

RESEARCH REPORT

NYC Civic Corps Program Evaluation

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Executive Summary

NYC Service, a unit overseeing civic engagement within the Office of the Mayor in New York City, administers the NYC Civic Corps program (Civic Corps). NYC Service connects 100 NYC Civic Corps members (Corps members), all of whom are AmeriCorps members, with indirect service positions at 50 community-based organizations and city agencies, giving the agencies additional support for recruiting and managing volunteers.

Urban Institute, an independent nonprofit research organization in Washington, DC, evaluated the NYC Service Civic Corps program in 2017–18 to assess the extent to which organizations benefit from the Civic Corps members. Specifically, the evaluation sought to answer whether NYC Civic Corps members have significantly greater volunteer management capacity, on average, than similar organizations that do not host AmeriCorps members provided by NYC Civic Corps.

The evaluation finds that NYC Civic Corps sites report significantly greater benefits from volunteers than the control group, and that they may tend to place a much larger dollar value on the service provided by volunteers. Other key research findings include the following:

- NYC Civic Corps sites are significantly more likely to have implemented a plan that identifies community partnerships.
- Almost all NYC Civic Corps sites report that volunteers provide cost savings, give attention to clients, improve community relations, and increase the quality of services.
- While volunteer retention is a concern for NYC Civic Corps sites, the site representatives credit members for contributing to volunteer trainings and management plans.
- NYC Civic Corps sites are more appreciative of the specialized skills that volunteers can bring to the table and are more likely to entrust volunteers to manage other volunteers.
- NYC Civic Corps members generally met the expectations of the partner sites, contributed to the capacity and goals of the partner organizations, and appear to have made volunteers more effective.

Introduction

New York City shows a tremendous need for robust social services. Nearly 3.8 million people (45 percent of residents) live in poverty or just above the threshold—and income inequality continues to rise. Approximately 1.4 million New Yorkers face food insecurity, and more than 400,000 people live in public housing. New York City has the largest number of youth disconnected from school and employment in the country, and fewer than three-quarters of the city’s youth complete high school.

The scope and scale of these issues, among others, require an incredible mobilization of resources to respond effectively, but organizations often lack the capacity to do so. Approximately 5,000 community-based organizations (CBOs) in NYC provide education, economic opportunity, health, or emergency management services, but staff and budget constraints are common. Fewer than half of volunteer organizations have adopted best practices to manage volunteer staff. Moreover, chronically low voluntarism (NYC’s volunteer rate is 18 percent) leaves service gaps unfilled—more than 9 in 10 organizations that take on volunteers are looking for more.

The Office of the Mayor recognizes these challenges in its long-term strategic plan *One New York: The Plan for a Strong and Just City* (OneNYC) and seeks to build the capacity of the civic sector through its NYC Service office as part of its vision. NYC Service mobilizes 100 NYC Civic Corps members, all of whom are AmeriCorps, to serve full-time 10-month service terms at one of 50 partner CBOs and City agencies. Civic Corps members engage in indirect service, recruiting and managing community volunteers, to enable their partner organizations to provide more, and better, direct services in education, economic opportunity, health, and disaster services.

The goal of this evaluation is primarily to understand the extent to which this organizational support model works. Specifically, this evaluation seeks to assess whether Civic Corps’ role benefits volunteer management capacity at their respective sites. Formally stated, this report seeks to answer the following question:

- Do organizations served by Civic Corps members have significantly greater volunteer management capacity, on average, than similar organizations that do not host AmeriCorps members provided by Civic Corps?

Research Design

To evaluate the NYC Civic Corps, the study team used a quasi-experimental study design to assess the contribution made by the Civic Corps program to the volunteer management capacity of Civic Corps sites. The presence of the comparison group—organizations selected for their similarity to the NYC Civic Corps host sites in number of volunteers, revenues, donations, salaries, and service area—considerably enhances the analytic power of the study design. First, the comparison group nearly doubles the number of organizations in the study sample, which is critical because NYC Civic Corps has only 50 sites. Second, the comparison-group organizations are much less likely to have a dedicated staff member whose chief responsibility is volunteer management. Because research shows this is a very important determinant of volunteer management capacity, this contrast increases the chances of seeing statistically significant differences in study outcomes across the groups.

