported that they used the training materials on volunteer programs that were distributed by MCVRC, and they found the materials valuable in developing and improving their own volunteer programs. In addition, MCVRC in collaboration with OVC, developed a job description for the volunteer coordinator that each of the sub-grantees adapted and used to advertise and hire for this position. These materials are located in Appendix E.

All sub-grantees made some progress in developing their volunteer programs. In our nine site visits, we examined four aspects of the sub-grantees' volunteer programs:

- The value-added of a full-time volunteer coordinator;
- The development of an organized, structured, and useful volunteer program;
- Any change in the number of volunteers at each organization; and
- Any changes in the quality of the volunteers or their volunteer experience.

Volunteer programs in Level 1 organizations. Most of the Level 1 organizations interviewed had not had a volunteer coordinator or formal training program prior to HOPE II. Only one Level 1 organization had a part-time volunteer coordinator and an existing volunteer program when it received its grant. Many of these organizations had a considerable number of volunteers; however, they did not have a single coordinator or a structured system for recruitment, training, and recognition of volunteers. Many of the Level 1 organizations recognized the need for a more formal volunteer program, but lacked the funds or staff to enact changes. When they received funding to support a volunteer coordinator, Level 1 organizations reported that they felt prepared to use this person's time and efforts effectively.

In particular, one organization believed the addition of a full-time volunteer coordinator led to improvements across the entire organizational structure. The staff reported that the volunteer coordinator was able to take primary responsibility for communicating with volunteers so that other staff, when they need a volunteer for a certain activity, can relay the information to the volunteer coordinator, and their needs will be met without having to spend their own time searching for a volunteer to fill the need. This freed up other staff's time to focus their attention on programming. Staff at this sub-grantee organization reported that the full-time volunteer coordinator had a significant positive impact on the organization.

All of the Level 1 organizations embraced a new emphasis on developing their volunteer programs. The HOPE II grant helped these organizations institutionalize their volunteer programs and provide needed structure for their volunteers. For one Level 1 organization, a new volunteer program and processes were thoroughly thought out and have paved the path for a successful enduring volunteer program. In this one organization, the executive director explained that they had wanted to formalize their volunteer program for many years, but could not secure the resources to hire a volunteer

coordinator. However, when they obtained HOPE II funding, the organization was able to enact their existing plan to develop a system for recruiting, retaining and recognizing volunteers. The volunteer coordinator who was hired with HOPE II funds was successful in developing and creating written procedures for managing a volunteer program. The organization now has a standardized interview protocol for volunteers, volunteer job descriptions, a formal volunteer agreement, volunteer supervision and attendance procedures, volunteer performance self-evaluations and volunteer recognition procedures. According to the volunteer coordinator, she relied heavily on volunteer materials provided by MCVRC in the development of their training program and manual.

Similar developments of volunteer programs were observed among the other Level 1 sub-grantees. For instance, another Level 1 organization interviewed for the process study had hired a part-time volunteer coordinator two years prior to the HOPE II grant. In this case, the part-time volunteer coordinator had already established a structured volunteer program and developed a 35-hour training curriculum for volunteers and a training manual. Upon the receipt of HOPE II, the organization hired a full-time volunteer coordinator who further strengthened and refined the volunteer program.

According to the Level 1 organizations interviewed, not all experienced a significant increase in the number of volunteers recruited. One organization has long depended on a large body of volunteers to plan and facilitate programs for victims, as well as develop and nurture partnerships with local businesses and other community organizations; therefore, an increase in number of volunteers was not one of their HOPE II goals. On the other hand, another organization had a small number of volunteers prior to HOPE II, and over the course of the 10-month grant period, recruited and trained four times the original number of volunteers to provide direct services to victims in the form of information and referrals.

For those organizations that already had a large body of volunteers, the goal was not to increase the number of volunteers, but the quality of volunteers. For instance, the volunteer coordinator at one sub-grantee recognized that the organization currently has as many volunteers as it has the capacity to supervise. However, the volunteer coordinator reports that, under HOPE II, the quality of the volunteers recruited has improved. Because she was given full-time responsibility for volunteers, the coordinator was able to focus on recruiting individuals with specific needed skills, daytime availability, and important connections to the communities they serve. Also, the volunteer coordinator focused on recruiting volunteers with specific language capabilities, so when a staff person needed a translator to work with a victim who speaks a foreign language, there was a volunteer who could provide the needed service.

Furthermore, one organization reported that the presence of a volunteer coordinator improved the volunteer experience, because the volunteers knew who at the organization to speak to about any volunteer needs and concerns. The volunteer coordinator also was able to take steps to improve the connections between volunteers so they felt as if they were part of an active volunteer community. Another staff person described the change as, “now the volunteers are organized, excited and mobilized.”

For the most part, Level 1 organizations recognize the importance of expressing appreciation to volunteers for their contributions to the organization. One organization, for example, transformed its annual staff holiday party into a celebration of its volunteers and the value they add to the

organization's work. There were many reports among Level 1 organizations of creative ways to show appreciation for volunteers and to continue to make them feel like valued parts of the organization.

Volunteer programs in Level 2 and 3 organizations. Most of the Level 2 and 3 organizations in the process study had no paid staff before the HOPE II grant. All of their administrative activities including financial management, resource development, and program management as well as direct service provision were handled by unpaid staff or volunteers. Among these organizations, it was very common for the executive director to accept the volunteer coordinator salary from the HOPE II grant and take on the responsibilities of a volunteer coordinator in addition to the usual responsibilities of an executive director. One sub-grantee had difficulty keeping a volunteer coordinator due to an unusual labor shortage, so the executive director was forced to take over the volunteer coordinator activities after two volunteer coordinators left the organization.

While it is understandable why an unpaid executive director might take on the additional responsibilities of the volunteer coordinator position, it seems that this arrangement may not be the most effective use of the director's attention, time and expertise. Additionally, having the executive director take on this additional focus did not necessarily add capacity to organizations as they continued to be operated by a single individual. One of the executive directors interviewed remarked that she was so busy meeting the day-to-day demands of her two positions that she had little time to dedicate to her leadership role in organizational sustainability and strategic thinking.

The organizations in this early stage of development did not have highly structured volunteer programs prior to HOPE II, so the executive directors who embraced the role of volunteer coordinator had a significant task to accomplish. Most of the Level 2 and 3 organizations in the study made substantial progress in laying the foundation for a volunteer program within their agency by adapting several of the materials distributed at the MCVRC training, such as interview guides, background check forms, basic procedures for orienting and training new volunteers, and job descriptions.

However, while all Level 2 and 3 organizations claimed to have developed a training process for volunteers, most organizations' volunteer training was modest in length, substance and intensity. Most described their training as a short, unstandardized learning session for volunteers, usually conducted by the executive director. At one organization, all volunteers receive a basic orientation which includes a review of the volunteer training manual and a cursory education on crime victim support. Another organization reported that their training takes the form of a "book report", in which the executive director reads materials on supporting crime victims and shares what she has learned during the volunteer training sessions.

One sub-grantee was an exception to this pattern and made substantial capacity gains in volunteer development over the course of the grant. At this particular organization, volunteers staff their hotline and act as a resource to victims of crime within the community. Through HOPE II, this sub-grantee developed a highly structured and substantive one-day training program for volunteers. The volunteer training program developed with HOPE II funds includes presentations from myriad community service providers, such as the police department, adult protective services, and the prosecutor's office, as well as sessions on the tenets of pastoral counseling and opportunities for role play. Volunteers at this organization reported that they attend multiple trainings even though they are

not mandatory because the training program is so informative and useful to their efforts to assist victims of crime in their community.

In addition, many Level 2 and 3 sub-grantees made further progress by recruiting additional volunteers to work at their organizations. In fact, a majority of the HOPE II organizations interviewed reported that they doubled or tripled the number of volunteers working for their agency. In contrast, one Level 3 organization did not experience an increase in its numbers of volunteers from the level prior to HOPE II.²¹ Most of the Level 2 and 3 organizations did establish structured volunteer programs with the development of materials and new procedures, so it may just take some additional time for an increase in the number of volunteers to occur.

Because many of the Level 2 and 3 organizations are still developing their volunteer programs and recruiting additional volunteers, many were unable to be selective in the types of volunteers that they recruit. On the other hand, some organizations reported adding volunteers to their staff who can assist with new responsibilities such as conducting fundraising activities for the organization or raising community awareness to inform victims about the organization's services.

In addition, most organizations had not yet established a formal system for recognizing their current volunteers nor did they provide regular performance reviews of their volunteers. However, most executive directors reported showing their appreciation for their volunteers with verbal compliments and small gestures of appreciation wherever possible. At a more sophisticated organization where someone other than the executive director accepted the job responsibilities and salary of the HOPE II volunteer coordinator position, the organization has put in place a formal system for recognizing volunteers. The volunteer coordinator reported that she makes sure "they know they're the ones that make [the organization] run." She sends out emails and postcards to volunteers to thank them for their time and services, and she has conducted a volunteer recognition ceremony during which volunteers received certificates of appreciation.

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.²² All nine organizations in the process study indicated that they had experience with partnerships prior to HOPE II, and seven of the nine organizations created new and/or expanded existing partnerships through HOPE II grant activities.²³ Due to their pre-existing organizational capacity and partnerships, Level 1 organizations created or expanded far fewer partnerships through

²¹ A possible explanation for this lack of growth is that this very small organization had been focusing on the basic growth of the organization, in terms of meeting grant requirements and obtaining additional funding sources, so it was unable to focus on increasing its volunteer base.

²² U.S. Department of Justice. RFP: The Helping Outreach Programs to Expand II Cooperative Agreement, Office for Victims of Crime, March 2005.

²³ It was unclear whether partnerships were cultivated through HOPE II activities at two of the nine organizations.

HOPE II than Level 2 and 3 organizations. Level 1 organizations built partnerships based upon referral relationships, and Level 2 and 3 organizations created partnerships based on both referrals and awareness-raising or educational activities. We discuss the details of the organizations' accomplishments in the area of partnerships by organizational level below.

Community partnerships in Level 1 organizations. Two of the three Level 1 organizations created or expanded partnerships under HOPE II that were referral relationships, including referrals from law enforcement and other social service agencies. These organizations had the benefit of strong pre-existing partnerships in the community and focused on creating new partnerships that grounded their HOPE II activities, though they did not need new partnerships to support the service provision of their organizations. It was not clear whether the partnerships of the other Level 1 organization were affected or expanded through HOPE II activities because, though there was no evidence of partnership expansion or development at the time of the site visit, this may have occurred at a later time.

One HOPE II sub-grantee leveraged an existing partnership to expand service and program capacity. Prior to HOPE II, this organization had an established service program in a local government agency to provide information to court users, including victims, victim's families, and offender's families. Information provided included referrals to legal and social services in the community, and information about how to navigate the legal process. Through HOPE II, this sub-grantee leveraged its success in the first program to obtain authorization to establish a partnership with another local government agency and expand this service program with a focus on serving crime victims. The HOPE II sub-grantee staff met with the key partner for the new initiative and described their ongoing relationships in the first government agency where they had been providing services, and the benefits of having a partnership and expanding the service program to serve victims of crime in the second agency. The sub-grantee tailored the program to the needs of the new partner agency and the partner and the sub-grantee are very pleased with the services that have been established for crime victims in the new site.

Community partnerships in Level 2 and 3 organizations. Given the short duration of the HOPE II grant and the nascent status of most of the Level 3 organizations in the process study, the partnerships cultivated under HOPE II primarily enhanced the HOPE II sub-grantees' ability to fill service gaps and expand existing resources. The ability for most of the sub-grantees to develop collaborative, innovative solutions to improve their communities' response to crime victims was very limited as organizations had to create goals that were both attainable during the grant period and that supported the stability of their organizations.

A majority of the Level 2 and 3 organizations expanded existing partnerships or created new collaborations through HOPE II, though the number of partnerships varied. Of the new partnerships, one organization developed eleven, another organization created five, while two organizations created one new partnership. New partnerships were for referrals, education, and awareness-raising activities. With limited human and/or financial resources, these organizations sought to publicize the existence of their organizations, educate the public on the issues they were addressing, and create or enhance a referral system to facilitate service delivery. Expansion of existing partnerships was largely to raise money or provide referrals. Of existing partnerships, one organization expanded over ten existing partnerships, one expanded two partnerships, and one expanded a single partnership.

Half of the Level 2 and 3 organizations created new referral relationships with a local police department and half created new referral relationships with other social service organizations in their communities in order to fill gaps in services. Four organizations provided educational and/or awareness-raising activities through new partnerships, including educational sessions on abuse prevention and victims' rights, elderly abuse, the effects of violence, and domestic violence.

One HOPE II sub-grantee used partnerships to raise awareness and create a community-wide commitment to serving victims of crime. The organization expanded existing partnerships with at least eleven faith-based organizations. Each collaborating organization agreed to attend an educational forum on domestic violence for religious leaders organized by the sub-grantee and subsequently speak on domestic violence within their own organization, publicize the services of the HOPE II sub-grantee, and encourage volunteerism.

One exceptional Level 3 sub-grantee used partnerships to create a unique program model that encompassed an advocacy program, a network of services, and education to the community. The sub-grantee organization situated itself as a hub in a network of at least eleven community and governmental organizations, including the state's Department of Human Services, the Prosecutor's Office, religious organizations, and other social service agencies in order to create a continuum of care to serve victims of crime. This sub-grantee provided trainings to all of its partner organizations to raise awareness about serving victims of crime; the organization became the primary referral for community organizations to provide crime victims with a resource for support, further referral, and follow-up; and the organization was a coalition builder among its partners. This last aspect of the sub-grantee's collaborative activities was a defining feature in contrast to the other HOPE II organizations. The leader of this sub-grantee organization not only networked to facilitate the sub-grantee's service delivery, but also created a coalition among partner organizations in order to facilitate widespread collaboration among community organizations to serve victims of crime. One of their partners indicated that the sub-grantee "fills a large void because agencies deal with individuals but [the sub-grantee] is addressing the issues of citizenry by ... building a cadre of people doing the work."

Sustainable Funding for HOPE II Activities

Though OVC intended for sustainability of HOPE II activities to be an achievement of the HOPE II grant program for all grantees, the short grant period and intensity of activity during the grant period meant that pre-existing financial and organizational capacity prior to HOPE II largely determined the options for funding sustainability beyond the grant period. Overall, Level 1 organizations had significant pre-existing financial and organizational capacity to sustain HOPE II activities beyond the grant period, while the practical realities for Level 2 and 3 grantees of implementing service provision or expansion within 10 months limited their ability to focus on sustainability. Below we offer some details on the sustainability plans for the sub-grantees by organizational level.

Sustainability in Level 1 organizations. Level 1 organizations were able to draw from existing financial and organizational capacity to create sustainability plans for HOPE II grant activities. These organizations have extensive experience managing grants and had pre-existing stable sources of funding other than HOPE II. One sub-grantee will sustain HOPE II activities through another federal grant and will appeal to its state legislature for further assistance. The two other Level 1

organizations will sustain activities that were initiated under HOPE II through their general operating budgets.

One Level 1 sub-grantee will sustain the program activities through its general operating budget with a plan to seek sustainable funding by leveraging its strong relationships with local government. The program has implemented data collection activities in order to capture statistics on service provision that can then be used to show the value added through program expansion. The sub-grantee will use this data in order to propose that the City Council fund the program.

Sustainability in Level 2 and 3 organizations. In contrast, a majority of Level 2 and 3 organizations face uncertain futures and formidable challenges for sustaining HOPE II activities. Staff at several organizations are hopeful that partnerships created or expanded through HOPE II will lead to collaborative grant writing or new funding sources, though at the time of the site visits there was no concrete funding possibilities evident. One organization had a pool of donations from religious centers to sustain operations, though it is unclear how the organization plans to obtain other funding in the future. Two organizations were not able to apply for any grants during the HOPE II grant period, making it unlikely that activities will continue to be funded after HOPE II. One of these organizations sent a volunteer to grant writing training and both organizations indicated that they would apply for more grant funding to continue their current work. Two organizations have funding to sustain activities for a few months and both organizations plan to network in the community for other grant opportunities. If one of the organizations is unable to obtain new funding through partnerships, it may return to being an all volunteer organization operating at a more limited capacity. Only one organization applied for additional funding during the HOPE II grant period and will continue activities contingent upon funding decisions.

Though the Level 2 and 3 grantees do not have much additional funding available, according to MCVRC, the HOPE II grant did provide some financial capacity that may contribute to their ability to obtain sustainable funding in the future. HOPE II provided these organizations with experience managing federal grants, tracking service provision, and fulfilling federal reporting requirements that may be valuable in their ability to obtain additional funding. Also, OVC plans to distribute a new HOPE II grant referred to as the "HOPE II Supplemental Grant," for which the sub-grantees of HOPE II will be eligible. MCVRC says that OVC will likely award this new HOPE II grant to some of the previous recipients; however, this grant will not be awarded until September 2007, five months after the HOPE II grant ended.

Additional Uses of HOPE II Funds

In addition to helping sub-grantees make strides in the core organizational capacity areas of volunteer programs, partnership development and funding development, the HOPE II funds were used by many organizations for other important uses. These other uses included:

- Expanding community outreach and awareness about victims' issues;
- Publicizing the organization's services to the community; and
- Developing resources that could be used to assist the organizations' growth.

Other uses of HOPE II funds by Level 1 organizations. Two of the Level 1 sub-grantees used a portion of their HOPE II money to launch a public awareness campaign about victims' issues. For one of these organizations, whose mission it is to provide direct services for a special population of abused women, the primary achievement of the HOPE II grant was the organization of a community outreach event. The purpose of the event was to increase awareness about the issue of domestic violence in a new neighborhood and build support from other community-based organizations and cultural and religious centers in the area. Although HOPE II funds were not used to pay for the logistics of the community outreach, the event was largely organized by volunteers and the volunteer coordinator. According to staff at this organization, the outreach event had a noticeable impact in that it increased people's awareness of the organization's work and brought in more clients from the new community. Furthermore, the event provided affirmation and support from within the community, a manifestation of the message that "it is a woman's right to live without fear of violence." While the activities conducted with HOPE II money have not yet affected direct services to clients, these activities certainly have set the stage for increasing the agency's access to clients.

Other uses of HOPE II funds by Level 2 and 3 organizations. In contrast to the Level 1 organizations, many of the Level 2 and 3 organizations had to spend some of their grant resources developing basic organizational procedures and structure. Many did not have marketing materials to publicize their organizations and services, as they were all relatively new agencies that were working hard to serve their clients' needs, and had not had the time or resources to focus on becoming known entities within their service community.

For example, one sub-grantee used a portion of its HOPE II funds to develop and distribute a program brochure, place advertisements and articles in local newspapers, and expand the agency's website. The director of this agency reported that these activities legitimized his agency and provided him with a means to market and develop the organization. While the nature of the program and the breadth of its services did not change over the course of the grant, the director hypothesized that the structure provided by this capacity building effort will help to attract partner organizations and volunteers which in turn will allow the agency to better serve more victims in the future.

Another organization that had never provided victims' services began a domestic violence counseling service with its HOPE II funds. While the executive director reported that her interest in domestic violence had grown in the years leading up to HOPE II, the agency had made no specific plans to develop a program for domestic violence victims prior to HOPE II. When the agency received the HOPE II sub-grant, the executive director began offering domestic violence counseling to victims and perpetrators, and the director received specific assistance from her HOPE II site mentor on how to work with this particular client type. The executive director also raised public awareness about the domestic violence counseling program by conducting a presentation on victims' rights at a partner organization's monthly lecture series.

A third sub-grantee worked with its site mentor to develop organizational capacity goals that had not been considered by the director before the receipt of HOPE II. As with many small and struggling organizations, the director was mainly focused on serving clients and recruiting volunteers rather than laying the foundation for the healthy growth of her organization. With a sole focus on meeting the immediate needs of the agency's victim clients, the director had never considered the importance of purchasing liability insurance for the organization's officers, joining a community coalition, or

developing a website. These additions suggested by her site mentor added structure and legitimacy to the organization.

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Chapter 4: Assessing Implementation of the HOPE II Grant Model

This chapter is dedicated to our assessment of the implementation of the HOPE II grant model as a framework for fostering sub-grantees' capacity building activities. The HOPE II grant model includes aspects of grant administration and implementation such as grant specifications and the intermediary model used for monitoring of sub-grantees and delivery of technical assistance. Grant specifications included:

- The process for selection of grantees;
- The award amount and timeframe allotted; and
- Guidelines for allowable expenses.