Though an experimental design would yield stronger evidence about the program's effectiveness, time constraints and budget limitations made random assignment infeasible. When Urban was chosen to conduct the evaluation in January 2017, program year 2016–17 was already under way; the Civic Corps sites had already been selected and the members' terms had already started. The 2017–18 Civic Corps sites could have been selected via random assignment, but the final evaluation report was due in fall 2018, before the end of the final program year under the current AmeriCorps grant period, and the budget could not support random assignment.

Our research design draws heavily from the AmeriCorps VIP study.¹ That study evaluates a program developed to enhance the volunteer management capacity of California-based nonprofit and educational organizations. The study collected data from sites that hosted AmeriCorps members in program year 2011–12 and from a comparison group of organizations that showed interest in the AmeriCorps VIP program but did not receive AmeriCorps members. We use a similar approach to compare results from NYC Civic Corps and a comparison group of city organizations that have never received any services from AmeriCorps.

Sample

Our quasi-experimental study design involved collecting survey data from all Civic Corps sites that hosted AmeriCorps members during the 2016–17 program year, and from a comparison group of similar organizations. The selection of comparison groups proceeded in multiple steps. First, the study

team obtained a list of New York City nonprofits and government agencies that have established relationships with NYC Service but have not received support from NYC Service AmeriCorps programs. Over half the organizations had well-established relationships with NYC Service thanks to their participation in the GoPass program, a fingerprint-based background check system that screens volunteers working with vulnerable populations. Choosing a comparison group from GoPass participants provided two advantages: we know in advance of the survey that these organizations use volunteers and that these organizations would recognize emails that came from NYC Service. The study team worked with NYC Service to follow up with the Civic Corps sites and the comparison-group sites to maximize the response rates.

The majority of NYC Civic Corps sites are nonprofit organizations. For these sites, we augment the survey data with data from IRS Form 990. These data also allow us to create a matched control group constructed from the data collected from the comparison sites. For this reason, much of the analysis in this report is specific to the 35 nonprofit sites for whom we have both survey and IRS data.

Administrative Data

Table 1 displays the data sources used for this analysis. For a baseline, we used data from *IRS Forms 990*—IRS returns for tax-exempt organizations—for fiscal year 2015. These data included various information on the income and expenses of each site along with the number of volunteers. The study team located the employer identification numbers for the sites and comparison-group organizations and collected available data from IRS Forms 990 to use in the matching process. The team considered several possible matching variables, such as size (number of full-time employees, or programmatic budgets), primary substantive focus (using the National Taxonomy of Exempt Entities codes), and number of volunteers the organization reported engaging.

NYC Service fields baseline, midyear, and end-of-year surveys to its sites. These *NYC Service surveys* shaped the Urban-designed survey instruments, which were delivered to the participant and comparison sites. We compared data from these surveys with data from the comparison-site survey to assess the impact of Civic Corps. We also compared survey data from different points in the year to understand how participant organizations might change throughout the service year.

TABLE 1

Data of Interest and Their Sources

Type of data	Source(s)
Revenues and expenses before service year	IRS Form 990 data (2015)
Volunteer management capacity, practices, and training	NYC Service surveys, comparison-group survey, NYC Civic Corps site survey
Organizational efficiency, effectiveness	NYC Service surveys, comparison-group survey
Goals, experience, member performance and contribution, and feedback for NYC Service	NYC Service surveys, NYC Civic Corps site survey
Comprehension of performance measures and data collection tools, progress toward performance measurement goals	NYC Service surveys
Effectiveness of volunteer management project and community assessment	NYC Service surveys
Benefits and challenges of using volunteers	NYC Civic Corps site survey, comparison-group survey
Volunteer statistics, recruitment practices, and responsibilities	NYC Civic Corps site survey, comparison-group survey
Volunteer plan development and sustainability	NYC Civic Corps site survey, comparison-group survey

Surveys

The research design involved conducting specially designed surveys of both the NYC Civic Corps sites and the comparison sites. The **NYC Civic Corps site survey** was designed to build on the data from the NYC Service surveys and to gain additional information about the benefits and challenges of using volunteers, recruitment practices, volunteer responsibilities, and volunteer plan development and sustainability. The **comparison-group survey** included many questions that were also on the NYC Service surveys and the NYC Civic Corps site survey data. The survey instruments for the Civic Corps sites and the comparison group organizations are appendixes A and B. A mapping of questions that appear on multiple surveys appears in table 2.