The intermediary model, whereby a more experienced and established organization monitors the implementation of the grant and provides technical assistance to smaller FBCOs, utilized by the HOPE II grant was also assessed. The intermediary model encompasses:

- The process for reimbursement of expenses;
- Communication and reporting requirements;
- Training and technical assistance provided; and
- The use of site mentors for delivery of technical assistance.

Finally, the relationship between OVC and MCVRC is also discussed because, as part of the structure of the grant model, their relationship influenced the implementation of the HOPE II program.

Grant Specifications

Selection of sub-grantees. The specifications presented in the RFP for HOPE II applicants were either ambiguous or subject to interpretation which likely created a level of response that included an inordinate number of organizations that were eventually found to be ineligible. After collaborating with OVC staff, MCVRC developed a rigorous and organized method for reviewing proposals and selecting sub-awardees using a variety of knowledgeable experts. However, after the selection process was complete, OVC determined that many of the recommended sub-awardees were not eligible for the HOPE II grant due to their prior receipt of VOCA funds. OVC then implemented its own process for reviewing sub-grantees and close to half of the 181 HOPE II applicants were disqualified from consideration for having received a prior VOCA grant or OJP funding. In the end, 29 sub-grantees were selected by OVC and the recommendations from MCVRC.

According to MCVRC, OVC's final selection process yielded a group of sub-grantee organizations with mostly lower levels of capacity and development than those originally recommended by MCVRC. The director of one of the more advanced organizations interviewed for the process evaluation site visits said she was alarmed when she met some of the inexperienced organizations that received HOPE II grants at the initial HOPE II sub-grantee training. She felt that the government had "wasted much needed funds" on small organizations that had no prior experience and no ability to

accomplish basic organizational functions; thus, demonstrating the lack of experience many of the sub-grantees displayed at the beginning of the grant. On the other hand, many of the small, fledgling organizations expressed gratitude for being given a first chance to prove their worth and receive the financial and technical assistance to help them become sustainable organizations.

Grant funding and timeline. Most of the sub-grantees in the process evaluation expressed concern that the timeline and funding were inadequate for organizations attempting to start up operations or expand new programs. Like MCVRC, they believed that 10 months was not a long enough period for the necessary capacity building activities to evolve in order to promote funding sustainability for HOPE II activities and to enact change within organizations' structures and procedures. In addition, several of the sub-grantees were unable to spend their entire \$50,000 sub-grant in the short time allowed. Particularly for Level 2 and 3 organizations a common tension expressed was, given the constraints of the funding and timeline, implementation of grant activities meant a decision between the start-up of program activities and the search for sustainable funding. The lack of funds and time were frequently the cause of this conflict. Staff at organizations that did not have pre-existing capacity to support HOPE II activities were not able to implement grant activities and seek sustainable funding simultaneously. Further, one sub-grantee alluded to the fact that implementation and sustainability cannot simultaneously occur by saying that "you have to prove success before you can win funding." Another sub-grantee opined that HOPE II grantees were not necessarily set up to succeed by expressing, "if you're only funding a program for less than a year then how concerned are you really [about sustainability]?"

The director of one small organization was particularly insightful in his comments on the funding and timeline for HOPE II: "It takes time to develop things and it's not possible to look for funding that will keep a program in place at the same time that they are getting the program up and running, especially for a grant focused on seed money.... Pulling services away when they exist is much worse than never having them in the first place." He explained that this situation can damage clientele and make them hesitant to seek out services from other similar organizations. He argued further that removing funds or not positioning a program for sustainability after the grant period may also have huge ramifications for an organization's ability to build relationships with clients.

Guidelines for expenses. The HOPE II RFP to grantees listed allowable and unallowable costs under the grant. One allowable cost listed in the RFP was training for staff and volunteers. However, during the grant period OVC modified this guideline to allow training costs only with prior approval from MCVRC and for training pertaining only to sustainability, though it is not clear what types of training this criterion included. During the grant period, organizations did pursue additional training on their own including grant writing training and substantive training for HOPE II program implementation when MCVRC was unable to fulfill requests for assistance. However, several of the sub-grantees' directors across all three levels of organizations said that they would have preferred more flexibility in using their HOPE II funds to either send specific staff to trainings or to bring in an independent instructor to hold an all-staff training at their offices. Each of these directors believed that their organization's capacity would have benefited from more tailored training for staff either in grant writing, program management, or client services. 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 capacity in all specific areas of need. The directors were disappointed that on-site, need-based training for staff or volunteers was not an allowable HOPE II expense.

Other than training, sub-grantees did not express dissatisfaction with the other guidelines for allowable costs with the exception of covering food costs. A few sub-grantees were frustrated by the fact that food was an unallowable cost because they felt that providing food was at times a necessary part of engaging volunteers and partners.

The Intermediary Model

The HOPE II intermediary-based service delivery model was intended to facilitate grant administration and sub-grantees' success through MCVRC's management of the grant process, provision of training and technical assistance, and monitoring of sub-grantee activities. One of the smaller organizations (Level 2 and 3) was very pleased with MCVRC because they felt that MCVRC prepared them to meet their goals by providing tools for tracking service capacity, providing feedback on the development of materials throughout the grant period, and being continually responsive throughout the grant period. However, this organization was in the minority as most of the nine sub-grantees were somewhat dissatisfied with the intermediary model and/or their site mentor as a technical assistance provider.

Reimbursement procedures. When asked to comment on the effectiveness of the intermediary model, eight of nine sub-grantee organizations expressed dissatisfaction with the reimbursement model, which they described as burdensome and unexpected for most of the organizations. Several Level 2 and 3 organizations with no lines of credit were faced with using personal funds to sustain activities while waiting for reimbursement from MCVRC. One organization indicated that they would prefer to receive a lump sum and that MCVRC "should trust the organizations to use the money and be professional." Furthermore, sub-grantees described MCVRC's fund reimbursement procedures as sometimes disorganized; slow in communicating; and unclear about their expectations for sub-grantees.²⁴

Communication. Communication with MCVRC proved difficult for at least five organizations, primarily the Level 1 organizations.²⁵ One organization said that they were frustrated when MCVRC could not answer questions themselves and had to wait for responses until MCVRC consulted with the OVC Project Officer. Another indicated that the database for reporting was still being developed when sub-grantees were trained to use the tool, and that staff at MCVRC were unfamiliar with some of the reporting variables and issues of confidentiality, for example, in recording contact information on victims of domestic violence. One staff member said that the "people who we were reporting to knew less about reporting than we did." One Level 1 organization said that they were optimistic at the beginning of the grant that the intermediary organization would make the federal grant process easier. However, according to this organization, working with MCVRC caused more work for the sub-grantee because they had to use MCVRC's reporting tool instead of their own and because

²⁴ These comments are consistent with MCVRC's acknowledgement of a delay in processing reimbursement requests during November and December 2006 due to a new Fiscal Coordinator who took some time to become familiar with the reimbursement procedures for HOPE II sub-grants.

²⁵ It is important to note that the three Level 1 organizations interviewed for this report were assigned the same site mentor. MCVRC acknowledged complaints from multiple sub-grantees with this particular site mentor in terms of her performance and communication efforts.

MCVRC was sometimes disorganized and slow in responding to data entry questions. In addition, several of the Level 2 and 3 organizations suggested that turnover in MCVRC staff (i.e., the Project Manager and Fiscal Coordinator) created difficulties with communication and resulted in inconsistent and contradictory policies. Some organizations complained that they had to re-educate new MCVRC staff on their organizations and re-establish procedures that had already been developed with previous MCVRC staff.

Reporting. MCVRC had the expectation that sub-grantees would continue to maintain the reporting database provided them during the HOPE II grant, which would automatically increase their capacity to track and serve clients. Indeed, MCVRC assumed correctly that many of the smaller organizations (Level 2 and 3) did not have existing databases to track program information and would benefit from the client tracking software that MCVRC provided them. However, these organizations also had little if any experience with grant reporting requirements. So MCVRC and the site mentors spent most of their time with the organizations getting their staff acclimated to the database and instructing them in entering basic federal reporting requirements. Many of the sub-grantees were so burdened by these “new” procedures that it precluded them from investigating other features of the database that could have assisted with the monitoring of their programs’ activities. In fact, many of the smaller sub-grantees felt that the basic reporting requirements, as mandated by all federal grants, were overwhelming. MCVRC staff believe that because the less experienced sub-grantees were unable to learn and use the program monitoring features of the database, they were uninterested in maintaining the databases after the HOPE II grant expired. The other, more sophisticated organizations (Level 1) already had their own electronic databases for recording program services and clients and were not interested in switching to a new system. In fact, none of the sub-grantees expressed an interest in continuing to use the database at the end of the grant period.

Training and technical assistance. Training and technical assistance was initiated with the start-up training conducted by MCVRC and was to be facilitated continuously throughout the grant period by each sub-grantees’ site mentor. The initial training by MCVRC was targeted at organizations with very little capacity for organizational operations and, thus, was most useful to Level 2 and 3 organizations. Four of the six Level 2 and 3 organizations expressed satisfaction with the grant start-up training. One Level 3 organization felt that the training was helpful because they did not have previous experience serving victims of crime. Two organizations maintained that additional training would have been helpful, including training at the mid-point of the grant to promote best practices and information sharing.

In contrast, Level 1 organizations found the initial MCVRC training less useful because it was not targeted to organizations with more than a basic understanding of organizational development. One organization hoped that the training would provide a networking opportunity, but found that the grantee pool was too inexperienced for their organization to share best practices. Another organization expressed that a shorter training (two days) would have been sufficient because they are not a start-up or fledgling organization. However, one Level 1 organization mentioned that the training sessions on Volunteer Management provided her with useful materials upon which to build a structured volunteer program.

After the conference, site mentors were to continue providing training and technical assistance to sub-grantees. However, there was no formal needs assessment process to structure training and technical

assistance for sub-grantees following the start-up training. Most of the sub-grantee organizations in the process evaluation mentioned that they were unclear on what MCVRC's training and technical assistance process should entail. In fact, several organizations claimed that the technical assistance was not introduced to them as a formal component of the HOPE II implementation strategy, implying that this was not made clear to them either at the start-up training or during the grant process. These sub-grantees understood that their site mentors were a resource and that they should consult with them as needed; however, expectations for the relationship remained unclear for many of the sub-grantees throughout the grant period.

Assessment of site mentors. 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. Level 1 organizations in particular did not understand the role of the site mentor and expressed dissatisfaction with the level of technical assistance available. Two Level 1 organizations said that they never completely understood the role of the site mentor, and all of the Level 1 organizations indicated that they did not receive meaningful assistance or support from their site mentors. One Level 3 organization was disappointed in their site mentor's lack of knowledge on organizational capacity and mentioned that they were not able to obtain guidance on grant writing, funding strategies, and other capacity building activities. Another organization's executive director said that he would have preferred a more proactive technical assistance approach. He did not believe that his organization's needs played a significant role in determining the type of assistance that he received, and he claimed that the site mentor did not take the time to get to know him or his organization.

Despite the negative experiences of five sub-grantees, four of the six Level 2 and 3 organizations had a positive relationship with their site mentors and appreciated the guidance they received. Technical assistance for these organizations consisted of guidance for start-up implementation of the grant, including assistance with program requirements, grant writing, development of training and marketing materials, evaluating objectives and budgets, and answering questions as needed during the grant period.

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Chapter 5: Preliminary Conclusions and Recommendations Based on HOPE II Implementation

It is important to reiterate that the evaluation of the HOPE II grant program involves both a process and an outcomes evaluation, the results of which are not completely detailed in this report. The process evaluation's purpose is 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. The purpose of the ongoing outcomes evaluation is to determine the extent to which the financial and technical assistance received by sub-grantees has directly increased organizational capacity and indirectly increased the delivery of services to victims of crime. Therefore, it is important to consider the findings and conclusions on program implementation from the process evaluation as a context for interpreting the quantitative findings from the outcomes evaluation of all 27 sub-grantees that is to be completed in Spring 2008. Consequently, the second and final HOPE II evaluation report will more fully address all of the objectives of the evaluation.

Thus, again, this report addresses the following three research objectives:

1. Determine the type and quality of TA provided to FBCOs by the intermediary, MCVRC;
2. 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; and
3. Identify MCVRC's most effective strategies for promoting enhanced organizational and service delivery capacity among FBCOs.

The first objective and part of the second objective were presented in Chapter 4, while the remaining part of the second objective, the extent to which we observed changes in capacity, and the third objective, identifying effective strategies, are addressed in this chapter. Below we offer our conclusions on the implementation of the HOPE II grant and the evidence for potential outcomes for sub-grantees. The final section offers recommendations for future programs designed to increase the capacity of small faith-based and community organizations.

Preliminary Conclusions on Capacity Change

The purpose of the process study was to document the implementation of the HOPE II grant and to gain an understanding of capacity changes for the sub-grantees in the following areas specified by MCVRC and OVC's HOPE II strategy:

- Volunteer development and management;
- Community partnerships; and
- The establishment of sustainable funding for HOPE II activities.

Capacity development within these three primary areas is of central importance to one of the primary goals of the HOPE II grant, that is, increasing the number of crime victims served in the target

community. Volunteer engagement and community partnerships may be indicative of burgeoning community capacities including a widespread commitment to serving victims of crime and building a continuum of services. Establishing sustainable funding for HOPE II activities and serving victims of crime then becomes both an outcome and a catalyst for further capacity building that may increase communities' capacity to serve victims of crime.

Exhibit 12 shows the implied capacity changes for sub-grantees that were interviewed for the process study during HOPE II with respect to the three primary organizational levels. The details of sub-grantees' capacity change in each level is discussed in the text that follows. However, important to framing the discussion is identifying the nature of capacity change for Level 1 organizations (i.e., program expansion) versus Level 2 and 3 organizations (i.e., program delivery). To demonstrate, Letts, Ryan, and Grossman²⁶ describe how non-profits build their organizational capacity and explain the means by which capacities function in distinctive ways. HOPE II sub-grantees that are Level 2 and 3 organizations experienced changes in program delivery capacity, which is the starting capacity for non-profits through which organizational resources are focused on budgeting, project management, and the basic elements to ensure that the program and organization can function. Letts, Ryan, and Grossman explain that, "the organization is little more than a convenient venue where programs are implemented" (p. 20). In contrast, Level 1 sub-grantees exhibited changes in program expansion capacity, which is characteristic of organizations that have institutionalized more formal mechanisms for operations, administering programs, and documenting performance. In this case, the organization's function and performance become more dependent on organizational decisions and capacities beyond service delivery.

The capacity changes observed among the nine sub-grantees in the process evaluation are presented by organizational level below.

Volunteer management. All HOPE II sub-grantee organizations increased their capacity to engage volunteers. Characteristic of program expansion capacity change, Level 1 organizations institutionalized and refined existing volunteer programs in order to provide structure and a higher quality of training, and 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 focusing on recruitment of volunteers to serve clients.

Community partnerships. Seven of nine organizations created new or expanded existing partnerships through HOPE II. Level 1 organizations had strong pre-existing partnerships and focused on creating new referral-based partnerships to ground and sustain HOPE II activities. Level 2 and 3 organizations expanded existing partnerships to raise money and provide referrals, and created new partnerships for referrals, education or awareness-raising activities with respect to their organization, and to assist them in serving victims of crime.



Sustainable funding for HOPE II activities. Level 1 organizations will likely be able to leverage existing financial and organizational capacity to sustain HOPE II activities, while Level 2 and 3 organizations face less stable financial futures. There is little evidence that new HOPE II activities

²⁶ Letts, C., Ryan, W., & Grossman, A. (1999). *High Performance Non-Profit Organizations: Managing Upstream for Greater Impact*. New York: John Wiley & Sons, Inc.

and programs will be able to be sustained by the inexperienced and less established HOPE II sub-grantees that lack the diversity of funds and resources available to their more established counterparts. Unfortunately, sub-grantees that already had diverse resources available at grant award were in the best position to sustain their accomplishments from HOPE II.

Exhibit 12

Capacity Changes during HOPE II

	Capacity Profile Prior to HOPE II	Nature of Capacity Change During HOPE II^a	Reported Progress at End of HOPE II
Level 1	<p>Volunteers: Existing volunteer recruitment and engagement efforts</p> <p>Collaboration: Strong pre-existing partnerships based on serving victims of crime</p> <p>Sustainability: Existing financial and organizational capacity to leverage</p>	<p>Program Expansion – Growing the Organization by Leveraging Existing Capacity</p> 	<p>Volunteers: Institutionalized and refined volunteer programs, targeted recruitment of volunteers</p> <p>Collaboration: Expansion of existing partnerships for referrals</p> <p>Sustainability: Stable. Leverage existing capacity for sustainability of HOPE II activities</p>
Levels 2 & 3	<p>Volunteers: Nascent or non-existent volunteer engagement</p> <p>Collaboration: Few or no partnerships based on serving victims of crime</p> <p>Sustainability: Small or unstable financial and/or organizational capacity</p>	<p>Program Delivery – Creating Foundational Capacity to Establish the Organization and Program</p> 	<p>Volunteers: Developed materials and/or training process for volunteer program, focused on recruitment (not targeted)</p> <p>Collaboration: Expanded existing partnerships to raise money and provide referrals; created new partnerships for referrals and to raise awareness of the organization in the community</p> <p>Sustainability: Remains unstable</p>

^a See Letts, Ryan, & Grossman, *High Performance Non-Profit Organizations*.

Preliminary Conclusions on the Implementation of the HOPE II Grant Model

The capacity change and activities of HOPE II sub-grantees in the process evaluation were differentially affected by the HOPE II grant model depending on sub-grantees’ organizational and service capacity prior to HOPE II. Overall, the specifications of a 10-month grant timeline and the modest level of funding were extremely challenging parameters in which to build capacity, particularly for small, inexperienced organizations with very modest operational capacity. The mechanisms meant to facilitate success within these parameters were the intermediary model of sub-grant administration and provision of training and technical assistance. However, due to operational issues at the intermediary organization and an inconsistent structure for technical assistance through the use of various consultants (site mentors), the nine sub-grantees in the process evaluation did not consistently have supportive experiences during the implementation of HOPE II activities.

Intermediary model for grant management. The intermediary model for grant management proved burdensome for many sub-grantees interviewed for the process evaluation. The reimbursement model for funding disbursement was not consistently executed in a timely fashion and several sub-grantees interviewed experienced hardship and had to use personal funds during portions of the grant period. 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. Training and technical assistance provided by MCVRC was not a clearly structured process for sub-grantees. One formalized training conference was provided at the start-up grant meeting, during which sub-grantees were provided with initial instruction on skills necessary for grant management and serving victims of crime. This training was designed for less experienced and low-capacity organizations and much of it was thus not useful to the Level 1 organizations.

Following the initial training by MCVRC, sub-grantees in the process evaluation were not clear on the expectations for ongoing technical assistance and the nature of their relationship with their site mentor. There was no formal needs assessment to identify sub-grantees' particular needs and to structure a plan for technical assistance throughout the grant period. As a result of this lack of personalized technical assistance, as well as inconsistency in the performance and backgrounds of site mentors overall, the nine sub-grantees in the process evaluation had widely varying experiences in receiving technical assistance ranging from receiving no response from a site mentor to being very pleased with a site mentor's consultation on HOPE II activities.

Recommendations on Program Design

OVC and MCVRC are in the process of developing the HOPE II Supplemental Grant Program, which is scheduled to be awarded to small faith-based and community organizations in Fall 2007. The HOPE II supplemental grant is likely to be similar to the HOPE II grant in that MCVRC will serve as an intermediary providing technical assistance to small FBCOs, and some of the sub-awards are likely to be awarded to organizations that participated in the HOPE II grant program. As administrator of the supplemental sub-grants, MCVRC is in the process of planning for this next phase of HOPE II and is applying lessons learned from the HOPE II grant process. Therefore, some of the recommendations we received from MCVRC for future grant programs are currently being applied to the HOPE II Supplemental Grant Program.

To their credit, many of the inefficiencies that we independently observed and were reported by the sub-grantees during the process evaluation, were either identified by MCVRC early in the grant process or are part of the lessons learned that they are applying to the current cycle of the HOPE program. Therefore, the recommendations we present below are highly consistent with those offered by MCVRC.

Award grants to organizations that have demonstrated ability to increase capacity. Consider the quality of grant applications, particularly the organizations' proposed plans for capacity building, in future HOPE grant distributions. The selection process for identifying 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.

Increase the grant program timeline. We agree with both MCVRC and sub-grantee staff that more time should have been allowed for sub-grantees to enact their grant plans and spend down their sub-grants. Many organizations needed additional time up front to get their plans implemented before they could start spending down their funds. Additional time also would have been useful for obtaining new funding to sustain HOPE II activities.

Expand allowable expenses to include local training opportunities. Allow funds to be used for additional local training other than from the intermediary organization. It is difficult for one organization to be all things to a number of small organizations scattered across the country.

Expand allowable expenses to fund additional staff positions that promote growth and sustainability. Allow funds to be spent for key staff salaries that are essential to growing organizational capacity. Positions would include grant writers to assist with obtaining more funding and fiscal coordinators for developing systems for monitoring additional funds.

Administer training and technical assistance through internal intermediary staff. Use internal intermediary staff to manage sites and provide technical assistance, rather than consultants. The outside consultants hired to serve as site mentors were unable to provide uniform support to the sub-grantees. Internal staff can be supervised more closely and receive support from the entire organization. This change is being implemented by MCVRC for the HOPE II supplemental grant.

Target sub-grantee training and technical assistance according to capacity needs.

Organizations varied in their technical assistance needs by their level of current capacity. Based on this experience, MCVRC is planning to organize sub-grantees into two tracks for the HOPE II Supplemental Grant. One track would likely be for organizations similar to the Level 1 sub-grantees in HOPE II, which would be more experienced at managing grant funds. A second track includes developing or emerging organizations such as the Level 2 and 3 organizations in HOPE II. These organizations would receive more specialized assistance in grant management and basic organizational groundwork. We support MCVRC's plan to organize sub-grantees into two tracks for the HOPE II supplemental grant, enabling them to tailor their training and sub-award program to organizations of differing capacity levels.

Conduct formal needs assessment of sub-grantees to inform technical assistance provision.

A formal needs assessment process should be conducted with all sub-grantees in order to document baseline levels of capacity and targeted areas for technical assistance provision. This needs assessment process should be designed and facilitated by the intermediary organization and based upon best practices for organizational capacity building. Sub-grantees' input may be considered in the needs assessment; however, sub-grantee recommendations alone are insufficient to inform technical assistance provision.

Create a technical assistance plan for each sub-grantee organization. The sub-grantee organization should be well-informed regarding the needs assessment and technical assistance process in terms of: 1) how the assessment is conducted; 2) how the results of the process inform the provision of technical assistance; and 3) the scope of technical assistance that will be provided and the anticipated goals and outcomes. A technical assistance plan write-up following the needs assessment may facilitate this process.

Maintain thorough documentation of administrative and technical assistance activities pertaining to grant management and implementation. The intermediary organization should 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.

Additional Recommendations from Sub-grantees

For several of the sub-grantees, HOPE II was their first and only grant management experience. Therefore, many of these less experienced organizations offered program design recommendations that may be counter to the general guidelines applied to federal grants. However, we have included these additional recommendations since they were offered by the HOPE II sub-grantees.

Increase flexibility in communication with intermediary. It was MCVRC's policy that one person at a sub-grantee organization be responsible for communications with MCVRC. The Level 1 organizations explained that different staff at their organizations had different responsibilities associated with the grant, and therefore, had different sets of questions which they needed answered by MCVRC. For instance, one person may have had responsibility for maintaining the HOPE II database and had questions on data entry, while their volunteer coordinator may have had questions on managing volunteers or developing training materials. The organizations would have preferred more flexibility in which staff could contact MCVRC and ask for assistance. In addition, one director said that she was "turned off" when she was reprimanded by MCVRC for trying to contact them because she was not her organization's designated contact person.

Improve grant disbursement procedures. Several organizations complained about the expenditure reimbursement procedures for the grant. The directors of smaller organizations that relied on HOPE II as their only funding source had difficulty raising the upfront capital to make large purchases for their organization. Also, as detailed in the report, the reimbursement of expenses by MCVRC was sometimes slow. Therefore, some of the Level 2 and 3 organizations recommended that future grant funds be given to organizations in a lump sum at the beginning of the grant period. Level 1 organizations, however, did not object to the reimbursement procedures.

Improve procedures for grant reporting. Most organizations found the reporting requirements for HOPE II burdensome and the database developed by MCVRC for recording the information complicated and difficult to use. Organizations at all three levels asked that future grants not include such frequent and detailed reporting requirements.

Award grant funding to organizations with comparable capacities to promote knowledge sharing. The directors of the Level 1 organizations were displeased with the sub-grantee pool selected to receive sub-grants, especially after meeting some of the inexperienced organizations that received HOPE II grants at the initial training conference. The Level 1 organizations hoped to be able to learn from one another and were disappointed with the lack of more advanced organizations participating in the grant program.

Appendix A

Evaluation Methodology

Appendix A: Evaluation Methodology

As mentioned above, the process evaluation is designed to gain a detailed understanding of the service delivery system as it was implemented by the sub-grantees with the support of MCVRC. Therefore, two components were being evaluated, the intermediary model itself and implementation of the grant by sub-grantees (FBCOs).

Data Sources

The first source of information for the process study was a series of grant documents and related materials. The other main source of information for the process evaluation was a series of site visits to MCVRC and to a representative sample of sub-grantees. In addition, Abt staff maintained regular, ongoing communication with MCVRC between site visits. The document review and the site visits are summarized below. Protocols for the visits, which include open-ended questions and targeted probes to explore perceptions, attitudes, and practices related to each key area of capacity and service delivery, are included in Appendix B.

Document review and administrative data. Research staff reviewed all available relevant grant materials and administrative data to inform the process evaluation. These materials are outlined in Exhibit A.1.

The document review included the RFP issued by OVC, MCVRC's application to OVC, sub-grantee applications for HOPE II, and the sub-grantee training conference materials. Upon grant award all sub-grantees revised their work plans with the guidance of MCVRC. These materials would have been tremendously useful to inform the process evaluation and analysis of the planned implementation of grant activities and stated goals and outcomes. Abt staff held several conversations with MCVRC to obtain documentation of revised sub-grantee workplans and/or budgets for HOPE II sub-grantees. However, we were informed by MCVRC that no systematic documentation of the revisions to workplans or budgets existed. Revisions were not in a centralized location or in a format that was able to be analyzed. The documentation was handwritten and not compiled, missing, or was documented in emails that are unavailable or no longer exist. Thus the sub-grantee work plans cannot inform the process evaluation nor the subsequent outcome evaluation.

The administrative data review included a review of sub-grantee quarterly reports, which were compiled by MCVRC from data extracts of the case management software, and the site mentor contact database. Sub-grantee quarterly report data was analyzed; however, it was incomplete and only available for the last two quarters, or four months, of the grant period. The site mentor contact database was incomplete and provided the number of contacts made to 15 sub-grantees, with no documentation of the nature of contacts and no information on the other 12 sub-grantees. The site mentor contact database was not used in the process evaluation because it was deemed too incomplete to be informative.

Exhibit A.1.

Document Review and Administrative Data

Data Source	Source	Application to Evaluation
RFP Issued by OVC	NIJ/OVC	Outlined OVC’s expectations of the intermediary organization
MCVRC’s Application to OVC	MCVRC	Proposed commitments of the intermediary organization
Sub-grantee Applications	MCVRC	Preliminary reference for the details of sub-grantee proposals for use of HOPE II grant funds
Final Revised Sub-grantee Work Plans	MCVRC	Unavailable. Final references for the planned use of HOPE II grant funds
Sub-grantee Training Conference Materials	MCVRC	Outlines training provided by the intermediary organization to the sub-grantees
Administrative Data: Sub-grantee Quarterly Reports to MCVRC	MCVRC	Incomplete Data. MCVRC was not able to provide data on the first two quarters of the grant period. Data for Quarters 3 and 4 were analyzed to determine the implementation of key sub-grant activities ^a
Administrative Data: MCVRC Site Mentor Contact Database	MCVRC	Not Used—Incomplete Data. Data provided to Abt was incomplete and not used in the evaluation. Data was analyzed to assess the level of technical assistance provision to sub-grantees by the site mentors.

^a Data for Quarters 1 and 2 were not available from MCVRC.

Site visits to MCVRC. The visits to MCVRC were one to two days in length and were all conducted by senior members of the Abt Associates evaluation team. They included interviews with MCVRC staff, and, as MCVRC’s technical assistance delivery strategy employed the use of site mentors (four individuals who were each assigned a group of sub-grantees to whom they provided guidance on organizational capacity building topics and federal grant reporting processes), the mentors were also asked for their input. The initial site visit to MCVRC took place in November 2005 and coincided with the site mentor training and orientation. The second visit took place after sub-grantees had been selected. It coincided with the sub-grantee training conference hosted by MCVRC in May 2006, which is discussed in detail in Chapter 3. The third site visit was conducted in April 2007 and served as a final debriefing with intermediary staff. In addition to site visits, the evaluation team had regular discussions with MCVRC to capture “real time” feedback and track the evolution of all grant activities.

The three site visits to MCVRC provided the opportunity to:

- Fully integrate the evaluation and its requirements into MCVRC’s plans for distributing sub-grants and providing technical assistance;
- Gain insight into FBCO eligibility requirements and MCVRC’s marketing plan;
- Understand the mix and characteristics of FBCOs selected for the award;

- Document the nature and intensity of MCVRC's training and technical assistance plan;
- Learn of FBCOs' progress in implementing their proposed activities;
- Record progress made in enhancing organizational and service delivery capacity;
- Document factors that appear to hinder or facilitate progress in implementation;
- Gather MCVRC's expectations for continued progress by FBCOs and perceptions of sustainability; and
- Review challenges and obstacles encountered as well as lessons learned throughout the course of the grant.

Site visits to sub-grantees. The second central source of data for assessing and documenting the implementation of the HOPE II program was a set of site visits to nine sub-grantees. This activity provided the opportunity to gather in-depth feedback on program implementation, operations, and administration from the ground level. Specifically, the FBCO site visits provided the opportunity to document:

- Variations in program models that were in place to support victims of crime;
- The FBCO's expectations regarding the HOPE II grant;
- The nature and intensity of technical assistance and support provided to the FBCO by MCVRC;
- The perceived effectiveness of this technical assistance and support;
- The FBCO's success in implementing its revised project plan;
- The factors that facilitated or impeded the FBCO's success in achieving its goals
- The FBCO's relationship with MCVRC;
- The progress the FBCO made in enhancing its organizational and service delivery capacity; and
- The perceived likelihood of sustained progress and success.

At the outset, site selection was crucial for obtaining a diverse group of sub-grantees that represented a range of service providers and levels of capacity. After review of FBCO applications and lengthy discussions with MCVRC staff and the site mentors working directly with sub-grantees, nine sites were identified. They were selected based on several preliminary criteria:

- They all had received technical assistance from MCVRC.
- They all had implemented most of their revised work plan.¹
- They all were presently serving victims of crime.
- They collectively represented each geographic region in the United States.²

The nine site visits were conducted throughout the months of February and March 2007. They lasted an average of one and one-half to two days and most were led by two Abt Associates researchers who

¹ This report examines the execution of activities set forth in sub-grantees' revised proposals, rather than those listed in their original applications. As will be further discussed in Chapter 3, at the outset of the grant most award recipients were asked to make modifications to their project plans.

² Only one of the 27 sub-grantee organizations was located on the West Coast; however, and, according to its site mentor, this particular program was not one of the better candidates for a site visit. For this reason, an organization on the West Coast was not among the final list of sites visited, and, therefore, only four of the five major regions of the country were represented in the final sample of sub-grantees.

gathered information through semi-structured individual and small group interviews with the program director, key staff, and, when applicable, volunteer coordinators and project partners. Additional stakeholders, such as staff, volunteers, and clients, were engaged in informal conversation depending on pre-site visit discussions regarding the relevance of their involvement, their availability, and appropriate approval from the program director. In addition to individual and small group interviews, information in the form of secondary data was also gathered through the review of program documents such as organizational charts, pamphlets and brochures, and intake, assessment, and referral forms. See Exhibit A.2 for a summary of the number of interviews conducted at each of the nine sites.

Exhibit A.2

Number of interviews conducted at each sub-grantee site

	Executive Director	Key Staff	Volunteer Coordinator	Community Partner Organizations	Victims
Level 1	1	4	1	3	-
	1	3	1	2	-
	1	3	1	3	1
Level 2	1	4	1	-	-
Level 3	1	1	*	11	-
	1	-	*	1	1
	1	0	1	2	2
	1	2	*	-	5
	1	3	*	4	5

*Executive Director took on Volunteer Coordinator responsibilities.

Analysis of Process Data

Because of a lack of administrative data available for analysis, the site visits were an important source for documenting and analyzing the HOPE II implementation. The raw process data in the form of completed protocols, site visit reports, and summaries of program documents was reviewed by Abt Associates staff to identify patterns and trends across sites. Themes emerging from this process were matched with key research questions to ensure that all critical issues were addressed. Additionally, through this process the evaluation team identified similarities and differences across sites that provide a framework and context for interpreting results of the outcomes evaluation.

The analysis of sub-grantee site visit data was framed by MCVRC's own categorization of the sub-grantees, which it developed after interacting with the 27 sub-grantees over the HOPE II grant period. This categorization places organizations along a three-level capacity continuum based on their characteristics and experience at the time they received the HOPE II sub-grant. As it was MCVRC's 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 implementation of grant

activities and 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 success with and experience in managing funds. With specific regard to HOPE II, 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.

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. Using the HOPE II grant, these organizations planned to enhance their existing operations; 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. 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 A.3.

Exhibit A.3

Three-level Capacity Continuum as Described by MCVRC and Based on Sub-Grantee Characteristics at 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
Staff Composition	Majority of staff are paid Infrastructure is stable and not dependent on a single individual	Mix of paid staff and volunteers Infrastructure largely dependent on executive director	Mainly volunteer-run Infrastructure almost completely dependent on executive director

Exhibit A.3

Three-level Capacity Continuum as Described by MCVRC and Based on Sub-Grantee Characteristics at Award of the HOPE II Grant

	Level 1	Level 2	Level 3
Mission & Strategy	Clear mission Written plan by which to achieve mission	Clear mission Plan by which to achieve mission is still emerging	Vague or unfocused mission that is often reactionary to prevailing client needs or available funding No clear plan by which to achieve mission
Funding	Past experience in managing multiple funding streams	Some past success with funding but little experience managing federal grants	Little or no past experience managing grants or funds
Community Partnerships	Pre-existing community partnerships based on serving victims of crime	No partnerships based on serving victims of crime	No partnerships based on serving victims of crime
Potential Benefits of HOPE II	Program expansion through financial sub-award	Experience managing a federal grant	Experience managing funds; development of organization's basic structure and foundation

Limitations of the Study

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

Limited administrative data. Very little administrative data was available from MCVRC to support the process evaluation. Sub-grantee quarterly report data was compiled by MCVRC for only the third and fourth quarters of the grant period. Thus it is not possible to assess the implementation of key grant activities in the first six months of grant implementation. This gap in information leaves an incomplete picture of the implementation of grant activities across all sub-grantee organizations. Further, much of the narrative data provided in the quarterly reports is incomplete and very difficult if not impossible to analyze and use in the evaluation. This data addresses important issues such as site mentor contacts, setbacks for sub-grantees, and whether services will continue at the conclusion of the grant period.

The MCVRC site mentor contact database provided to Abt was incomplete and contained information on the frequency of technical assistance to only fifteen sub-grantees. The data recorded included the type of contact, duration, and a general indication of what occurred—for example, the data might indicate that the site mentor followed up on a question. However, there is no systematic documentation of either sub-grantees' technical assistance needs or the substantive nature of the

technical assistance site mentors provided to sub-grantees. Thus it is not possible for the research team to assess the quality of technical assistance provided to all sub-grantees.

Site visits. Given the dearth of administrative data, the site visits to MCVRC and nine sub-grantees disproportionately inform the results described in this report. The site visit data are self-reported and descriptive based on interviews with key staff at both MCVRC and the sub-grantee organizations. Although attempts were made to corroborate reported facts across multiple interviews, the results reported in this document have not been independently verified, and, therefore, are not entirely conclusive.

In assessing implementation of HOPE II among sites visited it is important to remember that capacity building is a slow process. It takes time for managers and staff of 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. As such, this report has made efforts to integrate some discussion of indicators that capture organizations' short-term accomplishments, or preliminary steps, 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, 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 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 related to the organizations' revised sub-award plans.³

For the most part, the results from the site visits with FBCOs are presented following the categorization of sub-grantees described above. It is important to note, however, that Abt Associates was first made aware of MCVRC's conceptual organization of sub-grantees after site selection had been completed and visits were already underway. This categorization, therefore, was not considered as a site selection factor; however, we did find it useful to organize the results of the process study to demonstrate the varying degrees of progress made by sub-grantees. Fortunately, we obtained in our sample at least one site in each of MCVRC's categories. A limitation of this conceptual organization of sub-grantees is that we were only able to categorize organizations which we visited to gather in-depth information; therefore, it was not possible to categorize the remaining 18 organizations that received a HOPE II grant, but were not selected for a site visit.

Our final selection of sites represented an uneven number of sub-grantees in each of the three categories. Based on MCVRC's description, at the outset of the HOPE II grant three of the sub-grantees in the sample were Level 1 organizations, one sub-grantee was a Level 2 organization, and the remaining five sites were Level 3 organizations. Since the second level is represented by a single

³ This report examines the execution of activities set forth in sub-grantees' revised proposals, rather than those listed in their original applications. As will be further discussed in Chapter 3, at the outset of the grant, most award recipients were asked to make modifications to their project plans.

organization, in the report it was necessary to collapse categories and present combined results for sub-grantees in Levels 2 and 3.

Finally, whereas this report addresses only the results of the process study, it is important to note that there are two evaluations, a process and an outcomes study, that are meant to work in tandem, such that the process evaluation provides a context for interpreting the quantitative findings from the outcomes evaluation. A final report presenting the results of the outcomes evaluation, which is to undergo its final data collection phase in January 2008, will also draw on conclusions from the process evaluation. Synthesizing the results of both the process and outcomes evaluations provides the basis for determining the extent to which the initiative has been successfully implemented and sustained. The results of the outcomes evaluation are scheduled to be completed in Spring 2008.

Appendix B

RFP Soliciting Intermediaries

U.S. DEPARTMENT OF JUSTICE

Office of Justice Programs

Office for Victims of Crime

The Helping Outreach Programs to Expand II Cooperative Agreement



Office for Victims of Crime

March 2005

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Solicitation Announcement

The Helping Outreach Programs to Expand II (Cooperative Agreement)

Award Amount: The Office for Victims of Crime (OVC) has allocated \$3.0 million to the HOPE II Grant Program and will make a single award not to exceed that amount. Applicants should carefully consider their needs and resources to undertake this program in the preparation of their budget. OVC will require that no less than 80 percent of the amount awarded to an organization under this program is subgranted to small faith-based and/or community-based organizations.

Award Period: The initial award period will be 12 months. OVC may make an additional award in fiscal year 2006 to continue this program for another 12-month period. Any additional funding to continue the program is dependent upon Congressional appropriation for fiscal year 2006.

Cooperative Agreement: This solicitation is for a cooperative agreement. Cooperative agreements are used when substantial collaboration is anticipated between OVC and the award recipient during performance of the proposed activities.

Goal: The HOPE II Grant Program will award one grant to an organization that will support the activities of small faith-based and/or community-based organizations in serving victims of crime during FY 2006 (October 1, 2005 through September 30, 2006), by granting competitive subawards. OVC is particularly interested in increasing the development and capacity of faith-based and/or community-based organizations to respond to underserved crime victims in high crime, urban areas.

Purpose: The purpose of this program is to support and improve the delivery of services to crime victims through subawards to small faith-based and/or community-based organizations, with an emphasis placed on supporting programs and organizations that have not received funding from the Department of Justice, Office of Justice Programs, prior to the date of this solicitation. Funding will be provided to one-pass through organization.

Eligibility Requirements: OVC will accept applications for this cooperative agreement only from private, not-for-profit organizations with (1) a demonstrable history of working with faith-based and community-based organizations; (2) expertise in services to crime victims; (3) the capacity to solicit applications for subawards; (4) the capacity to issue and manage subawards.