Questions on both surveys were adapted from the 2003 Volunteer Management Capacity Study (VMCS) survey instrument,² which was conducted by the Urban Institute’s Center on Nonprofits and Philanthropy for the Corporation for National and Community Service. The VMCS was the first national study of the strategies, challenges, and benefits of managing volunteers, and it provides a benchmark of the needs and capacities of America’s charities and congregations. The instruments developed for that study asked charities and congregations about the volunteer activities and

management practices in their organizations, the challenges and benefits that volunteers bring, and the prospects for increasing the capacity of charities to take on more volunteers.

TABLE 2
Survey Question Map

Outcome	NYC Service Surveys			Urban Institute Surveys	
	Baseline survey	Midyear survey	End-of-year survey	NYC Civic Corps site survey	Comparison-group survey
Volunteer management capacity practices in place	X		X		
Organization efficiency rating	X	X	X		X
Organization effectiveness rating	X	X	X		X
Goals for next year	X				
Feedback for NYC Service	X	X	X		
Host site experience	X	X	X		
Comprehension of performance measures	X	X	X		
Comprehension of data collection tools		X	X		
Progress toward performance measurement goals		X	X		
Training for supervisors on performance measures		X			
Assessment of member performance		X	X		
Helpfulness of monthly volunteer management training		X	X		
Effectiveness of volunteer-management project		X	X		
Effectiveness of community assessment		X	X		
Student program feedback			X		
Identifying organization info				X	X
Benefits of using volunteers	X			X	X
Number of volunteers that the organization could add				X	X
Volunteer program challenges				X	X
Volunteer management practices				X	X
Volunteer recruitment				X	X
Member impact/contribution		X	X	X	
Volunteer responsibilities				X	X
Volunteer plan development				X	X
Volunteer plan sustainability				X	

The VMCS survey instrument is the source material for several useful indices that serve as outcome variables for the between-group comparison of volunteer management capacity and for future Civic Corps data collections. The NYC Service surveys already contained several important questions that had been borrowed from the VMCS. To avoid collecting redundant data, we omitted these questions from our own survey of Civic Corps sites. We used data from both sources (our

survey and the NYC Service surveys) to analyze whether organizations served by Civic Corps members have significantly greater volunteer management capacity, on average, than similar organizations that do not host AmeriCorps members provided by Civic Corps.

We administered our surveys to all 50 Civic Corps sites and received responses from 40 of them. We later determined that two of the original 50 sites (BuildOn and Cool Culture) did not host Civic Corps members for most of the 2016–17 program year. Consequently, those sites were declared ineligible and excluded from the sample; our final site-level response rate was 83.3 percent (40 responses from 48 eligible sites). Though we administered the survey to each NYC Civic Corps site, our results focus primarily on the nonprofit organizations that responded to the site survey and had data available from IRS Form 990.

The comparison-group survey included questions that appeared either on the NYC Service surveys or the Urban survey. One hundred eighty-six comparison sites were identified. We received completed surveys from 43 designated comparison group sites—a 23 percent response rate.

Data Analysis

We used a quasi-experimental design to assess the contribution of the NYC Civic Corps program and its members. To create a plausible counterfactual, we collected data from organizations that were similar to the Civic Corps placement sites but had not received Civic Corps support.

We used 2015 data (from IRS Form 990) to create a *synthetic control* for each Civic Corps host site. The synthetic control is a weighted average of the comparison group, with weights algorithmically chosen so the control matches the site as closely as possible. Further information appears in appendix D. Of the 35 eligible nonprofit Civic Corps sites that responded to the survey, we created a synthetic control for all but one.³

At baseline, Civic Corps sites tended as a group to be larger—in volunteers, revenue, contributions, and officer compensation—than our comparison-group organizations (table 3, columns 2 and 3). Our matched synthetic control group aligned closely with the Civic Corps sites using the 2015 Form 990 data as a baseline. After dropping one NYC Civic Corps site and creating 34 matched synthetic controls, we had two groups that appear much more similar (table 3, columns 5 and 6). Moreover, the groups were generally aligned in service area: a majority of both groups worked in human services or public and societal benefit (figure 1).