Background/Problem Statement: Faith-based and/or community-based organizations have a long history of helping crime victims. More often than not, crime victims seek the comfort, guidance, and assistance of faith-based and/or community-based organizations because these organizations are trusted members of the communities in which they live. The trust and

familiarity vested in these organizations by the communities they serve has translated into the ability to provide social services—counseling, shelter, emergency transportation, and other victim services – on a level not traditionally supported by the federal government. OVC recognizes the value of this history and is promoting the greater and equitable participation of faith-based and/or community-based organizations in criminal justice programs supported by the Department of Justice through the President’s Faith-Based and Community Initiative.

Program Strategy: In an effort to promote the greater participation of faith-based and/or community-based organizations in criminal justice programs supported by the Department of Justice, OVC will select an organization that will serve as a pass-through, or intermediary, for funding to small faith- and/or community-based organizations that provide services to victims of crime. The intermediary should help each of the sites develop a network of comprehensive services that link faith- and community-based organizations to the victim assistance communities. These model networks should identify critical gaps in services, build on existing resources, and develop collaborative, innovative solutions that improve the communities’ response to victims. The intermediary will help the subgrantees focus efforts on planning for sustainability of the project after OVC funding ends, including strengthening organizational capacity. In its application for this cooperative agreement, organizations must clearly demonstrate how they will accomplish financial and programmatic oversight of the subgrantee organizations.

Subawards: The grantee will issue and manage subgrants of up to \$50,000 to small faith-based and community-based organizations that provide services to victims of crime. Subgrantees will be selected from a pool of eligible applicants by the Director of the Office for Victims Crime, with priority accorded to organizations that have not received prior funding from the Department of Justice, Office of Justice Programs. The grantee will work closely with the OVC grant monitor to establish eligibility criteria for subgrantees, and develop and disseminate a solicitation to appropriate organizations.

The grantee will be required to make 80 percent of the total amount awarded under this solicitation available for subawards. The grantee will be programmatically and fiscally responsible for the performance of all subawards made under the grant.

As mentioned above, OVC is particularly interested in increasing the local capacity of communities to respond to underserved crime victims in high crime, urban areas. Applicants, therefore, must demonstrate the expertise to build the capacity of its subaward recipients to serve such underserved groups.

Once subgrantees have been selected, the grantee will:

- Develop and maintain a pool of eligible applicants who have not received prior funding from the Department of Justice, Office of Justice Programs. The grantee will work closely with OVC to identify eligible applicants.

- Develop a streamlined, competitive process to award up to \$50,000 to small faith-based and/or community-based organizations. The grantee will work closely with the OVC monitor to establish criteria for selection of the subgrantees and disseminate a solicitation to appropriate faith-based and/or community-based organizations across the country, using a variety of advertising media, including written and electronic newsletters, clearinghouses, listservs, and Web sites. The selection criteria developed by the grantee in coordination with OVC will outline documentation to meet the definition of a “high crime, urban area.”
- Submit recommendations for funding of each eligible applicant to OVC for approval. The grantee must provide each subgrantee applicant written notification of the final resolution of its application, and forward a copy to OVC.
- Work with the selected subgrantees to ensure that only allowable activities are funded.
- Manage subawards.
- As needed, provide technical assistance. The grantee will coordinate with the OVC monitor on each request for technical assistance.
- Complete a progress report that summarizes the following: number of victims served, by type of crime; number of advocates trained; number of volunteers trained; number of service providers trained; and types of services provided. The report will be submitted to the grantee.
- Compile and submit a report that summarizes the progress and outcomes of the project.
- Complete a final progress report that summarizes the progress and outcomes of the project.

The grantee will ensure that the following activities are supported by funds to subgrantees:

- The recruitment and use of volunteers to provide services to victims of crime (*e.g.*, the training of crime victim advocates), and management of volunteers and non-governmental support.
- The provision of services to crime victims (*e.g.*, transportation to and from criminal justice proceedings, and advocacy before the criminal justice system).
- Promotion, within the community served, of a coordinated public and private sector effort to aid victims of crime (*e.g.*, program literature, newsletters, and victim outreach efforts).
- Assisting crime victims to obtain available crime victim compensation benefits through state or local government agencies.

Technical Assistance: The applicant must have the experience and capacity to provide technical assistance to faith-based and/or community-based organizations receiving subawards. OVC expects the grantee to serve as a conduit that, through capacity building and technical assistance activities, will increase the participation of faith-based and/or community-based organizations in state and local governmental programs to address crime victim needs. OVC is interested in applications that will create new avenues of partnership and collaboration between small faith-based and/or community-based organizations and law enforcement officers, prosecutors, and groups advocating on behalf of victims of crime.

Technical assistance activities funded under this solicitation will be conducted at no cost to the faith-based and/or community-based organization receiving awards. Applicants should take technical assistance costs into account when preparing their budgets. OVC may also require grantees to collaborate with third-party technical assistance providers to provide the following types of technical assistance:

- Needs assessments to identify a subaward recipient's needs, areas of improvement, or the needs of the community it serves.
- Incorporation of "best practices" in providing services to victims of crime, including practices that ensure a victim's safety, their participation in criminal justice proceedings, and community coordination.
- Development of mechanisms to ensure timely and accurate reporting on activities undertaken through this program.
- Outreach, recruitment, and management of volunteers and non-governmental support.

Performance Measurement: To ensure compliance with the Government Performance and Results Act (GPRA), Public Law-103-62, this solicitation notifies applicants that they are required to collect and report data that measure the results of the programs implemented with this grant.

To ensure accountability of the data, for which the Office of Justice Programs is responsible, the following performance measures are provided and should be reported in the semiannual Categorical Assistance Progress Reports. The grantee must continue to document the completion of these tasks in the semiannual progress reports provided to OVC. The data should be collected using the data collection method or mechanism specified in the grant application.

HOPE II Program Objectives: HOPE II Program will award one grant to an organization that will support the activities of small faith-based and/or community-based organizations serving victims of crime during FY 2006.

HOPE II Performance Measures: Outcome Measure 1: Percent increase in victims served.

Outcome Measure 2: Percent increase in advocates, volunteers, and service providers trained.

Output Measure 1: Percent increase in types of services provided.

Data To Be Provided By Grantees: (1) number of victims served, by type of crime; (2) number of advocates trained; (3) number of volunteers trained; (4) number of service providers trained; and (5) types of services provided.

Evaluation: OVC, through the U.S. Department of Justice, National Institute of Justice (NIJ), will undertake an evaluation of this program, by developing performance and output measures of subgrant funding recipients. The grantee and subaward recipients must agree to fully participate in an evaluation of this program as a condition of funding by OVC. The agreement will further require the grantee to ensure that the evaluation team has access to:

- Sources of data, including but not limited to, program records and documents, crime data, etc.
- Contact information for individuals who would be willing to be interviewed about the program.
- Program staff for participation in interviews.
- Program participants who would be willing to be interviewed (Staff from both the intermediary organizations and the subgrantee organizations).
- Space for evaluation team members to conduct interviews, and do other necessary work on-site, if necessary, during the course of the evaluation.

The grantee will be required to report the following output data:

- Number of subgrants funded to eligible subgrantees.
- Timely and accurate reporting of subgrantee activities.
- The number of victims served by subgrantees and the type of services provided to those victims by the subgrantee.
- Number of advocates, volunteers, and service providers trained.

Financial Standards: All grantees are required to comply with the regulations and requirements outlined in the OJP Financial Guide. The Financial Guide includes information on allowable costs, methods of payment, audit requirements, accounting systems, and financial records. Copies are available from the Department of Justice Response Center (1-800-421-6770) and also through the OJP Web page: <http://www.ojp.usdoj.gov/FinGuide>.

Financial Capability Questionnaire: All nonprofit, nongovernmental organizations that apply for funding with OVC that have not previously (or within the last 3 years) received funding from OVC must complete a Financial Capability Questionnaire. The form can be found at www.ojp.usdoj.gov/oc. Please fax this form to 202-354-4147 and include the application number predominantly on the cover page and on each page of the form.

Grants Management System Registration Deadline: Applicants should register online with GMS no later than April 18, 2005. It may take up to 1 week for you to receive confirmation that

you are eligible to apply.

Application Due Date: Applications by intermediary organizations are due by 5:30 p.m. May 11, 2005, and will be accepted only through the U.S. Department of Justice's Office of Justice Programs (OJP) Online Grant Management System (GMS).

Contact Person: Celestine Baldwin
Tel. 202-616-3565
E-mail: celestine.baldwin@usdoj.gov

Application Guidelines and Instructions

How To Apply

GMS. OJP now requires that funding applications be submitted electronically through the OJP Grants Management System (GMS), which can be accessed at www.ojp.usdoj.gov/fundopps.htm. Access through the Internet to this online application system will expedite and streamline the receipt, review, and processing of requests for funding. Applications will only be accepted through the GMS online application system.

Applications submitted via GMS must be in the following word processing formats: Microsoft Word (*.doc*), PDF files (*.pdf*), or Text documents (*.txt*). To learn how to begin the online application process, please see the **Quick Start Guide to Using OJP's Online GMS** on page 9. A toll-free telephone number (1-888-549-9901) has been established to provide applicants with technical assistance as they work through the online process.

DUNS Number is Required. A Dun and Bradstreet (D&B) Data Universal Numbering System (DUNS) number must be included in every application for a new award or renewal of an award. The DUNS number will be required whether an applicant is submitting an application through GMS or using the government-wide electronic portal. An application will not be considered complete until the applicant has provided a valid DUNS number. Note: Individuals submitting applications for funding who, if successful, will personally receive a grant or cooperative agreement from the federal government are exempt from this requirement.

An Environmental Assessment may be Required. All award recipients must comply with the National Environmental Policy Act (NEPA). To ensure NEPA compliance, OVC may require some award recipients to submit additional information.

Application Review Checklist

Your GMS application must include the following:

Online Forms

- ___ **Application for Federal Assistance (Standard Form 424).** This form is generated by completing the Overview, Applicant Information, and Project Information screens in GMS.

- ___ **Ensuring Equal Opportunity Survey.** Since FY 2003, the Department of Justice has invited applicants to complete a survey entitled *Ensuring Equal Opportunity*. Applicants are prompted to complete this survey online while completing the SF 424. The survey helps the Department to better understand the types of nonprofit organizations applying for funding. Private, nonprofit applicants are strongly encouraged to complete this survey. Whether an applicant completes this survey, or the responses contained therein, is not a factor for consideration by OVC in the awarding of funds under this solicitation or any other solicitation.

- ___ **Assurances and Certifications.** The Assurances and Certifications must be reviewed and accepted electronically by the authorizing official or the designated authorizing official.

Attachments (2)

- ___ **Budget Detail Worksheet (Attachment #1).** The Budget Detail Worksheet must present a detailed budget that itemizes all proposed costs and must include a budget narrative that provides justification for all proposed costs. Applicants do not have to use the Budget Detail Worksheet Form, but they must adhere to the categories and provide all information requested on this Worksheet.

- ___ **Program Narrative (Attachment #2).** The Program Narrative must include:
 - Project Overview and Goals
 - Organizational Mission Statement and Expertise in Services to Victims of Crime
 - Project Activities and Deliverables

Quick Start Guide to Using OJP's Online Grants Management System

Step 1. Using an established Internet account, go to www.ojp.usdoj.gov/fundopps.htm. An online Applicant Procedures handbook is available on this page and applicants may link directly to OJP's Grants Management System (GMS), which provides online help screens.

Note: Applicants without an Internet account should call the GMS Hotline at 1-888-549-9901 for assistance.

Step 2. Click on "Logon to the Grants Management System (GMS)."

Step 3. Follow the onscreen instructions. First-time GMS users should click on "New User? Register Here." Applicants who already have a GMS password should click on "GMS Sign-In." Proceed to the OVC Faith-Based or Community Organizations and Victim Services Discretionary Mini-Grant Program Solicitation for your project and begin working on it (**you must do this to complete the registration process!**). Applicants will receive e-mail confirmation from OVC that they are eligible to submit an application within 7 days. Please plan ahead. Applicants can register at any time and are encouraged to do so as soon as possible. Applicants must create a separate GMS account for each application to be submitted. **Please note:** Applicants must ensure that the information for the authorizing official and alternate contact is entered correctly. The authorizing official is the individual authorized to accept grant funds in your organization. If the individual applying online is not the signing authority, that individual must list the authorizing official's name and contact information where appropriate.

Questions or problems: Applicants who have questions should refer to the online handbook or access applicable help screens. If the questions cannot be addressed by accessing the online GMS reference tools, call the GMS Hotline at 1-888-549-9901. Previous users should contact the GMS Hotline if they are having difficulty with their user ID and password.

Step 4. Complete the online Application for Federal Assistance (SF-424) by providing the required information in the Overview, Applicant Information, and Project Information screens.

Step 5. Complete the application by electronically "accepting" the Assurances and Certifications and submitting the three required file attachments: Budget Detail Worksheet, Program Narrative, and Other Program Attachments. (See the Application Review Checklist on page 8 and the Application Requirements on page 11 for detailed instructions about the information to include in each attachment). Please note that applicants must upload one file per attachment; only the most current file uploaded to the appropriate attachment will be saved as part of the application.

All sections of each attachment must be completed for your application to be considered for funding. Submit your completed application online. The GMS system will notify the applicant

that the application has been received and sent to OVC and provide an application identification number for future reference. Applicants who have questions about GMS or need technical assistance with applying online should contact the **GMS Hotline at 1-888-549-9901, Monday through Friday, 7 a.m. to 9 p.m. (except federal holidays).**

Application Requirements

Application Requirements. Applicants for OVC discretionary grant funding must submit the following information online through GMS:

1. Application for Federal Assistance, Standard Form 424.
2. Assurances and Certifications.
3. Program Attachments:

Attachment 1: Budget Detail Worksheet (including budget worksheet and budget narrative).

Attachment 2: Program Narrative.

Application for Federal Assistance (SF-424)

The Application for Federal Assistance is a standard form used by most federal agencies. It contains 18 items that must be completed online in the Overview, Applicant Information, and Project Information sections of GMS.

Assurances and Certifications

Applicants are required to review and accept the Assurances and Certifications. Please verify that the name, address, phone number, fax number, and e-mail address of the authorizing official have been entered correctly on these online forms.

Assurances. The authorizing official must review the Assurances and Certifications forms in their entirety, and the applicant must comply with these assurances to receive federal funds under this program. Failure to comply may result in the withholding of funds, termination of the award, or other sanctions. To accept the Assurances and Certifications in GMS, click on the Assurances and Certifications link and click the “Accept” button at the bottom of the screen.

Prohibition of Supplanting

Federal funds must be used to supplement existing funds for program activities and may not replace (supplant) nonfederal funds that have been appropriated for the same purpose. Potential supplanting will be the subject of monitoring and auditing. Violations can result in a range of penalties, including suspension of future funds under this program, suspension or debarment from Federal grants, recoupment of monies provided under this grant, and civil and/or criminal penalties.

Human Subject Research and Confidentiality Compliance

Generally, OVC does not fund projects that conduct research. DOJ is a signatory to the Federal policy on protection of human subjects of research, the “Common Rule.” DOJ’s incorporation of

the Common Rule is set forth in 28 Code of Federal Regulations (CFR) Part 46, Protection of Human Subjects, which requires that research involving human subjects be submitted to an independent review board for approval and that informed consent procedures be followed. The policies set forth in 28 CFR Part 46 apply to all research involving human subjects conducted, supported, or otherwise subject to regulation by any Federal department or agency that has adopted the Common Rule. Federal Funds may not be expended for research involving human subjects unless the requirements of this policy have been satisfied, if the research is not covered by an exemption set forth in 28 CFR section 46.101(b)(1).

The applicant must indicate in the application whether the project or activity includes research that may involve human subjects, as defined in 28 CFR Part 46.

National Environmental Policy Act (NEPA) Compliance

All Federal grant funds recipients are required to assist the sponsoring Federal agency to comply with the National Environmental Policy Act (NEPA) and with other related Federal environmental impact analysis requirements. Victims of Crime funds may not be used for construction costs; however, grantees may be planning building construction or renovations with its funds or moneys from third parties that relate to the use of the requested funds from OVC. In submitting an application for funding, applicants understand and agree that the assistance they may have to provide includes submitting specific information about any site proposed for construction or renovation and any activities subject to an environmental impact review. OVC and OJP will work with an applicant to meet all assessment requirements. To accomplish this, the applicant is required to inform OVC if the applicant must perform for any of its proposed activities an environmental impact analysis under a state or local requirement, or if a Federal agency is conducting an environment impact analysis. Additionally, if the applicant is anticipating any related new construction, renovation, or remodeling of a property that (1) is listed on or eligible for listing on the National Register of Historic Places; (2) is located within a 100-year flood plain; or (3) would undergo a change in its basic prior use or a significant change in size, then the applicant should contact Diane Wells, OVC's NEPA Coordinator at 202-616-1860 or e-mail diane@ojp.usdoj.gov to determine what additional information OVC requires.

Certifications Regarding Lobbying, Debarment, Suspension, and Other Responsibility Matters, and the Drug-Free Workplace Requirement. Applicants are required to review and check off the box on the certification form included in the online application process. This form commits the applicant to complying with the certification requirements under 28 CFR Part 69, "New Restrictions on Lobbying," and 28 CFR Part 67, "A Government-Wide Debarment and Suspension (Non-procurement) and Government-Wide Requirements for Drug-Free Workplace (Grants)." The authorizing official must review the Assurances and Certifications forms in their entirety. To accept the Assurances and Certifications in GMS, click on the Assurances and Certifications link and click the "Accept" button at the

bottom of the screen.

Note: Before signing the certifications, applicants should be aware that the Anti-Lobbying Act, 18 U.S.C. § 1913, was recently amended to expand significantly the restriction on use of appropriated funding for lobbying. This expansion also makes the anti-lobbying restrictions enforceable via large civil penalties, with civil fines between \$10,000 and \$100,000 per each individual occurrence of lobbying activity. These restrictions are in addition to the anti-lobbying and lobbying disclosure restrictions imposed by 31 U.S.C. § 1352.

The Office of Management and Budget (OMB) is currently in the process of amending the OMB cost circulars and the common rule (codified at 28 CFR part 69 for DOJ grantees) to reflect these modifications. However, in the interest of full disclosure, all applicants must understand that no federally appropriated funding made available under this grant program may be used, either directly or indirectly, to support the enactment, repeal, modification, or adoption of any law, regulation, or policy, at any level of government, without the express approval by OJP. Any violation of this prohibition is subject to a minimum \$10,000 fine for each occurrence. This prohibition applies to all activity, even if currently allowed within the parameters of the existing OMB circulars.

Other Required Assurances

Faith-Based Organizations. Consistent with President Bush’s Executive Order 13279, December 12, 2002, and DOJ regulation, 28 CFR Part 38, faith-based and community-based organizations that qualify as eligible applicants under OVC programs are invited and encouraged to apply for assistance awards. No eligible applicant or grantee will be discriminated for or against on the basis of its religious character or affiliation, religious name, or the religious composition of its board of directors or persons working in the organization.

Organizations that receive direct financial assistance from the Department may not engage in inherently religious activities, such as worship, religious instruction, or proselytization, as part of the programs or services funded with direct financial assistance from the Department. If an organization conducts such activities, they must be offered separately, in time or location, from the programs or services funded by the Department, and participation must be voluntary for beneficiaries of the programs or services funded with such assistance. In addition, an organization that participates in programs funded by the Department shall not, in providing services, discriminate against a program beneficiary or prospective program beneficiary on the basis of religion or religious belief.

Civil Rights Compliance. All recipients of federal grant funds are required to comply with nondiscrimination requirements contained in various federal laws, including Title VI of the Civil Rights Act of 1964 (“Title VI”), and § 1407 of the Victims of Crime Act (VOCA), as amended, § 504 of the Rehabilitation Act of 1973, and the Americans with Disabilities Act of

1990. In the event that a court or an administrative agency makes a finding of discrimination on grounds of race, color, religion, national origin, gender, disability, or age against a recipient of funds after a due process hearing, the recipient must agree to forward a copy of the findings to the Office for Civil Rights, Office of Justice Programs. All applicants should consult the Assurances required with the application to understand the applicable legal and administrative requirements.

Services to Limited-English-Proficient (LEP) Persons. National origin discrimination includes discrimination on the basis of limited English proficiency. To ensure compliance with Title VI and the Safe Streets Act, recipients are required to take reasonable steps to ensure that LEP persons have meaningful access to their programs. Meaningful access may entail providing language assistance services, including oral and written translation, where necessary. The U.S. Department of Justice has issued guidance for grantees to assist them in complying with Title VI requirements. The guidance document can be accessed on the Internet at www.lep.gov or by contacting OJP's Office for Civil Rights at 202-307-0690, or by writing to the following address: Office for Civil Rights, Office of Justice Programs, U.S. Department of Justice, 810 7th Street, NW, 8th Floor, Washington, DC 20531.

Program Access. OVC is committed to ensuring the equal access of diverse and underserved populations to the criminal justice system and victim services. "Underserved" victims may be defined not just by the types of crimes committed, but by their age, gender, level of English proficiency, disability, sexual orientation, national origin or ethnicity, race, or residence in an inner city, rural, or remote area. OVC requires applicants for discretionary funding to consider victims' individual needs, and design project proposals that ensure that resulting products and services are appropriate, accessible, and respectful of victims' autonomy and dignity.

Budget Detail Worksheet (Attachment #1)

The applicant must provide a detailed budget that: (1) is complete, cost-effective in relation to the proposed activities, and accurately reflects how grant funds will be used to accomplish the goal of the proposal; (2) shows the cost calculations demonstrating how the applicant arrived at the total amount requested; and (3) provides a supporting budget narrative to link costs with project implementation (see below for more about the budget narrative).

Applicants must submit both a budget worksheet and a budget narrative in one file. The worksheet provides the detailed computations for each budget item, and the narrative justifies or explains each budget item and relates it to project activities.

Budget Worksheet. The budget worksheet must list the cost of each budget item and show how the costs were calculated.

Budget Narrative. The budget narrative should closely follow the content of the budget worksheet and provide justification for all proposed costs. For example, the narrative

should explain how travel costs were estimated or why particular items of equipment or supplies must be purchased. The budget narrative should justify the specific items listed in the budget worksheet and demonstrate that all costs are reasonable. Applicants may refer to the sample Budget Detail Worksheet form at OVC's Web site www.ojp.usdoj.gov/ovc/fund/forms and use it as a guide in preparing the budget worksheet and budget narrative. OJP's Financial Guide, containing information on allowable costs, methods of payment, audit requirements, accounting systems, and financial records, is also available on OJP's Web site at www.ojp.usdoj.gov/oc/. This document will govern the administration of funds by all successful applicants.

Note: Total costs specified in the Budget Detail Worksheet must match the total amount on line **15.g** of the SF 424.

Program Narrative (Attachment #2)

The program narrative should not exceed 8 double-spaced pages in 12-point font with 1-inch margins and must include four separate sections: (1) project overview and goals (no more than ½ page); (2) organizational mission statement and expertise in services to victims of crime; (3) project activities and deliverables; and (4) performance measurement plan. Each section is described below.

2a. Project Overview and Goals: The application should include a one-half page summary that describes the goal of the project, activities that will be implemented to achieve the project's goal, and the partnership between the faith-based and/or community-based organizations and victim assistance communities that will be used to achieve the project goal.

2b. Organizational Mission Statement and Expertise in Services to Victims of Crime:

Applicants must demonstrate how their resources, capabilities, and experience will enable them to achieve the project goal.

2c. Problem Statement: The problem statement must describe the need for the project and provide a clear statement of how the proposed activities will address the problem.

2d. Project Activities and Deliverables: The applicant should describe the role of the partnership between the faith-based and/or community-based organization and the victim assistance communities in achieving the project goal. OVC will work with the grantee to determine the specific activities that will assist the subawardees in addressing the stated problem and in achieving the project goal. The applicant should describe staff responsibilities and provide descriptions of any products that will be developed with this funding. The application should include a basic, clear time-task-line that outlines the major activities that will occur during each month of the project, the month that any proposed products will be made available, and designate the staff person(s) responsible for all proposed activities.

Criteria: Applications will be reviewed by the OVC grant monitor for the project, using the following criteria:

Budget and Budget Narrative. The OVC grant monitor will examine the identified project tasks, milestones, and assignment of staff resources within the framework of the proposed budget. The applicant must demonstrate that there is sufficient staff and time to accomplish the proposed tasks in a cost-effective manner. Applicants must show cost-effective and efficient use of grant resources, demonstrating that all grant-related expenses are necessary for project completion. Tasks and activities described in the narrative should parallel the budget. All identified costs should accurately reflect the tasks, staff time, supplies, and travel necessary to accomplish the grant-related work, if applicable.

Reporting Requirements

Reports

The **Financial Status Report** (SF 269-A) is due quarterly, no later than the 45th day following the end of each calendar quarter. A report must be submitted every quarter in which the award is active, even if there has been no financial activity during the reporting period. The final report is due 120 days after the end date of the award. Future awards and fund draw-downs will be withheld if the financial status reports are delinquent.

The **Single Audit Report** is an organization-wide financial and compliance audit report that must be filed by recipients who expend \$500,000 or more of federal funds during their fiscal year. The audit must be performed in accordance with the U.S. General Accounting Office Government Auditing Standards.

The **Semiannual Progress Report** must be submitted by funding recipients. The progress report describes activities during the reporting period and the status or accomplishment of objectives as set forth in the approved application for funding. Progress reports must be submitted within 30 days after the end of the reporting periods, which are January 1 through June 30, and July 1 through December 31 for the life of the award. Due 120 days after the end date of the award, the final report summarizes the progress toward achieving the award's goals and objectives, describes the significant results, and identifies any products developed under the award. Report format will be provided to the recipient by OJP. Future awards and fund draw-downs may be withheld if the progress reports are delinquent. Progress reports for awards issued through the GMS must be submitted directly into the GMS system. Questions concerning GMS may be addressed to the GMS Helpdesk at 1-888-549-9901.

This document is a research report submitted to the U.S. Department of Justice. This report has not been published by the Department. Opinions or points of view expressed are those of the author(s) and do not necessarily reflect the official position or policies of the U.S. Department of Justice.

Appendix C

RFP Soliciting Sub-grantees

This document is a research report submitted to the U.S. Department of Justice. This report has not been published by the Department. Opinions or points of view expressed are those of the author(s) and do not necessarily reflect the official position or policies of the U.S. Department of Justice.

Helping Outreach Programs to Expand (HOPE) II 2005-2006

A Cooperative Agreement between the Office of Victims of Crime (OVC) and Maryland Crime Victims' Resource Center, Inc. (MCVRC) #2005-VF-GX-K032

SUBGRANTEE REQUEST FOR PROPOSALS

AWARD AMOUNT \$50,000

NUMBER OF AWARDS: 48

AWARD PERIOD: April 2006-September 2006 (This project has the potential for additional funding or an additional award period contingent on new federal funding).

GOAL: The Hope II program will create, expand, or improve victim services through faith-based and/or community-based organizations serving unserved or underserved crime victims in high-crime urban areas.

BACKGROUND:

Faith-based and/or community-based organizations have a long history of helping crime victims. More often than not, crime victims seek the comfort, guidance, and assistance of faith-based and/or community-based organizations because these organizations are trusted members of the communities in which they live. The trust and familiarity vested in these organizations by the communities they serve has translated into the ability to provide social services—counseling, shelter, emergency transportation, and other victim services – on a level not traditionally supported by the federal government. The Office for Victims of Crime (OVC) recognizes the value of these services and is promoting the greater and equitable participation of faith-based and/or community-based organizations in criminal justice programs supported by the Department of Justice through the President's Faith-Based and Community Initiative. In October, 2005, the Maryland Crime Victims' Resource Center, Inc. (MCVRC) entered into a cooperative agreement with OVC to implement a grant program designed to support, expand and improve small faith-based and/or community organizations victim services delivery in high crime, urban areas.

PROGRAM STRATEGY: OVC, through a cooperative agreement with MCVRC, will solicit proposals from faith based and/or community organizations to establish forty-eight subgrantee sites in urban, high crime areas across the United States. MCVRC will subaward each of the selected sites up to \$50,000 to: (1) increase the number of crime victims served in the target community; (2) increase training opportunities for service providers assisting victims of crime; and/or (3) increase the ability of agencies providing services to crime victims to collaborate and form networks with victim service agencies.

To obtain the desired goal of HOPE II, MCVRC will provide the following:

- Mandatory subgrantee training. Selected subgrantees must attend and participate in a 3-5 day orientation meeting in the Washington, D.C. Metropolitan area.
- On-going technical assistance and training. MCVRC will provide supervision, technical assistance, and skills training to subgrantee paid and volunteer staff. (Technical assistance activities funded under the HOPE II grant program will be conducted at no cost to the faith-based and/or community-based organization receiving awards.)
- Program evaluation and assessment. OVC, in cooperation with MCVRC through the U.S. Department of Justice, National Institute of Justice (NIJ), will undertake an evaluation of this program, by developing performance and output measures of subgrant recipients. Subgrant recipients must agree to fully participate in an evaluation of this program as a condition of funding. The mandatory program evaluation and assessment of HOPE II recipients may involve follow-up assessment measures beyond the period of funding. Every applicant must complete the attached organizational profile as part of the project assessment.
- Case management software. Subgrant recipients will be required to enter all program data into a centralized, off-site, case management system using a computer and a high-speed internet connection. MCVRC will provide one license for case management software to be used on one computer per site, free of charge. (Any additional licenses needed, which are optional, can be budgeted at 50 dollars per month, per computer). All subgrantee recipients must have by the start of the subgrant, a computer with Microsoft Windows 2000 or XP and a high-speed internet connection (either DSL or cable modem). If the subgrantee applicant does not have the above, please include these items in the budget.

ELIGIBILITY REQUIREMENTS: To be eligible to receive HOPE II grant funds, the applicant must meet each of the following:

- Must be a non-profit faith-based and/or community-based organization
- Must have the capacity to respond to underserved crime victims (These underserved victims may include, but are not limited to, victims of federal crimes; survivors of homicide victims; or victims of assault, robbery, gang violence, hate and bias crimes, intoxicated drivers, bank robbery, economic exploitation and fraud, and elder abuse).
- Must use or have the capacity to use volunteers.

ALLOWABLE COST: HOPE II funds may be used for the following:

- Volunteer Coordination (Recruitment, screening, training and coordinating volunteers to provide services to victims of crime).
- Transportation costs for victims to participate in criminal justice proceedings and

to receive other victim services.

- Local travel expenses for service providers.
- Emergency food and clothing.
- Printing.
- Interpretation and translation services.
- Advertising, marketing, public awareness.
- Equipment and furniture.
- Technology improvements.
- Training (Staff and volunteers).
- Outreach efforts/ Public presentations (HOPE II grant funds may be used to support presentations that are made in schools, community centers, or other public forums, and that are designed to identify crime victims and provide or refer them to needed services. Specifically, activities and costs related to such programs including presentation materials, brochures, and newspaper notices can be supported by HOPE II grant funds).
- Costs of boarding-up broken windows and replacing or repairing locks and any other repair or replacement related to crime.
- Child care or respite care to enable a victim to attend court or to receive needed services.
- Assisting crime victims to obtain available crime victim compensation benefits through state or local government agencies.
- Sustainability efforts.

UNALLOWABLE COST: HOPE II funds may not be used for the following:

- Salaries (Except for the Volunteer Coordinator position).
- Lobbying (please see appendix).
- Religious activities (please see appendix).
- Capital improvements to buildings rented or owned.
- Perpetrator services.
- Research and evaluation services.
- Activities directed at prosecuting the offender.
- Covering the costs of fundraising activities (paying for special event costs, direct mail costs, and other direct fundraising activities).
- Reimbursement or payment to crime victims.
- Sending individual victims to conferences.
- Medical costs.
- Crime prevention activities.
- Relocation expenses.
- Other costs unrelated to this project.

PROJECT TIMELINE: Awards are scheduled to be announced at the end of February,

2006. All subgrantees will be notified in writing. Successful subgrantees, upon notification and approval, must make travel arrangements to attend the subgrantees meeting, which will be held for 3-5 days, in May 2006 in the Metro Washington, D.C. area. All successful subgrantees **MUST** send at least one representative to attend the subgrantee meeting.

Subgrantees will be required to sign an award acceptance notice, which includes special grant conditions.

All funds must be obligated and expended by the end of the grant period (September 30, 2006).

Program Access

MCVRC, and our cooperative partner OVC, are committed to ensuring the equal access of diverse and underserved populations to the criminal justice system and victim services. Some other examples of unserved or underserved victims of crime include: DUI/DWI crash victims, survivors of homicide victims, assault victims, adults molested as children, elder abuse victims, robbery victims, other violent crime victims or any other unserved or underserved victims as demonstrated by the subgrantee applicant.

“Underserved” victims may also be defined not just by the types of crime committed, but by their age; gender, level of English proficiency; disability status; sexual orientation; national origin, ethnicity; or race. For discretionary funding, applicants are required to consider victims’ individual needs, and design project proposals that ensure that resulting products and services are appropriate, accessible, and respectful of victims’ autonomy and dignity.

Selection Procedure

The MCVRC staff will review applications for completeness and basic responsiveness to the individual solicitation. Responsive applications will be forwarded to peer review panels of individuals with expertise in the respective topic areas. A final peer review panel will score each application using specific selection criteria. The peer review panel will then generate an average score and rank for each application and make recommendations for awards to the Director of OVC, who will make the final selections.

Selection Criteria

Applications for this grant will be evaluated and rated based on the extent to which the program meets the selection criteria listed above.

Prior funding from OJP - Agencies that have never received any funding from the Office of Justice Program (OJP) will receive priority consideration as determined by OVC. Some organizations that have only received minimal funding from OJP may also receive priority consideration at the discretion of OVC.

All faith based and/or community organizations, regardless of the receipt of prior funding from OJP are encouraged to apply.

Quality of Previous Performance

Prior to making final selections for funding specific applicants, MCVRC will consider information about the performance of the subgrantees on previous grants awarded by OVC, OJP, or other Federal agencies. Emphasis will be placed on the delivery of complete, responsive products that produced tangible benefits. Applicants who failed to meet grant deadlines, did not comply with OJP financial requirements, or did not adjust to difficulties by setting revised time/task lines will not be favorably considered for funding.

HOW TO APPLY:

Due Date and Application Submission:

Applications/proposals are **due not later than January 31, 2006.**

All proposals/applications must be submitted by email to hope2@mdcrimevictims.org, as a Microsoft Word attachment no later than at 5:00pm EST. Please type "**hope2 application**" in the subject line of your email message. Incomplete applications will not be considered.

Applications can be downloaded from the MCVRC website: www.mdcrimevictims.org and/or the OVC website: www.ojp.usdoj.gov/ovc/

Completion of an Organizational Profile:

All applicants will provide an organizational profile as part of their Hope II application. The organizational profile, in conjunction with the project proposal, will assess the feasibility of project completion. MCVRC and OVC encourage agencies in need of developing or enhancing certain areas of capacity to apply, as MCVRC will assist subgrantees with capacity development. The organizational profile will serve as the baseline measure of starting capacity for all subgrant recipients.

MCVRC will not grant extensions of the due date.

Application Assistance:

Subgrantee applicants who have substantive questions about the announcement's specific requirements may access our **Frequently Asked Questions** page on the MCVRC website: <http://www.mdcrimevictims.org>. Applicants who have not had their questions answered using **Frequently Asked Questions** may contact Julie Gilbert Rosicky by e-mail only. julie@mdcrimevictims.org.

Application Kit – Instructions and Rating for Program Narrative

Program Narrative:

Submission Requirements. To justify and describe the proposed program, each applicant must submit a program narrative that **may not exceed 8 pages and must be submitted as if on an 8-1/2 x 11-inch piece of paper using double spacing, a minimum of 1-inch margins on all four sides, and a type no smaller than the standard Times New Roman 12-point font. Single-spaced and 1-1/2 spaced narratives will not be accepted. Applications that do not conform to these requirements will not be forwarded for competitive review.** The 8 page narrative limit does not include the budget or appendices.

MCVRC strongly discourages numerous lengthy appendices and attachments not directly related to the project. Because applicants are being asked to submit their proposals via e-mail, MCVRC will not receive or view videotapes and lengthy publications that are sent in the mail as examples of the grant applicant's work. Consequently, peer reviewers will not receive any material not requested under this APPLICATION/PROPOSAL. MCVRC may also redact any material received.

Required Elements: The program narrative should be numbered "Narrative page 1" and so forth. The narrative *must* include the following items in the sequence listed below.

1. *Problems to be addressed. (25 points)* The problem statement must provide a strong rationale for the project with the needs of the target population and community being well identified. Subgrantee applicants must provide specific data (including source information) about the target population. Subgrantee applicants must also identify the high-crime urban area community in which the project will operate and provide documentation and data that reflect the community's need for the faith based and/or community based services for crime victims. Examples could include but are not limited to: victimization rate statistics, court cases, client caseloads, current absence of services, and/or various indicators of risk factors. There must be evidence that the proposed program is fulfilling a unique and critical need within the community and that there is no duplication of services. The overall goal of the project must be clearly defined and linked to the target population and target community.

2. *Project Strategy/Design (25 points):* The program strategy/methodology must include sufficient detail so that the reader can understand what will be accomplished, how it will be accomplished, and who will accomplish it. Projects will be evaluated to determine how effectively they address the number of crime victims served and the number of staff/volunteers trained to serve crime victims. All proposed tasks should be presented in a way that allows a reviewer to see the logical progression of tasks and to

be able to relate the tasks directly to the accomplishment of the project goal(s). Projected activities should be realistic and reflect the project period (April 1 through September 30, 2006), necessary staff, and available funding. The project design must support the purpose and goals of the grant program. The subgrantee applicant's strategy or design must include a description of project goals, objectives, activities, and outputs. It must include a time-task plan that clearly identifies objectives, major activities and outputs within the narrative. The project design will also be examined to determine how well the project/program can be accessed by diverse and underserved victims. The plan must also provide for the submission of progress reports. All subgrantees are required to submit two narrative progress reports, one will be due on June 15th, 2006 and the final report will be due September 15, 2006. Similarly, subgrantees will be required to complete two financial reports, due on July 15th and September 30, 2006.

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

Applications must include a clear description of the applicant's management structure and previous experience with similar or related efforts if applicable. *Extensive, previous experience is NOT required in order to apply for this subgrant.*

Experienced subgrantee applicants must demonstrate how their resources, capabilities, and experience will enable them to achieve the goals and accomplish the tasks of the program for which they are applying. Points will be awarded based on the applicant's capability to undertake the project including:

- Evidence that the applicant possesses the requisite staff and expertise
- Organizational capability
- Financial capability
- A clearly defined project management plan
- Documentation of the professional staff members' unique qualifications to perform their assigned tasks
- Clearly defined areas that need further capacity development
- Clearly defined and justifiable plan to increase organizational capability

4. Sustainability (20 points): Reviewers will examine each subgrantee applicant's plans for ensuring that the program will have funding to continue beyond September 30, 2006. Subgrantee applicants should have a clear plan to leverage new sources of funding, to conduct sustainability activities, and to implement other creative ways to ensure program continuity.

5. Program Budget (10 points). The subgrantee applicant will enter budgeted items and their costs on a budget detail worksheet or a separate sheet using the budget detail worksheet as a format, with a thorough justification for all costs, including the basis for computing the costs. The budget must be complete, reasonable, and directly related to the activities proposed in the application. The Budget Detail Worksheet is located in the Forms Appendix of the application kit. Subgrantee applicants must justify the costs of individual items, such as personnel and travel, showing how the costs were

computed. In addition, applications that involve collaboration between two or more agencies and/or faith-based groups must differentiate each organization's expenses. However, the agency submitting the application will be the lead agency and responsible for all the requirements of this application and for implementation of the subgrant.

All subgrantee applicants must plan for the appropriate technology required for data reporting (e.g. high speed internet access, later versions of Microsoft Software, additional software licenses are optional).

MCVRC may require subgrantees to modify their budgets as a condition of the award.

APPENDIX

OVERVIEW OF ASSURANCES & FORMS INDEX

To review these documents you can download them from the Office for Justice Program's website. **Please note, by signing at the bottom of this page, it is unnecessary to complete and return these documents to MCVRC (except for the Budget Detail Worksheet or separate sheet using the budget detail worksheet as a format which must be completed and submitted along with a budget narrative):** <http://www.ojp.usdoj.gov/ovc/fund/forms.htm>

- Accounting System and Financial Capability Questionnaire
- Assurances Form
- Budget Detail Worksheet Form
- Certification Regarding Lobbying; Debarment; Suspension, and Other Responsibility Matters
- Civil Rights Information Form
- Disclosure Form to Report Lobbying
- Model Privacy Certificates
- Single Audit Act Information Form

I have read the foregoing documents and by signing below our organization understands the continuing requirements – as outlined by this APPLICATION/PROPOSAL and the documents listed on this page - as a subgrantee for FY 2006 for the grant entitled: Hope II. (The Budget Detail Worksheet is the only exception from the list above. The Budget Detail Worksheet or separate sheet using the budget detail worksheet as a format which must be completed and submitted along with a budget narrative).