TABLE 3

Characteristics of Organizations, 2015

Summary statistics from Forms 990

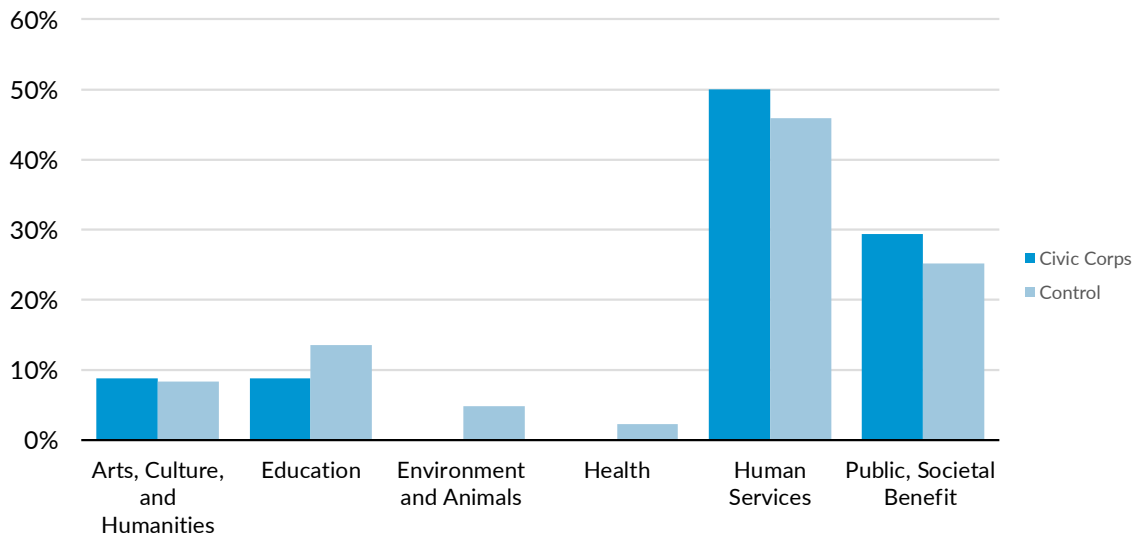
	All NYC Civic Corps sites (2016–17 program year)	Comparison group sites	P-value	Matched NYC Civic Corps sites	Synthetic controls	P-value
Number of volunteers	11,032	1,346	0.245	3,397	2,995	0.839
Total revenue	\$94,322,891	\$16,264,517	0.321	\$16,900,840	\$17,330,385	0.715
Total contributions, gifts, and grants	\$32,361,895	\$11,193,797	0.290	\$13,900,902	\$11,845,546	0.342
Compensation of officers	\$553,213	\$388,379	0.448	\$430,799	\$423,799	0.580
Number of sites	35	35		34	34	

Source: Urban Institute analysis of NYC Civic Corps site and comparison group surveys.

Note: NYC Civic Corps sites are matched to synthetic controls.

FIGURE 1

Partner Site (2016–17 Program Year) versus Comparison Group



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Source: Urban Institute analysis of NYC Civic Corps site and comparison-group surveys.

Note: NYC Civic Corps sites are matched to synthetic controls.

Our quantitative analysis used *t*-tests to determine whether the average responses differed from the synthetic controls. Where identical questions appear on more than one NYC Service Survey, we also used *t*-tests to determine whether the observed changes are statistically significant. In addition, we analyzed data from questions that only appeared on the Urban Civic Corps site survey, to understand how Civic Corps members enabled the sites to enhance their volunteer management capacity.

Focus Groups and Qualitative Analysis

In December 2017, the Urban study team conducted focus group sessions with staff members from the Civic Corps sites. The focus groups allowed the Urban team to learn how Civic Corps host sites deliver services to communities in New York City, to learn about the way they use administrative data to manage their Civic Corps members and their programs, and to gather evidence about how effective volunteer management practices can bring about the medium-term and long-term outcomes described earlier. Urban's focus group protocol can be found in appendix C.