Agency Name: _____
Project Director (signature): _____
Financial Officer (signature): _____
Chief Executive Officer (signature): _____

Please type the appropriate names on this form and email this form along with your completed application to: hope2@mdcrimevictims.org. Original signatures will be required of all successful subgrantees. Thank you.

This document is a research report submitted to the U.S. Department of Justice. This report has not been published by the Department. Opinions or points of view expressed are those of the author(s) and do not necessarily reflect the official position or policies of the U.S. Department of Justice.

Appendix D

Sub-grantee Application Review Form

This document is a research report submitted to the U.S. Department of Justice. This report has not been published by the Department. Opinions or points of view expressed are those of the author(s) and do not necessarily reflect the official position or policies of the U.S. Department of Justice.

**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:

2. Project Strategy/Design
The how and the who

(25 points)

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:

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: _____

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:

Appendix E

Sub-grantee Training Conference Materials

This document is a research report submitted to the U.S. Department of Justice. This report has not been published by the Department. Opinions or points of view expressed are those of the author(s) and do not necessarily reflect the official position or policies of the U.S. Department of Justice.

hopeII

Conference Agenda

Monday, May 22nd

Activity	Start Time-End Time	Location
Hotel Check-in	3:00 pm	Hotel Front Desk
Dinner	6:00 pm	Dining Area
Registration	6:00 pm- 8:00 pm	Auditorium Hallway

Tuesday, May 23rd

Activity	Start Time-End Time	Location
Registration	7:00 am - 8:00 am	Outside Main Auditorium
Breakfast	7:30 am - 8:00 am	Continental-auditorium hallway
Intro & Welcome	8:00 am - 8:30 am	Auditorium
Legal Files Training	8:30 am -10:30 am	A111/A113 Red & Purple
Cultural Competence	8:30 am – 10:30 am	A300 Blue & Green
Break	10:30 am – 10:45 am	
Financial training	10:45 am – 12:00 pm	Auditorium
Lunch	12:00 pm – 1:30 pm	Private Dining Area
<ol style="list-style-type: none"> 1. <u>Chief Judge Bell</u>, Maryland Court of Appeals 2. <u>John Gillis</u>, Director, Office for Victims of Crime 		
Legal Files Training	1:30 pm – 3:30 pm	A111/A113 Blue & Green
Cultural Competency	1:30 pm – 3:30 pm	A300 Red & Purple

Break	3:30 pm- 3:45 pm	
Volunteer Mgmt	3:45 pm – 5:15 pm	Auditorium
Dinner	6:30 pm	Private Dining Area
1. ½ group intros		
2. <u>Roberta Roper</u> , Founder of Maryland Crime Victims' Resource Center, Inc.		

Wednesday, May 24, 2006

Activity	Start Time	Location
Breakfast	7:30 am – 8:30 am	Auditorium hallway
Victim Services Panel	8:30 am – 10:00 am	Auditorium
Break	10:00 am – 10:15 am	
Faith & Victim Services Panel	10:15 am – 11:45 am	Auditorium
Lunch	12:00 pm – 1:00 pm	Private Dining Area
1. ½ of group intros		
2. <u>Richard Pompelio</u> , New Jersey Crime Victims' Law Center		
Victim Rights & Legal Services Panel	1:00 pm – 2:30 pm	Auditorium
Break	2:30 pm – 2:45 pm	
Allied Professionals Panel	2:45 pm – 4:15 pm	Auditorium
Policies and Procedures: Grant Implementation	4:15 pm – 5:15 pm	Auditorium
FREE NIGHT!!		

Thursday, May 25, 2006

Activity	Start Time – End Time	Location
Breakfast	7:30 am – 8:00 am	Auditorium hallway
Evaluation Presentation	8:00 am – 8:30 am	Auditorium
Strategic Planning Intro	8:30 am – 10:00 am	Auditorium
Break	10:00 am – 10:15 am	Make way to Workshop Room
Workshop #1	10:15 am – 12:00 pm	A111/A113
Workshop # 2	10:15 am – 12:00 pm	A 300
Workshop # 3	10:15 am – 12:00 pm	A 302 (22 people capacity)
Lunch	12:00 pm – 1:00 pm	Private Dining Area
Workshop #1	1:00 pm – 2:30 pm	A111/A113
Workshop #2	1:00 pm- 2:30 pm	A 300
Workshop #3	1:00 pm – 2:30 pm	A 302 (22 people capacity)
Break	2:30 pm - 3:00 pm	
Workshop # 1	3:00 pm – 4:30 pm	A111/A113
Workshop # 2	3:00 pm – 4:30 pm	A 300
Workshop # 3	3:00 pm – 4:30 pm	A 302
Summary, Q & A	4:30 pm – 5:30 pm	Auditorium-Sites Present
Banquet Dinner	7:00 pm	Private Dining
1. <u>Herman Ingram</u> , Governor's Office of Crime Control and Prevention		

Friday, May 26, 2006

Activity	Start Time – End Time	Location
Breakfast	7:30 am – 8:00 am	Auditorium Hallway
Budget Approvals	8:00 am -12:00 pm	Auditorium
Finish	12:00 pm	

hope II

Name of
Organization

Title: Volunteer Coordinator

Location:

State:

Country:

Category: Other

Compensation: Market Rate

Description: The Volunteer Coordinator is responsible for the recruitment and management of volunteers to assist victims of crime or to train advocates to assist crime victims. The Coordinator manages the entire volunteer program, including the development of the volunteer program (volunteer manual, volunteer job description(s), program policies and procedures, outcome measurement, accountability); volunteer recruitment, screening, orientation, training, supervision and recognition. The Coordinator will track and document the number of volunteers, all volunteer hours provided as well as other program outcomes as specified by the funder, enter weekly data about program progress, clients served, including whether victims were told of their rights, and notified regarding victims' compensation, advocates trained, and capacity building efforts into a remote database provided by the funder, prepare monthly and quarterly narrative progress reports summarizing weekly data and contacts. The volunteer coordinator will conduct and report on regular (specify the interval) volunteer supervision meetings, provide (specify the interval or amount of hours) on-going training, and create, maintain, and report on (specify the interval) a volunteer newsletter or interactive website, or web newsletter or some other method as specified by the program as a way of keeping in touch with the volunteers in addition to by email or by phone.

Other responsibilities include working in conjunction with the (name of other agency staff that the VC would work with) and Executive Director to execute general organizational outreach/marketing plans. This position reports to the (name of staff person within agency that VC reports to). Ideal candidate will be available to work a flexible schedule as many volunteer related events can take place in the evenings or on occasional weekends.

Skills Required: Experience with volunteer management and as a volunteer or appropriate educational experience; program management experience preferred; fundraising experience a plus; demonstrated ability to multi-task and plan; strong organizational and written and verbal communication skills; public speaking and presentation skills, self-starter with enthusiasm and initiative; impeccable attention to detail, flexibility and sense of humor. Software skills should include proficiency in Microsoft Office, website experience, PowerPoint, and the ability to learn new database programs. Must be a team player, a very good listener and be able to relate to diverse populations.

Education Requirements: Bachelor's degree from accredited institution in a related field or relevant professional experience.

Comments: A car is required for this position.

To apply please fax your resume to _____ or email it to _____, Attn:

Travel Required:

Benefits:

Retirement

Benefits:

Date Entered:

ATTRACTING AND KEEPING THE BEST VOLUNTEERS – A WORKSHEET

2 Rules for Success

Recruitment Rule:

#1 Match what a person CAN & WANTS to do!

Retention Rule:

#2 Provide Open Communication, Satisfaction & FUN!

Put these rules into action:

- Develop/Update your Volunteer Program Plan
 - Mission, Vision, Needs Assessment, Goals, Budget
 - Policies and procedures, risk management
 - Write job descriptions – know the trends
- Activate an *ongoing* volunteer recruitment program
- Establish an *ongoing* volunteer training program
- Provide assessment, feedback & reward

Top 4 Recruitment Strategies

1. Take care of your current volunteers –
They are your best source of new volunteers
2. Use events to attract volunteers
3. Tap Volunteer Centers
4. Tap civic groups & local employers

3 Musts for Keeping Volunteers

1. Match volunteers to job
2. Orientate volunteers to organization & job
3. Reward volunteers
Meaningful Reward = What's of Value to Volunteer +
Affordable/Appropriate for Organization

1 Action Item – Commit to today!

Notes & Action Items!

ATTRACTING AND KEEPING THE BEST VOLUNTEERS – RESOURCES

Resources

www.Idealist.org Idealist is a project of Action Without Borders, which connects people, organizations, and resources to help build a world where all people can live free and dignified lives. You can search over 53,000 nonprofit and community organizations in 165 countries. Their Nonprofit Career Center lists hundreds of job and internship listings.

www.energizeinc.com – Energize, Inc. is an international training, consulting and publishing firm specializing in volunteerism with cool tools and neat links, including low cost ebooks!

www.compasspoint.org – Board Café is the electronic newsletter exclusively for members of nonprofit boards of directors. Short enough to read over a cup of coffee, Board Café offers a menu of ideas, information, opinion, news, and resources to help board members give and get the most out of board service. Published by CompassPoint, a consulting firm in CA.

www.mapnp.org/library/staffing/outsrcng/volnteer/volnteer.htm – The Management Assistance Program (MAP) for Nonprofits, in St. Paul, Minnesota, hosts this Free Management Library which offers a host of information, tips and links.

http://charitychannel.com - The CharityChannel community is comprised of nonprofit sector professionals from around the world who volunteer their time, advice, information, tips and articles for the benefit of the community. Their site is open to the public and visitors are invited to become involved.

www.PointsofLight.org/catalog – Points of Light Foundation Volunteer Management Catalog has publications on many topics.

www.volunteertoday.com – Volunteer Today is an e-newsletter for those who manage the work of volunteers in nonprofit, government or corporate programs.

http://www.volunteermatch.org - VolunteerMatch is an online service where organizations and programs can list volunteer positions at no charge. Individuals can then search for volunteer positions in a geographic area of interest.

http://www.nationalserviceresources.org – National Service Resource Center's list includes resources and links on volunteerism and volunteer management

Contact Your Presenter

Fay Mauro, Executive Director
Volunteer Center for Anne Arundel County
2666 Riva Road, Suite 130
Annapolis, MD 21401
410-897-9207 * fay@volunteerannearundel.org

Volunteer Management Worksheet

Basic Elements of a Volunteer Program. Rate each element for your organization
Rating Scale: 1 - It exists and is effective; 2 - It exists but needs improvement; 3 - It doesn't exist and we must have it

Basic Elements of an Effective Volunteer Management Program	Rating Scale 1-3	Action Plan for Improvement
Organization has a good understanding of volunteering and related issues, including Mission and Vision for Vol. Program		
Written plan for Volunteer Program (size, scope, expectations, etc.)		
Written volunteer position descriptions		
Each volunteer has a mentor and a supervisor		
Recruitment of Volunteers:		
<input type="checkbox"/> Written recruitment plan		
<input type="checkbox"/> Marketing & media materials (brochures, flyers, PSAs etc)		
<input type="checkbox"/> Recruitment presentation		
<input type="checkbox"/> Ongoing networking plan (Volunteer Center, frequent sources, etc)		
Formal Interview process for potential volunteers		
Formal screening process (reference, criminal record, other checks as approp.)		
Trial period for new volunteers		
Written volunteer agreement with policies clearly stated		
Written Volunteer Handbook		
Formal Volunteer Orientation to agency and to position		
Formal volunteer training program		
Regular volunteer evaluations		
Volunteer recognition program		
Insurance coverage/risk management assessment		
Formal volunteer exit interview		
Formal training for staff working with volunteers		
Annual review of volunteer program		

Ad from Maryland Association of Nonprofits website

Title: Volunteer and Learner Outreach Coordinator
Location: Baltimore City
State: MD
Country:
Category: Other
Compensation: Market Rate

Description: The Volunteer and Learner Outreach Coordinator is responsible for the recruitment and management of volunteers and for program outreach for South Baltimore Learning Center (SBLC). The Coordinator manages the entire volunteer tutoring program, including learner intake, pre and post testing, volunteer orientation and training, volunteer/learner matching and pair follow-up. The Coordinator will prepare and conduct quarterly volunteer/tutor support meetings or trainings; provide volunteer tutors and learners with on-going academic support and training; track and document volunteer hours and tutored learner hours as well as learner outcomes per established program and grant goals; and create and maintain bi-monthly volunteer newsletter. The Coordinator also assists in the management of indirect service volunteers.

Other responsibilities include recruiting adult learners for all SBLC programs including ABE/GED, Community Technology Center classes, and External Diploma Program and working in conjunction with the Director of Development and Executive Director to execute general organizational outreach/marketing plans. This position reports to the Director of Development and Marketing.

Ideal candidate will be available to work flex schedule including one and a half evenings per week and an occasional weekend commitment.

Skills Required: Experience with volunteer management and as a volunteer; program management experience preferred; fundraising experience a plus; demonstrated ability to multi-task and plan; strong organizational and written and verbal communication skills. Software skills should include proficiency in Microsoft Office, website experience, PowerPoint, and the ability to learn DonorPerfect database system. Must be a team player and be able to relate to diverse populations of SBLC adult learners and possess a strong interest in field of adult literacy.

Education Requirements: Bachelor's degree from accredited institution in a related field.

Comments: A car is required for this position.

To apply please fax your resume to 410-XXX-XXX or email it to info@aaabbbccc.org, Attn: Susan Smith.

Travel Required: no

Benefits: yes

Retirement Benefits: yes

Date Entered: March 21, 2006

Another Ad for a Volunteer Coordinator

Title: Volunteer Coordinator
Location: Baltimore
State: MD
Country: USA
Category: Administrative
Compensation: 30k to 40k

Description: Volunteer Coordinator – Experienced person to coordinate volunteers for \$2 million non-profit org. Coordinate assignments, arrange orientation and training, maintains database. Reports to Director of Education.

Skills Required: Excellent interpersonal, communication, organization and computer skills. Valid driver's license.

Education Requirements: Relevant college degree and 3 yrs exp. Additional experience may substitute for 4 year degree.

Comments: Competitive salary and benefits. Send resume and salary requirements to Alzheimer's Association, xyz, Timonium, MD . E.O.E.

Travel Required: no

Benefits:

Retirement Benefits:

Date Entered: March 20, 2006

Description of Volunteer Position

Position title: _____

Position objectives: _____

Examples of work to be performed:

1. _____
2. _____
3. _____
4. _____
5. _____

Duration:

Length of commitment: _____

Estimated total hours: _____

Scheduling

___ volunteer's discretion

___ as needed by agency _____

Agency location/environment:

Position qualifications required:

1. _____
2. _____
3. _____
4. _____
5. _____

Volunteer's benefits:

1. _____
2. _____

Agency Staff : _____ **Phone:** _____

Volunteer Recruitment Planning

Position for which volunteers are being sought: _____

What are the Skills/Attitudes/Traits needed to do this job? (What type of person could do this job, and would enjoy doing the job, what would they look like? Cover age, sex, hobbies, possible occupations, related interests, etc.)

1. _____
2. _____
3. _____
4. _____
5. _____

Based on this information, where might we find this type of person? (Think about the type of work, educational institutions, leisure time organizations and activities, publications they might read, part of city/county where they might live, etc.)

1. _____
2. _____
3. _____
4. _____
5. _____

What motivations for this person might we appeal to in our recruitment effort? (Self-help, job enhancement, socialization, learning new skills, career exploration, leadership testing, giving back to the community, etc.)

1. _____
2. _____
3. _____
4. _____
5. _____

Develop a Recruitment Message

1. Why should this job be done? What is the need in the community? What might happen if this job is not done? Use statistical data and examples to illustrate the situation or problem area. Try not to discuss the situation in terms of how it effects your agency, but focus on the impact on clients and the community as a whole.

2. What will the benefit be to the client/community if the job is done? What will the work accomplish? What changes will it make in people's lives? What sense of accomplishment might the volunteer feel if they complete the job?

3. What might be the possible fears and objections concerning this job, which must be addressed? Who would be the potential clients? The subject/topic area? The general nature of the work? The skills required? Area/location covered? Potential liability?

4. What might be the personal benefit for the volunteer in doing the job? What skills/experience might be acquired? Is there free parking? An opportunity for socializing?



✓ VOLUNTEER CENTER FOR ANNE ARUNDEL COUNTY, INC.

Helping People Volunteer

The following lists are provided to help you begin to think about the wide range of individuals and groups that may want to support your volunteer efforts

Where to Look for Volunteers

Advocacy groups
Business and professional organizations
Chambers of Commerce
Churches and religious groups
College Service Learning and Internship Programs
Conferences/Special Events
Corporations and small businesses
Employment Assistance Programs
Families
Job seekers
Workforce Development other job training programs
Military units and retired military personnel
New residents of the community
Parents' groups
Public agencies and retired personnel
Realtors (welcome packages often include volunteer information)
Rehabilitation agencies/programs
Retired Executives, Teachers (associations of)
Scout troops or other youth groups
Senior citizen groups
Senior Centers
Service organizations such as Kiwanis, Rotary Clubs and Junior Leagues
Sororities and Fraternities
Students seeking internships and service opportunities
Student vocational training programs
Unions and Trade Associations
United Way
University/college/community college organizations
Volunteer Center

Places to Distribute Recruitment Information

Billboards
Businesses
Chambers of Commerce
Churches
Community Centers
Corporation and Utility Buildings
Doctor's Offices
Job Counseling Offices
Libraries
Listserves, Electronic Bulletin Boards and Web sites
Newsletters
Newspapers
Personnel Directors
Pre-retirement Seminars
Public Service Announcements
Schools and Universities
Senior Centers
Service Clubs
Shopping Centers
Speakers' Bureaus
TV and Radio Stations
University Job Offices
Volunteer Center

Don't forget about the Internet! Look into posting volunteer opportunities on your organization's Web site or on one of the many online resources designed to promote volunteerism, including the **Volunteer Center's** 1-800-Volunteer.org resource for Partner Agencies.

Volunteer Training Worksheet

1. Who are the individuals or groups receiving the training? What level of experience do they have in the area of this volunteer assignment?
2. What information, experience and attitudes do you want your volunteers to gain from the training?
 - A. Information might include knowledge about the position and the recipients of the service, project details, knowledge of the system.
 - B. Experience may include role-play activities, or practice doing something such as developing an action plan or operating equipment needed for the job.
 - C. Attitudes may include a sense of ability to effectively do the job and a clear sense of purpose and direction.
3. In what order should the above information be presented so it is easily understood and useful to the recipient?

4. What are the available formats for delivery of training?

Self-study

- Videotape
- Book/manual
- Magazine/newsletter

One-on-one assistance

- Telephone technical assistance
- Mentor/buddy system
- Assigned staff

Training event/workshop

- Group discussion
- Role-play
- Lecture
- Exercise
- Worksheet development

5. Who should be involved in designing and/or delivering the training? Consider those who have facilitative skills, technical knowledge and experience, coworkers, and those with the ability to build credibility and positive relationships.

6. Who should be involved and/or informed of this training?

- Supervisors
- Co-workers
- Board Members
- Volunteers
- Clients
- Other:

Volunteer Intake Form

Name: _____

Address: _____

City: _____ State: _____ Zip code: _____

Phone: Home: _____ Work: _____

Emergency contact: _____ Phone: _____

Skills And Interests

Educational background _____

Current job _____

Hobbies, skills and interests _____

Preferences in volunteering

1. Is there a particular type of volunteer work that interests you? (Check all that apply)

- | | |
|---|---|
| <input type="checkbox"/> Working one-on-one | <input type="checkbox"/> No preference |
| <input type="checkbox"/> Working directly with staff | <input type="checkbox"/> Assisting several clients at the same time |
| <input type="checkbox"/> Doing general office administration | <input type="checkbox"/> Public speaking, fundraising, etc. |
| <input type="checkbox"/> Research, training or special projects | <input type="checkbox"/> Working in/with groups |

Other: _____

2. Do you have an interest in working with a particular person or group? (Check all that apply)

- | | | |
|--|---------------------------------------|--|
| <input type="checkbox"/> No preference | <input type="checkbox"/> Adults | <input type="checkbox"/> Seniors |
| <input type="checkbox"/> Teens | <input type="checkbox"/> Children | <input type="checkbox"/> Individuals with disabilities |
| <input type="checkbox"/> Staff | <input type="checkbox"/> Males | <input type="checkbox"/> Females |
| <input type="checkbox"/> Animals | <input type="checkbox"/> Other: _____ | |

3. Is there any group that you would not feel comfortable working with?

no yes: _____

Availability

1. What times or days are you interested in volunteering?

I am flexible weekdays weekends
 days evenings other

2. Is there a specific area/ location where you want to do your volunteer work?

no yes: _____

3. How do you plan to get to your volunteer site?

private auto public transportation: _____ other: _____

Background verification

1. Have you ever been convicted of a criminal offense?

Yes No

2. Have you ever been charged with neglect, abuse, or assault?

Yes No

3. Have you ever had your driver's license suspended or revoked in any state?

Yes No

4. Do you use illegal drugs?

Yes No

5. Do you have any physical limitations or under doctors care which might limit your ability to perform certain jobs?

No Yes: _____

6. Please list two non-family references that we may contact:

Name: _____ Phone: _____

Address: _____

Name: _____ Phone: _____

Address: _____

7. How did you hear about our Organization/Agency?

Print advertisement Radio/TV Volunteer Center
 From another agency School A friend
 Other: _____

Volunteer Interview Record

Name of Volunteer: _____ Date: _____

Interviewer: _____ Phone: _____

I. Review of Intake Form

Review and clarify information on Volunteer Intake Form. Make corrections as necessary and make additional comments below.

II. Interview Questions

1. What attracted you to our organization/agency? What aspect of our work motivates you the most to volunteer here?

2. What benefits do you expect to gain from your volunteer experience? What would make you feel successful?

3. What did you enjoy about a previous volunteer experience? About previous paid employment?

4. Describe your ideal supervisor. What supervisory style do you prefer to work under?

5. Do you prefer to work on your own, with a partner, or in a group? Why?

6. What skill do you feel you have to contribute?

7. What information may I provide you about our organization/agency?

Reference Check

Date: _____

Name of Volunteer: _____

Reference name: _____ Phone: _____

Address: _____

Reference Check Questions:

1. How long have you known the applicant? In what capacity?

2. How would you describe the applicant?

3. Describe how the applicant gets along with people.

4. Describe the applicant's ability to get along in a group.

5. Describe the positive skills or traits of the applicant.

6. Describe any negative traits or weaknesses.

7. How comfortable would you be having this applicant work on a project for you?

8. Are you aware of any negative history or behavior associated with this individual that may disqualify them from the position? (explain)

9. The volunteer position the applicant is being considered for is _____.
Do you think the applicant would be good at this job? __Yes __No (explain)

10. Is there any other information that you would like to add that would be helpful in making a good decision?

Release and Waiver of Liability

Name: _____

Address: _____

Phone: _____

Emergency Contact: _____

Relationship: _____ **Phone:** _____

I release, and hold harmless your organization and the sponsors of the volunteer site from any and all liability claims, and causes of action, of whatever kind or nature (including any injury caused by negligence) incurred in conjunction with the volunteer service.

In addition, your organization has my permission to use any photographs or videos taken for publicity purposes.

Signature: _____

Date: _____

If volunteer is under the age of 18, parent of guardian must sign here.

Signature: _____

Date: _____

Background Check Release Form

I, (Print name of applicant), give permission for (Agency name) to perform a check of my background to include:

(Have applicant initial next to each category they are giving permission for)

Criminal record Driving record
 Past employment/volunteerism
 Finances Education
 Personal references Physical/physician

I understand that I do not have to consent to this background check, however refusal to do so may exclude me from consideration for certain types of volunteer opportunities.

I understand that information collected during this background check will be limited to what's appropriate for the volunteer position that I'm being considered and all information during the check will be kept confidential.

Additionally I extend permission to those individuals or agencies contacted for the purpose of this background check to give their honest evaluation of my suitability for the described volunteer work and other information as deemed appropriate.

Signed: _____ Date: _____

Agency & Volunteer Agreement

The intent of this agreement is to assure you of our deep appreciation of your services and to indicate our commitment to making your volunteer experience a productive and rewarding one.

AGENCY

We, _____ (agency), agree to accept the services of
_____ (volunteer) beginning: _____

and we commit to the following:

1. To provide adequate information, training, and assistance for the volunteer to be able to fulfill the responsibilities of their volunteer position.
2. To ensure supervisory assistance and performance feedback to the volunteer.
3. To respect the skills, dignity, and individual needs of the volunteer, and to accommodate those needs as much as possible.
4. To be receptive to any comments from the volunteer regarding ways to improve our services.
5. To treat the volunteer as a team member, jointly responsible to carry out the agency's goals.

VOLUNTEER

I, _____, agree to serve as a volunteer and commit to the following:

1. To perform my volunteer duties to the best of my abilities.
2. To follow agency rules and procedures, including record keeping requirements and confidentiality of agency and client information.
3. To be punctual and consistent in reporting to my volunteer site, or provide ample notice so other arrangements can be made.
4. To remember that I am a team member responsible for fulfilling the agency's goals.

AGREED TO:

Volunteer: _____ Date: _____

Agency Representative: _____ Date: _____

6. Area where improvement, change, or additional training would be desirable suggested course of action: _____

7. How does the volunteer feel about staying in this position? What change in responsibilities or procedures would improve the ability for the volunteer to continue to contribute? _____

8. What are the major goals the volunteer needs to accomplish in their position between now and the next evaluation period?

1. _____

2. _____

3. _____

4. _____

5. _____

Next evaluation date: _____

Signatures: Supervisor: _____ **Date:** _____

Volunteer (optional): _____ **Date:** _____

Volunteer Personnel Record

Name: _____ Date: _____

Address: _____

Telephone (Home): () _____

(Work): () _____

Email: _____

Social Security Number: ____ - ____ - ____

In case of emergency, contact: _____

Phone: _____

Health or physical information: _____

Start date: _____

End date: _____

Volunteer Positions Held:

- a. _____
- b. _____
- c. _____

Comments: _____

Evaluation and Feedback for Volunteer Position

Volunteer Name: _____ Dates covered: _____

Volunteer position: _____ Evaluation date: _____

1. Position objectives

	Not met		Satisfactory		Superior
A. _____	1	2	3	4	5
B. _____	1	2	3	4	5
C. _____	1	2	3	4	5
D. _____	1	2	3	4	5
E. _____	1	2	3	4	5

2. Personal job interaction

	Needs Improvement		Satisfactory		Excellent
A. Volunteer – Volunteer relationships	1	2	3	4	5
B. Volunteer – Staff	1	2	3	4	5
C. Volunteer – clients	1	2	3	4	5
D. Meeting hour commitments and job deadlines	1	2	3	4	5
E. Personal Initiative	1	2	3	4	5
F. Flexibility/adaptability	1	2	3	4	5

3. Supervisor's remarks referencing the above areas: _____

4. Volunteer's remarks referencing the above areas: _____

5. Greatest achievement during this evaluation period: _____

6. Area where improvement, change, or additional training would be desirable suggested course of action: _____

7. How does the volunteer feel about staying in this position? What change in responsibilities or procedures would improve the ability for the volunteer to continue to contribute? _____

8. What are the major goals the volunteer needs to accomplish in their position between now and the next evaluation period?

1. _____
2. _____
3. _____
4. _____
5. _____

Next evaluation date: _____

Signatures: Supervisor: _____ Date: _____

Volunteer (optional): _____ Date: _____

Volunteer Dismissal Form

Volunteer name: _____

Volunteer position: _____

Supervisor name: _____

1. Reason for dismissal (check all that apply)

- Provided false or misleading information on volunteer application
- Absenteeism
- Tardiness
- Unable to perform the work, physically or mentally
- Inability to work with staff, clients or other volunteers
- Failure to follow agency policies and procedures
- Breach of confidentiality
- Failure to meet job performance standards
- Insubordination
- Intoxication or drug use
- Other

2. Explain and give examples of behavior in reference to the above checked items:

3. Provide dates and type of counseling provided to the volunteer in attempt to correct improper behavior. _____

4. Volunteer dismissal date: _____

5. Name of person conducting discharge meeting: _____

6. Written notice of discharge provided to:

Volunteer Appropriate staff Appropriate Clients Other _____

Attach copies of all records and materials related to this dismissal.

Volunteer Program Volunteer Assessment

1. **How long have you been volunteering at our agency?** _____
2. **Do you feel that volunteers are accepted and welcomed by agency staff?**
 well accepted normally well accepted, but some exceptions
 not well accepted normally not well accepted, but some exceptions
3. **Do you feel volunteers are involved in decisions that affect their work?**
 well-involved occasionally involved not well involved
4. **Do you feel that volunteers are accepted and welcomed by clients?**
 well accepted mixed response not well accepted
5. **Do you think volunteers are comfortable with the jobs they're assigned?**
 comfortable not very comfortable unsure
6. **Do you feel volunteers are provided an adequate agency orientation prior to starting?** yes no don't know
7. **Do you feel volunteers are provided proper training to fulfill their job requirements?** yes no unsure
8. **Does your volunteer position match its job description?**
 yes no don't know, wasn't provided one
9. **Do you find your volunteer work interesting, challenging and rewarding?**
 yes somewhat no (explain): _____

10. **Do you think volunteers are provided enough feedback from agency staff/supervisor?**
 yes no somewhat don't know
11. **Is there an adequate opportunities for increasing responsibility at this agency?**
 yes no uncertain
12. **Do you know of any new areas/jobs that volunteers might be of help in this agency?**

Summary of the Hope II Grantees' Meeting

There were 52 attendees at the Hope II Grantees' Meeting representing 29 sites, and 18 states. Of the 52 evaluations that were handed out, MCVRC received 19 back for a response rate of 37 percent. The conference evaluations were completed anonymously.

Conference evaluation questions were goal focused (targeting the attendees' ability to execute a specific task, be able to obtain more information about a topic, be able to describe a few key points about a topic, seek out further assistance about a topic, etc.). A scale of 1-5 was used to give attendees a wide range of choices: from strongly disagree, (1) to strongly agree (5). The following are the averages based on the answers received. The total average score (combining all the scores and averaging them) was 4.19.

After attending the **Legal Files** Training I can:

- | | |
|---|------|
| 1. load remote server | 4.26 |
| 2. follow steps to enter data | 4.26 |
| 3. be able to enter the data | 4.26 |
| 4. contact approp. person for assistance. | 4.74 |

After attending **the cultural competence** training I can:

- | | |
|---|------|
| 1. Describe barriers | 4.54 |
| 2. Articulate ways to overcome barriers | 4.42 |
| 3. Identify strategies to enhance communication | 4.47 |
| 4. Identify language resources | 3.78 |

After attending the **financial reporting** session, I can:

- | | |
|--|------|
| 1. Illustrate how to complete financial reports | 4.11 |
| 2. Identify time frame to turn in reports | 4.50 |
| 3. Describe additional resources about Gov. \$ mngt. | 4.06 |
| 4. Appropriately attach receipts to report | 4.44 |
| 5. describe financial checks and balances | 4.22 |

Lunch time speaker: Judge Bell

- | | |
|---|------|
| 1. How informative was the presentation | 3.77 |
| 2. Examples of useful information | |

Clearly described the roles of the Judges in the criminal justice system, gave some best practice ideas

After attending the **volunteer management** presentation I can:

- | | |
|--|------|
| 1. Describe volunteer recruitment/screening process | 3.74 |
| 2. Describe volunteer management process | 3.63 |
| 3. Describe approp./inapprop. volunteer activities | 3.84 |
| 4. Describe how to hire an effective volunteer coordinator | 3.95 |
| 5. Describe how to use volunteers to serve crime victims | 3.84 |
| 6. Describe how to wk with diverse volunteers | 3.63 |

Dinner speaker: Roberta Roper

1. How informative was the presentation: 4.84
2. Examples of useful information

Compassion, Commitment, Persistence, How important it is to be a crime victims advocate; Roberta did an excellent job in describing her personal loss and how her family was empowered to advocate on behalf of victims and their families. If it is to be, it is up to me! Very informative. Head and heart dynamics helpful. That crimes are not statistics - they affect families so deeply. That we must never give-up. (there were many more such comments)

After attending the victim services panel presentation:

1. Describe different agencies in the victims field 4.43
2. Define the roles that agencies play 4.13
3. Find local and national resources to enhance services 4.53

After attending the faith services panel:

1. Define spiritually sensitive services 4.16
2. Outline a model of effective collaboration 4.17
3. Identify tools for faith and secular to work together 4.00

Lunch time speaker: Richard Pompelio

1. How informative was the presentation 4.81
2. Examples of useful information: victims rights, compassionate, How important it is to be resourceful in our pursuit to help victims and their families. You can either give up or fight back. I will remember his passion and his activism surrounding the death of his own son. His vivid descriptions of his feelings and healing process were very helpful. Persistence. I will utilize lawyers or advocates in offering service to victims of crime in Fort Wayne. The pain of a father and the passion of an advocate.

After attending the victim rights and legal services panel:

1. Understand the legal and civil justice systems 4.17
2. Understand the victims' role 4.22
3. Describe victims' rights 4.0
4. Gain access to resources in my community 4.17
5. Describe inapprop. Ways to exercise rights 4.11

After attending the allied professionals panel:

1. Describe the roles of various professionals 4.0
2. Describe various services 4.0
3. Research and locate resources 3.88
4. Describe the role of VINE 4.0

After attending **federal money and faith based organizations:**

- | | | |
|----|--|------|
| 1. | Identify 4 allowable actives | 4.53 |
| 2. | Identify 3 non-allowable activities | 4.53 |
| 3. | Summarize the federal rules and guidelines | 4.35 |

After attending **MCVRC Policies and Procedures** I can:

- | | | |
|----|--|------|
| 1. | Describe general policies and procedures | 4.11 |
| 2. | Identify appropriate course of action | 4.31 |

After attending the **evaluation presentation:**

- | | | |
|----|--|------|
| 1. | Define the role of NIJ | 3.84 |
| 2. | Define my expected participation in the evaluation | 4.00 |

After attending the **strategic planning**

- | | | |
|----|-----------------------------------|------|
| 1. | Describe the components of | 4.16 |
| 2. | Understand why it is so important | 4.47 |
| 3. | Put a strategic plan to use | 4.21 |

After attending the **capacity building**

- | | | |
|----|---|------|
| 1. | Discover 5 funding strategies | 4.33 |
| 2. | Local resources for more info on fund development | 4.38 |
| 3. | Identify web resources for grant/foundation research | 4.47 |
| 4. | Articulate org. needs broken down goals, obj. etc. | 4.00 |
| 5. | Obtain specific resources for boards/volunteers | 4.22 |
| 6. | Describe how marketing assists with board recruitment | 4.16 |
| 7. | Obtain resources on marketing/PR | 4.11 |

OVERALL comments

Helpful

Grant foundation training, cultural competence, board volunteer training, overall info provided was informative, financial reporting, volunteer management, panels, legal files training, capacity building, victim services and victim rights, staff was extremely helpful, understanding federal guidelines, victim compensation, strategic planning, national resources and accessing them, this was such a power-packed conference, thank you,

Least Helpful

NIJ Evaluation, overall state of confusion by representatives, fundraising, strategic planning (already done that), faith services panel, the entire training was helpful, cultural competence was done well but no helpful material to me, volunteer management material too superficial, faith victim services- too obvious, allied professionals- too basic, computer training, Board info, hypothetical exercises, marketing, the fundraising/resource development was not as good as the others

How would you improve

More interactive, shorter sessions, more time off in the evenings, make dinner optional, too much data at one time, provide more documents to support topics without the constant speakers, lengthen the conference to five days, shorten the days, challenging to retain so much info, a choice in which workshops to attend, more time to network, let participants choose topics, get rid of exercises, hold off on questions till the end of presentations, reduce the number of presenters, make sessions longer to thoroughly digest the material. The information on resource development was excellent but the facilitators were mismatched, break up the capacity building by putting an activity between each session, days were too long!!, more time on grant management, budget approval, tightening goals and objectives, more specific useful website info for the states represented, train mentors and ask them to train us regionally, then national staff can join in later- this would save money, use more videos, put a copy of evaluation in the actual binder, more time with mentors, I think the difficulty with the schedule was unavoidable when you have so much info to get out

Appendix F

Site Visit Protocols

This document is a research report submitted to the U.S. Department of Justice. This report has not been published by the Department. Opinions or points of view expressed are those of the author(s) and do not necessarily reflect the official position or policies of the U.S. Department of Justice.

HOPE II Interview Protocol Final Site Visit with MCVRC

HOPE II Objectives and Implementation
1. What were your expectations for the HOPE II Grant? <i>[PROBE: goals, management, reporting/paperwork]</i>
2. Has the grant process differed from what you originally expected? a. If so, how? <i>[PROBE: goals, management, reporting/paperwork]</i>
3. How does it compare to other grants that your organization has obtained?
4. How did you deliver services to the FBCOs? How did you supervise and monitor the site mentors? a. What arrangements are made for the provision of other services such as referrals? b. [IF FAITH BASED] What role does faith play in the delivery of services to victims?
HOPE II Objectives and Implementation
5. How did <i>[organization name]</i> propose to use the HOPE II sub-grant in your application? a. How did this fit with your agency's other priorities at the time?
6. Have your organization's priorities evolved or changed since you received the HOPE II grant? If so, how? Why?
7. Have the goals for use of HOPE II funds evolved or changed over time? If so, how?
8. Have the strategic activities to realize the goals evolved or changed over time? If so, how?
9. If <i>[organization name]</i> had not won the HOPE II grant, what would have happened? <i>[PROBE: Would program still exist? Would you be able to do the same types of activities? Would you be able to serve as many clients?]</i> a. Would your organization have been able to get comparable resources from another funding source? b. Would your organization have prioritized the same strategic goals and activities that were developed through the HOPE II grant program?

10. What are your opinions of the design of the HOPE II grant:

- a. Is the amount of funds provided adequate?
- b. Is the timeframe of the grant sufficient?
- c. Do you think the “Intermediary model” produces good results? Why or why not?
[SITE VISITOR SHOULD DEFINE INTERMEDIARY MODEL]

11. What aspects of the HOPE II grant program are the most beneficial to your organization?

- a. What could be improved?
- b. Is there anything that you would change?

Technical Assistance from MCVRC

12. What kind of TA did [*organization name*] expect to receive through the grant?

13. What was the process for deciding on the type of assistance that [*organization name*] would receive from your Site Mentor and MCVRC?

- a. Were there any discussions with your Site Mentor or other MCVRC staff beforehand to plan the technical assistance process?
- b. Were you satisfied with the process of assessing technical assistance needs and the process of initiating technical assistance with your Site Mentor? With MCVRC? Why/why not?
- c. Are you satisfied with the outcomes of these processes – the type of technical assistance that was offered to your organization and the level of preliminary discussion with your Site mentor or other MCVRC staff regarding technical assistance planning? Why/why not?

14. Do you feel that your Site Mentor and MCVRC understood your organization’s goals for using the HOPE II funds?

15. How was technical assistance from your Site Mentor delivered to your organization? How was technical assistance provided by other MCVRC staff (if applicable)?
[PROBE: Email, telephone, and/or visits? Frequency?]

16. Are you satisfied with the content and the delivery of support from your Site Mentor and MCVRC?

- a. Did your TA needs change over the course of the grant? If so, was your Site Mentor or other MCVRC staff able to change their TA for your organization in response to your needs?
- b. Was there anything that you needed that your Site Mentor or MCVRC did not supply?
- c. Were you satisfied with the method of communication (i.e., phone, email, in-person) and the frequency of communication that you had with your Site Mentor? With other MCVRC staff?
- d. Was the Site Mentor or other MCVRC staff able to answer your questions?
- e. Did you feel comfortable going to your Site Mentor or other MCVRC staff to discuss obstacles or difficulties in developing or implementing your HOPE II activities?
- f. Is there anything you wish your Site Mentor or MCVRC had done differently? Could have done better?

17. How has the technical assistance allowed your organization to improve its capacity?
[PROBE: concrete examples]

18. How have you benefited from working with your Site Mentor and MCVRC and from receiving assistance from them?

- a. What have you benefited from the most in the process?
- b. What did you benefit from the least?
- c. What could be improved?