The study team also analyzed qualitative data found in the open-ended responses to the Civic Corps and comparison-group site surveys, as well as the transcripts from the focus group discussions. The team began this task by coding themes that emerged from the data, then analyzing them to produce findings. Coding notes from the focus group discussions, and open-ended survey responses, allowed the data to be sorted, categorized, and cross-referenced. After designing a preliminary coding structure, multiple members of the research team coded the texts together and discussed and reconciled any differences to achieve reliability across analysts involved in coding. The final analytic step involved exploring patterns and relationships among the themes identified.

Findings

The following sections contain the results of our analysis of data from the Urban Institute surveys and the NYC Service surveys, along with key findings from the focus groups conducted by the study team. In certain paragraphs within each section, one or more key findings are highlighted in ***bold italics***. Appendix F contains a complete set of tables with results from all quantitative analyses discussed in the following sections.

Numbers of Volunteers and Their Responsibilities

The volunteers managed by NYC Civic Corps sites produce service valued at over \$1.7 million. Civic Corps sites reported 34,411 hours worked by volunteers each week, with 37 sites reporting. The median Civic Corps site reported volunteers were worth \$50 an hour.⁴ At this rate, Civic Corps members engaged volunteers that produced service valued at more than \$1.7 million.

The comparison group organizations were selected for the study based in part on the number of volunteers reported on the 2015 IRS Form 990, as well as other characteristics. The synthetic control method, which uses the data collected from the comparison group to make the two groups of organizations as comparable as possible, controls for other meaningful differences between the NYC Civic Corps sites and the comparison-group organizations. The results of this analysis (which can be found in appendix F) suggest that AmeriCorps members enable NYC Civic Corps sites to leverage a substantial amount of service by recruiting and managing community volunteers. However, compared with the control organizations, NYC Civic Corps sites generally have about the same level of volunteer involvement: the observed differences in the scope of the volunteer operation are often not statistically significant.

For instance, Civic Corps sites reported that they managed many more volunteers in the past year (an average of 1,376 versus 566 in the synthetic control group) and that their volunteers served many more hours a week (696 versus 220). However, these differences were not statistically significant. In addition, we saw no significant difference between Civic Corps sites and controls in the age distribution of volunteers, in volunteer retention rates (39 percent on average for Civic Corps sites versus 46 percent for the controls), or in the number of additional volunteers the organization could take on (305 versus 212). However, one result in the first appendix F table is worth mentioning, even though the between-group difference is not statistically significant at conventional levels ($p=0.07$). When asked to place a dollar value on an hour of service provided by one of their typical volunteers,

NYC Civic Corps sites, on average, give a much higher valuation (\$145.48) than comparison-group organizations (\$31.78).

NYC Civic Corps sites were more likely to appreciate specialized skills that volunteers can bring to the table and to entrust their volunteers to manage other volunteers. Despite the insignificant differences in the scope of the volunteer operations, qualitative data suggest that Civic Corps members deserve some credit for the size and scope of the volunteer operations at their sites. Several Civic Corps site representatives who participated in the focus group discussions credited Civic Corps members for helping the organization develop and manage large and successful volunteer programs.

In addition, the Urban Institute surveys suggest that NYC Civic Corps sites place greater value on the services provided by volunteers than the comparison-group organizations do. The survey data also reveal statistically significant differences between the two groups in the level of responsibility granted to volunteers. In general, as seen in table 4, volunteers in Civic Corps sites and comparison-group organizations have similar roles and responsibilities, frequently providing direct service in such roles as mentoring or tutoring. However, compared with the synthetic controls, Civic Corps sites are more likely to entrust their volunteers with management responsibilities. More than half the Civic Corps sites (56 percent) reported using their own volunteers to manage other volunteers, compared with about a quarter of the synthetic-control sites.

TABLE 4
Volunteer Responsibilities

Responsibilities	Answer choice	NYC Civic Corps	N1	Control orgs.	N2	P-value
<i>Please indicate whether your volunteers are involved in the following activities:</i>						
Delivery of services, such as tutoring, counseling, ushering, caring for others, or other services	Yes/No	88.9%	27	82.5%	27	0.46
Fundraising or selling items to raise money	Yes/No	48.1%	27	59.9%	27	0.38
Providing general office services	Yes/No	59.3%	27	68.2%	27	0.49
Professional assistance, such as legal, financial, management or computer expertise	Yes/No	61.5%	26	41.6%	26	0.11
Management of other volunteers	Yes/No	55.6%	27	25.0%	27	0.01
Advocacy, such as involvement in lobbying or other promotion of the organization's policy mission	Yes/No	42.3%	26	39.8%	26	0.82

Source: Urban Institute analysis of NYC Civic Corps site and comparison-group surveys.