19. What challenges/issues have arisen in working with your Site Mentor or MCVRC and how have they been resolved?

20. How have your clients benefited from the Site Mentor/MCVRC's assistance?

21. How successful has [*organization name*] been to date in realizing its plans?

a. Why or why not?

[PROBE: Were all goals realized? Did unforeseen needs or challenges arise during implementation? If so, how were these managed?]

b. What factors have facilitated or impeded success?

22. How does [*organization name*] plan to sustain what it has gained through the HOPE II grant?

[PROBE: In general, with respect to staff, funding, client needs, collaboration w/ other orgs, and relationship with community]

Collaboration

23. Did your organization collaborate with a partner organization in working towards your goals for the HOPE II funding?

a. **If not**, why not?

1. Was it not necessary to collaborate with another organization based upon your goals for HOPE II?
2. OR – Would your organization have preferred to collaborate but there were no available or willing partners?

[If no collaboration, SKIP TO Q32]

b. **If so**, which organization(s)?

1. Why was a partnership established with this/these particular organization(s)?
2. How long has this partnership been in place?
3. Was it in place prior to preparing a proposal for the HOPE II grant program?

24. What is the nature of the partnership?

- a. What are the positives in the relationship with [*partner organizations names*]?
- b. What are the negatives?
- c. How have challenges that have arisen been resolved?
- d. Do you plan to continue to collaborate with this/these organization(s) after HOPE II?

25. Have/Has [*partner organization(s)*] benefited from the HOPE II grant in any direct or indirect ways?

Sustainability

26. Will the services/activities implemented through the use of HOPE II funds be sustained?

a. **If so**, how?

[PROBE: Have you thought about the level of funding that will be necessary to sustain activities? Have you planned or thought about the sources of funding? What would funding specifically be used to support? Does the organization need additional technical assistance to continue developing what was implemented under HOPE II? If so, have you thought about or do you have plans for how this TA will be obtained]

b. **If not**, why not?

[PROBE: Have you thought about the level of funding that would be necessary to sustain activities? Do you know what the barriers are to obtaining sufficient funding? What type of additional technical assistance, if any, would be necessary to sustain activities?]

27. Overall, what are the key goals for your organization over the next 5 years?

Collection of Secondary Documents

- Organizational charts
- Information on funding sources
- Strategic Plan/Mission Statement
- Intake forms
- Referral forms
- Assessment forms
- Information on program partners

This document is a research report submitted to the U.S. Department of Justice. This report has not been published by the Department. Opinions or points of view expressed are those of the author(s) and do not necessarily reflect the official position or policies of the U.S. Department of Justice.

HOPE II Site Visit Protocol
Executive Director/Key Staff/HOPE II Director

Organization:

Site Visitor Name:

Date:

Location:

Interviewee Name(s) and Titles:

Description of Organization and Surrounding Area/Neighborhood:

Introduction

My name is _____ and I work for Abt Associates, a research organization located in Cambridge, MA. Our firm has been hired by the National Institute of Justice in order to evaluate the HOPE II grant program and these sites visits contribute to that effort. The purpose of my interview with you today is to understand how the HOPE II funds have been used to implement and support strategic goals of your organization. The interview will take up to 2 hours. I will be asking questions pertaining to general information about [*organization name*], your goals for the use of HOPE II funding, technical assistance received from the Maryland Crime Victims Resource Center (MCVRC), and collaborations that your organization has engaged in to support the implementation of your grant activities.

The purpose of this interview is not to evaluate your organization’s activities or performance with respect to the HOPE II grant, nor do your responses have any bearing on your organization’s future competitiveness for receiving Federal funding. In fact, your name and the name of your organization will not be included in any of our reporting. All information that is collected from this interview will only be viewed by researchers at Abt Associates. A final report that summarizes our findings from nine site visits will be submitted to the Federal government, but your name, the name of your individual organization, and your location will not be included in this report.

Organizational Information
1. What is the overall mission of [organization name]? a. How and when was it founded?
2. [IF APPLICABLE] How did the organization decide to become involved with victims of crime? When did the organization begin serving victims of crime?
3. Please describe your general responsibilities within [organization name]? a. Please describe your responsibilities with respect to specific activities implemented under the HOPE II grant.
4. What is the structure of [organization name]? [OBTAIN COPY OF ORG CHART] [PROBE: Board of Directors, Executive staff, number of line staff, volunteers, reporting structure]
5. If the organization is faith-based, what is its religious affiliation? a. [If faith based] What role does faith play in the services provided?
6. Given that your organization has not received a Federal Grant before, what were your expectations of a Federal Grant process? [PROBE: goals, management, reporting/paperwork, technical assistance]
7. Has this grant process differed from other competitive grants that your organization has obtained? a. If so, how? [PROBE: goals, management, reporting/paperwork, technical assistance]
8. How does [organization name] assess needs for organizational development? [PROBE: what is used to assess needs? Is a standardized instrument used, such as the McKinsey Self-Assessment Grid?]
9. How does [organization name] assess needs for programming? [PROBE: what is used to assess needs?]

10. How are key services provided (service delivery model)?

- a. What arrangements are made for the provision of other services such as referrals?
- b. [IF FAITH BASED] What role does faith play in the delivery of services to victims?

HOPE II Objectives and Implementation

11. How did [organization name] propose to use the HOPE II sub-grant in your application to begin/expand services to victims of crime?

- a. How did this fit with your agency’s other priorities at the time?

12. Have your organization’s priorities evolved or changed since you received the HOPE II grant? If so, how? Why?

13. Have the goals for use of HOPE II funds evolved or changed over time? If so, how?

14. Have the strategic activities to realize the goals evolved or changed over time? If so, how?

15. If [organization name] had not won the HOPE II grant, what would have happened?
[PROBE: Would program still exist? Would you be able to do the same types of activities? Would you be able to serve as many clients?]

- a. Would your organization have been able to get comparable resources from another funding source?
- b. Would your organization have prioritized the same strategic goals and activities that were developed through the HOPE II grant program?

16. What are your opinions of the design of the HOPE II grant:

- a. Is the amount of funds provided adequate?
- b. Is the timeframe of the grant sufficient?
- c. Do you think the “Intermediary model” produces good results? Why or why not?
[SITE VISITOR SHOULD DEFINE INTERMEDIARY MODEL]

17. What aspects of the HOPE II grant program are the most beneficial to your organization?

- a. What could be improved?
- b. Is there anything that you would change?

Technical Assistance from MCVRC
18. What kind of TA did [<i>organization name</i>] expect to receive through the grant?
19. What was the process for deciding on the type of assistance that [<i>organization name</i>] would receive from your Site Mentor and MCVRC? a. Were there any discussions with your Site Mentor or other MCVRC staff beforehand to plan the technical assistance process? b. Were you satisfied with the process of assessing technical assistance needs and the process of initiating technical assistance with your Site Mentor? With MCVRC? Why/why not? c. Are you satisfied with the outcomes of these processes – the type of technical assistance that was offered to your organization and the level of preliminary discussion with your Site mentor or other MCVRC staff regarding technical assistance planning? Why/why not?
20. Do you feel that your Site Mentor and MCVRC understood your organization’s goals for using the HOPE II funds?
21. How was technical assistance from your Site Mentor delivered to your organization? How was technical assistance provided by other MCVRC staff (if applicable)? <i>[PROBE: Email, telephone, and/or visits? Frequency?]</i>

22. Are you satisfied with the content and the delivery of support from your Site Mentor and MCVRC?

- a. Did your TA needs change over the course of the grant? If so, was your Site Mentor or other MCVRC staff able to change their TA for your organization in response to your needs?
- b. Was there anything that you needed that your Site Mentor or MCVRC did not supply?
- c. Were you satisfied with the method of communication (i.e., phone, email, in-person) and the frequency of communication that you had with your Site Mentor? With other MCVRC staff?
- d. Was the Site Mentor or other MCVRC staff able to answer your questions?
- e. Did you feel comfortable going to your Site Mentor or other MCVRC staff to discuss obstacles or difficulties in developing or implementing your HOPE II activities?
- f. Is there anything you wish your Site Mentor or MCVRC had done differently? Could have done better?

23. How has the technical assistance allowed your organization to improve its capacity?
[PROBE: concrete examples]

24. How have you benefited from working with your Site Mentor and MCVRC and from receiving assistance from them?

- a. What have you benefited from the most in the process?
- b. What did you benefit from the least?
- c. What could be improved?

25. What challenges/issues have arisen in working with your Site Mentor or MCVRC and how have they been resolved?

26. How have your clients benefited from the Site Mentor/MCVRC's assistance?

27. How successful has [organization name] been to date in realizing its plans?

a. Why or why not?

[PROBE: Were all goals realized? Did unforeseen needs or challenges arise during implementation? If so, how were these managed?]

b. What factors have facilitated or impeded success?

28. How does [organization name] plan to sustain what it has gained through the HOPE II grant?

[PROBE: In general, with respect to staff, funding, client needs, collaboration w/ other orgs, and relationship with community]

Collaboration

29. Did your organization collaborate with a partner organization in working towards your goals for the HOPE II funding?

a. **If not**, why not?

1. Was it not necessary to collaborate with another organization based upon your goals for HOPE II?

2. OR – Would your organization have preferred to collaborate but there were no available or willing partners?

[If no collaboration, SKIP TO Q32]

b. **If so**, which organization(s)?

1. Why was a partnership established with this/these particular organization(s)?

2. How long has this partnership been in place?

3. Was it in place prior to preparing a proposal for the HOPE II grant program?

30. What is the nature of the partnership?

a. What are the positives in the relationship with [partner organizations names]?

b. What are the negatives?

c. How have challenges that have arisen been resolved?

d. Do you plan to continue to collaborate with this/these organization(s) after HOPE II?

31. Have/Has [*partner organization(s)*] benefited from the HOPE II grant in any direct or indirect ways?

Sustainability

32. Will the services/activities implemented through the use of HOPE II funds be sustained?

a. **If so**, how?

[PROBE: Have you thought about the level of funding that will be necessary to sustain activities? Have you planned or thought about the sources of funding? What would funding specifically be used to support? Does the organization need additional technical assistance to continue developing what was implemented under HOPE II? If so, have you thought about or do you have plans for how this TA will be obtained]

b. **If not**, why not?

[PROBE: Have you thought about the level of funding that would be necessary to sustain activities? Do you know what the barriers are to obtaining sufficient funding? What type of additional technical assistance, if any, would be necessary to sustain activities?]

33. Overall, what are the key goals for your organization over the next 5 years?

Collection of Secondary Documents

- Organizational charts
- Information on funding sources
- Strategic Plan/Mission Statement
- Intake forms
- Referral forms
- Assessment forms
- Information on program partners

This document is a research report submitted to the U.S. Department of Justice. This report has not been published by the Department. Opinions or points of view expressed are those of the author(s) and do not necessarily reflect the official position or policies of the U.S. Department of Justice.

HOPE II Site Visit Protocol Volunteer Coordinator

Organization:

Site Visitor Name:

Date:

Location:

Interviewee Name(s) and Titles:

Description of Organization and Surrounding Area/Neighborhood:

Introduction

My name is _____ and I work for Abt Associates, a research organization located in Cambridge, MA. Our firm has been hired by the National Institute of Justice in order to evaluate the HOPE II grant program and these sites visits contribute to that effort. The purpose of my interview with you today is to understand how the HOPE II funds have been used to implement and support strategic goals of your organization pertaining to volunteers. The interview will take no more than 1 hour. I will be asking questions pertaining to general information about [*organization name*], your organization's use of volunteers, whether or not this has changed as a result of HOPE II, technical assistance received from the Maryland Crime Victims Resource Center (MCVRC), and your opinions of the HOPE II grant overall.

The purpose of this interview is not to evaluate your organization's activities or performance with respect to the HOPE II grant, nor do your responses have any bearing on your organization's future competitiveness for receiving Federal funding. In fact, your name and the name of your organization will not be included in any of our reporting. All information that is collected from this interview will only be viewed by researchers at Abt Associates. A final report that summarizes our findings from nine site visits will be submitted to the Federal government, but your name, the name of your individual organization, and your location will not be included in this report.

Background

1. Prior to your work with [organization name], did you have any previous experience coordinating volunteers? If so, please explain?
2. How did you find out about this opportunity/position with this organization?
3. Prior to your position as a volunteer coordinator, did you have any previous relationship with this organization as an employee, volunteer, or client?

Volunteers

4. How many volunteers does your organization currently have?
 - a. How are volunteers recruited? Where do they come from?
 - b. Is there a screening process for volunteers? If so, please explain.
 - c. Is there any training for volunteers? If so, what is covered and how long does it take? Is it mandatory?
5. How long have most of your volunteers been with your organization? Please explain.
 - a. Do you think that volunteers feel that they are important members of your organization?
 - b. Do you recommend any specific methods/activities/procedures that you employ for making volunteers feel like important members of your organization? Please explain.
6. Did any of your current staff start out at your organization as volunteers? How many? Please explain or give examples?
7. What activities or responsibilities are given to volunteers in your organization?
 - a. Are these responsibilities different or similar to those responsibilities given to paid staff? If different, how are they different?
 - b. Do you think that clear expectations are communicated to volunteers? Please explain?
 - c. Do the assignments given to volunteers change regularly or are there specific and consistent responsibilities given to each volunteer?

8. Do volunteers receive regular performance reviews? How similar are they to those given to paid employees?

9. Has the number of volunteers changed since receipt of the HOPE II grant? If so, how?

Daily Responsibilities/Experiences

[OBTAIN COPY OF VOL COORDINATOR JOB ADVERTISEMENT]

10. Please describe your general responsibilities as a Volunteer Coordinator?

- a. Have the Volunteer Coordinator's responsibilities changed since receipt of the HOPE II grant?
- b. [IF APPLICABLE] Were these changes due to recommendations made by your Site Mentor or other MCVRC staff or were they due to the requirements of the HOPE II grant?

11. How did [organization name] propose to use the HOPE II sub-grant in your application to expand volunteer services?

12. Have your organization's priorities with respect to volunteers evolved or changed since you received the HOPE II grant?

13. Have the goals for use of HOPE II funds with respect to volunteers evolved or changed over time?

14. How successful has your organization been to date in realizing its volunteer plans? Why or why not?

- a. What factors facilitated or impeded that success?
- b. [IF APPLICABLE] Did your Site Mentor or other MCVRC staff help guide you through or contribute to this process?

15. Have/How have your organization's clients benefited from volunteer activities that have been supported by HOPE II?

16. What has been the most difficult part of your volunteer plan to develop or implement?

- a. What other challenges/issues have arisen and how have they been resolved?

17. What recommendations do you have for organizations trying to start or expand their current volunteer program, in terms of:

- a. Recruitment and marketing?
- b. Management of volunteers?
- c. Retaining volunteers?

Sustainability

18. After HOPE II ends, what do you think will happen to the volunteer program you have helped expand/develop?

- a. If it will stay in place, how will it be maintained?

19. What do you think would be different about your organization today if you had not received a HOPE II grant?

Opinions on MCVRC and HOPE II

20. Did you work directly with a Site Mentor or another staff person from MCVRC?
[SITE VISITOR SHOULD ONLY ASK IF NOT ASKED OF EXECUTIVE DIRECTOR]

- a. Do you think the TA provided by your Site Mentor or MCVRC was useful? In what ways?
- b. Did you feel your Site Mentor or MCVRC understood and respected the goals you set for your volunteer program?
- c. Were you satisfied with the method of communication (i.e., phone, email, face-to-face) and the frequency of communication you had with your Site Mentor? With other MCVRC staff?
- d. Was the Site Mentor or other MCVRC staff able to answer your questions?
- e. Did you feel comfortable going to your Site Mentor or other MCVRC staff to discuss obstacles or difficulties in developing or implementing your volunteer plan?
- f. Is there anything you wish your Site Mentor or MCVRC had done differently? Could have done better?

21. What are your opinions on the HOPE II grant?

- a. Do you agree with the design of the grant (i.e., amount of funds provided, timeframe of grant, the “Intermediary model”)? Please explain. [SITE VISITOR SHOULD DEFINE INTERMEDAIRY MODEL]
- b. What has the FBCO liked the most about the HOPE II program?
- c. What could be improved?

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HOPE II Site Visit Protocol Collaborative Partner Organization Key Staff

Organization:

Site Visitor Name:

Date:

Location:

Interviewee Name(s) and Titles:

Description of Organization and Surrounding Area/Neighborhood:

Introduction

My name is _____ and I work for Abt Associates, a research organization located in Cambridge, MA. Our firm has been hired by the National Institute of Justice in order to evaluate the HOPE II grant program and these sites visits contribute to that effort. The purpose of my interview with you today is to understand the nature of your organization's collaborative efforts with [*HOPE II grantee organization*] and whether the HOPE II funding has affected this partnership and the goals or activities of your organization. The interview will take approximately 30-45 minutes. I will be asking questions pertaining to general information about [*organization name*], your organization's collaborative partnership with [*HOPE II grantee organization*], and activities resulting from this collaboration.

The purpose of this interview is not to evaluate the activities or performance of your organization or [*HOPE II grantee organization*], nor do your responses have any bearing on your organization's or [*HOPE II grantee organization*]'s future competitiveness for receiving Federal funding. In fact, your name and the name of your organization will not be included in any of our reporting. All information that is collected from this interview will only be viewed by researchers at Abt Associates. A final report that summarizes our findings from nine site visits will be submitted to the Federal government, but your name, the name of your individual organization, and your location will not be included in this report.

Organizational Information

1. Please describe your organization? What is [organization name]'s overall mission?

- a. Please describe how [organization name] was founded?
- b. How did [organization name] begin working with victims of crime?

2. If the organization is faith-based, what is its religious affiliation?

- a. [If faith based] What role does faith play in the services provided?

3. Please describe your position and responsibilities within [organization name]?

Collaboration Objectives and Implementation

4. Please tell me about the nature of your organization's collaborative relationship with [HOPE II grantee organization name].

- a. When was the collaboration initiated? Did it exist prior to the HOPE II grant or was it initiated as a result of HOPE II?
- b. Why and how was the collaboration initiated?
- c. What are the objectives of the collaborative relationship?
[PROBE: Are they formally documented? Is there a way to evaluate whether or not they've been achieved?]
- d. What are the processes in place for maintaining the collaboration? Strategic planning or other activities? Do you have a Memorandum of Understanding (MOU) or other formal contract?
- e. What are the positives/benefits in your relationship with [HOPE II grantee organization]?
- f. What are the negatives to partnering with [HOPE II grantee organization]?
- g. What are some of the challenges to partnering and how have they been addressed?

5. How did [organization name] expect to be a part of the activities implemented by [HOPE II grantee organization] under the HOPE II grant?

- a. Please describe your actual responsibilities with respect to specific activities implemented under the HOPE II grant.
- b. Did your organization have an explicit role in the implementation? If so, how did this fit with your agency's other priorities?
- c. Have the goals for use of HOPE II funds evolved or changed over time? If so, how?
- d. Have the strategic activities to realize the goals evolved or changed over time? If so, how?

6. Have your organization's priorities evolved or changed since collaborating on activities under the HOPE II grant? If so, how?

7. If [organization name] had not received a HOPE II grant, what would have happened? [PROBE: Would you be able to do the same types of activities? Would you be able to serve as many clients?]

- a. Would you have partnered with [HOPE II grantee organization] toward a similar goal?
- b. Would your organization have prioritized the same strategic goals and activities that were developed through the HOPE II grant program?

8. Was the HOPE II grant program beneficial to your organization?

- a. If so, how has your organization benefited from the HOPE II grant in any direct or indirect ways?

Technical Assistance from MCVRC

9. Did your organization have any contact with MCVRC staff or Site Mentors?

- a. If yes, what kind of assistance did they provide?
- b. Has the assistance been beneficial? How or how not?

Sustainability
<p>10. Has this partnership been successful to date in realizing your goals for collaboration?</p> <p>a. Why or why not? <i>[PROBE: Were all goals realized? Did unforeseen needs or challenges arise? If so, how were these managed?]</i></p> <p>b. What factors have facilitated or impeded success?</p>
<p>11. Do you plan to continue to collaborate with <i>[HOPE II grantee organization]</i> after HOPE II?</p> <p>a. If so, how? <i>[PROBE: Have you developed any specific plans for collaborating? What are your plans?]</i></p> <p>b. If not, why not?</p>
<p>12. Overall, what are the key goals for your collaboration over the next 5 years? <i>[If applicable]</i></p>

Collection of Secondary Documents

- Organizational charts
- Strategic Plan/Mission Statement
- Brochures/Other literature on organization