Notes: NYC Civic Corps sites are matched to synthetic controls. P-values represent a t-test that the mean of the NYC Civic Corps site responses equals the mean of the synthetic controls.

The Urban Institute surveys asked organizations from both groups whether specific factors would “increase the likelihood that [the site] would involve more volunteers” to a great extent, to some

extent, or to no extent. Appendix F contains the results of the across-group comparison of responses to these questions. The majority of both Civic Corps sites and the controls stated they could increase their use of volunteers “to a great extent” with additional funding and more information about people in the community wanting to volunteer. Perhaps unsurprisingly, Civic Corps sites differed from the comparison group most dramatically in that they were more likely to say that “A one-year, full-time [person] with a living stipend”—or, someone who closely resembles a full-time AmeriCorps member—would allow them to involve more volunteers. Though all Civic Corps sites felt that this person would make their organization more likely to involve more volunteers, 25.7 percent of controls felt that this person would have no impact. In addition, compared with the synthetic controls, Civic Corps sites were significantly more likely to recognize their need for volunteers with specialized skills, such as legal, financial, management, and computer expertise. Ninety-three percent of Civic Corps sites responded that access to these volunteers would increase the likelihood that they involved more volunteers to “some extent” or a “great extent,” compared with only 37 percent of the synthetic control group.

There are multiple reasons these differences may exist. Civic Corps members, sitting in a role between staff and volunteer, might help organizations appreciate and gain greater trust in their volunteers. Alternatively, Civic Corps members might provide the additional level of hands-on training and supervision needed to maximize volunteer potential in these areas. Finally, these organizations might have purposely sought partnership with NYC Service to develop their volunteer capacity, driven by their greater appreciation of volunteer skills and management capacities.

Staff Capacity for Volunteer Management

At NYC Civic Corps sites, the staff overseeing volunteers were more likely to have formal training in volunteer administration. As table 5 indicates, among both Civic Corps sites and comparison-group organizations, most respondents reported having a paid staff person whose responsibilities included volunteer management. However, Civic Corps sites are more likely to report that this person has formal training: 80 percent of sites have a staff member with formal training in volunteer administration, compared with 38 percent of the controls.

This may mean that organizations with AmeriCorps members place higher value in volunteer management training, or that having a volunteer manager with formal training increases the agency’s readiness and its ability to successfully leverage Civic Corps members. Because this training could

have occurred at any time, this result cannot be attributed directly to the activities of Civic Corps members. Instead, these results may reflect the site selection process. NYC Service may implicitly or explicitly select Civic Corps host organizations that demonstrate the capacity to advance their volunteer programs, and this demonstrated capacity may include having staff with formal training.

TABLE 5
Volunteer Management Practices

Practice	Answer choice	NYC Civic Corps	N1	Control orgs.	N2	P-value
Other than your organization’s AmeriCorps member, does your organization have a paid staff person whose responsibilities include management of volunteers?	Yes/No	80.8%	26	88.8%	26	0.41
Does this person/Do you have any formal training in volunteer administration, such as coursework, workshops, or attendance at conferences that focus on volunteer management?	Yes/No	80.0%	25	37.6%	25	0.00
Does your organization have a volunteer who is responsible, or partially responsible, for the management of the other volunteers?	Yes/No	63.6%	11	45.5%	11	0.44
Does this person have any formal training in volunteer administration, such as coursework, workshops, or attendance at conferences that focus on volunteer management?	Yes/No	64.3%	14	35.1%	14	0.07

Source: Urban Institute analysis of NYC Civic Corps site and comparison-group surveys.

Notes: NYC Civic Corps sites are matched to synthetic controls. P-values represent a t-test that the mean of the NYC Civic Corps site responses equals the mean of the synthetic controls.

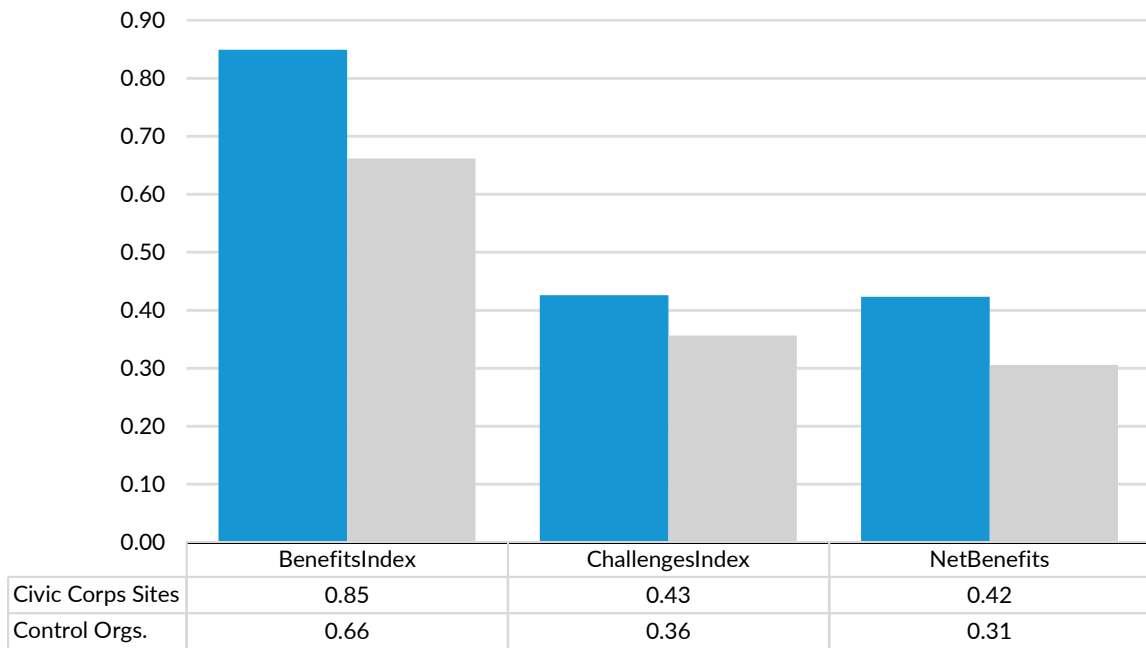
Benefits and Challenges of Volunteer Management

Relative to the comparison group, NYC Civic Corps sites, on average, reported higher levels of benefits from volunteers. While many organizations can derive substantial benefits from relying on volunteers to fill various roles, they also need to consider the challenges or costs of managing the volunteers they recruit. To capture the net benefits of volunteer management, we follow Hager and Brudney who, in the Volunteer Management Capacity Study, created indices of volunteer benefits, challenges, and net benefits.⁵ Because both the NYC Civic Corps site survey and the comparison-group survey contained the original VMCS questions, we were able to compare index values across groups to assess the value provided by NYC Civic Corps members. Additional detail about the construction of the indices appears in appendix E; results for the benefits and challenges questions can be found in appendix F.

Figure 2 displays the average benefits, challenges, and net benefits indices for both Civic Corps sites and the synthetic controls. Overall, both Civic Corps sites and comparison-group organizations reported that benefits are, on average, between moderate and great while problems were small to non-existent. However, Civic Corps sites reported greater benefits from volunteers than the synthetic controls;⁶ the difference is statistically significant at the 0.01 level.

Overall, the Civic Corps sites and synthetic controls had about the same opinion about the costs of recruiting and managing volunteers. While, as figure 2 shows, the two groups had about the same score on the challenges index, Civic Corps sites and synthetic controls had significantly different views on specific challenges.

FIGURE 2
Benefits, Challenges, and Net Benefits Index Scores



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Source: Urban Institute analysis of NYC Civic Corps Site and comparison-group surveys.

Note: NYC Civic Corps sites are matched to synthetic controls.

While the differences at an aggregate level were relatively small, a few differences regarding specific benefits were noteworthy. Sites were asked the extent to which volunteers created the following six benefits:

1. cost savings to your organization

2. more detailed attention to the people you serve
3. increased public support for your programs, or improved community relations
4. increases in the quality of services or programs you provide
5. capability to provide services or levels of services you otherwise could not provide
6. access to specialized skills possessed by volunteers, such as legal, financial, management, or computer expertise

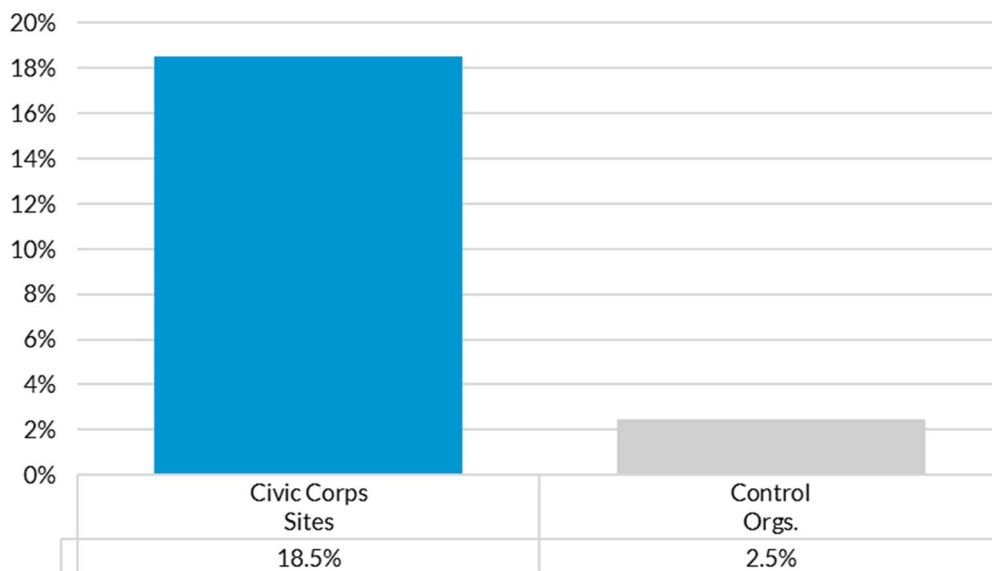
Twenty-six of the 27 Civic Corps sites in the analytic sample (96 percent) reported that volunteers contributed to a great or moderate extent in all areas. Moreover, Civic Corps sites were more likely than the synthetic controls to report volunteers provided a benefit “to a great extent” in the quality of services (67 percent versus 45 percent, significant at the 0.1 level) and capability to provide services (82 percent versus 43 percent, significant at the 0.01 level).

Most Civic Corps sites (70 percent) and controls (55 percent) reported that “to a great extent” volunteers provided cost savings, attention to people being served, and improved community relations and public support. Another major difference between groups is that 100 percent of Civic Corps sites reported that volunteers helped the organization provide more detailed attention to the people [they] serve to a “great” or “moderate” extent. In contrast, 17 percent of the controls said volunteers provided no benefits in this area. Similarly, on a scale that measures the extent to which volunteers with specialized skills benefit the organization, none of the Civic Corps sites reported a lack of benefit, whereas 32 percent of controls responded “no extent” on that question.

Civic Corps sites and the synthetic controls had similar views on many of the specific challenges included on the surveys. None of the challenges were listed as a “big problem” for the majority of Civic Corps sites or controls. Civic Corps sites were significantly more likely (18 percent versus 2 percent) to say that recruiting volunteers with the right experience is a big problem (figure 3). On the other hand, Civic Corps sites were somewhat less likely (22 percent versus 36 percent) to say that recruiting the right number of volunteers is a big problem. This aligns with previous results that suggest that Civic Corps sites have greater appreciation for volunteer skills and greater confidence in their ability to manage other volunteers. Working with Civic Corps may allow organizations to shift their focus from quantity of volunteers to quality of volunteers. Finally, though few organizations suggested that legal issues or liabilities represented a big problem, the majority of the control organizations (59 percent) reported it as at least a small problem while 56 percent of the Civic Corps sites said it was not a problem at all.

FIGURE 3

Share of Sites Reporting That Recruiting of Volunteers with the Right Experience Is a Big Problem



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Source: Urban Institute analysis of NYC Civic Corps site and comparison-group surveys.

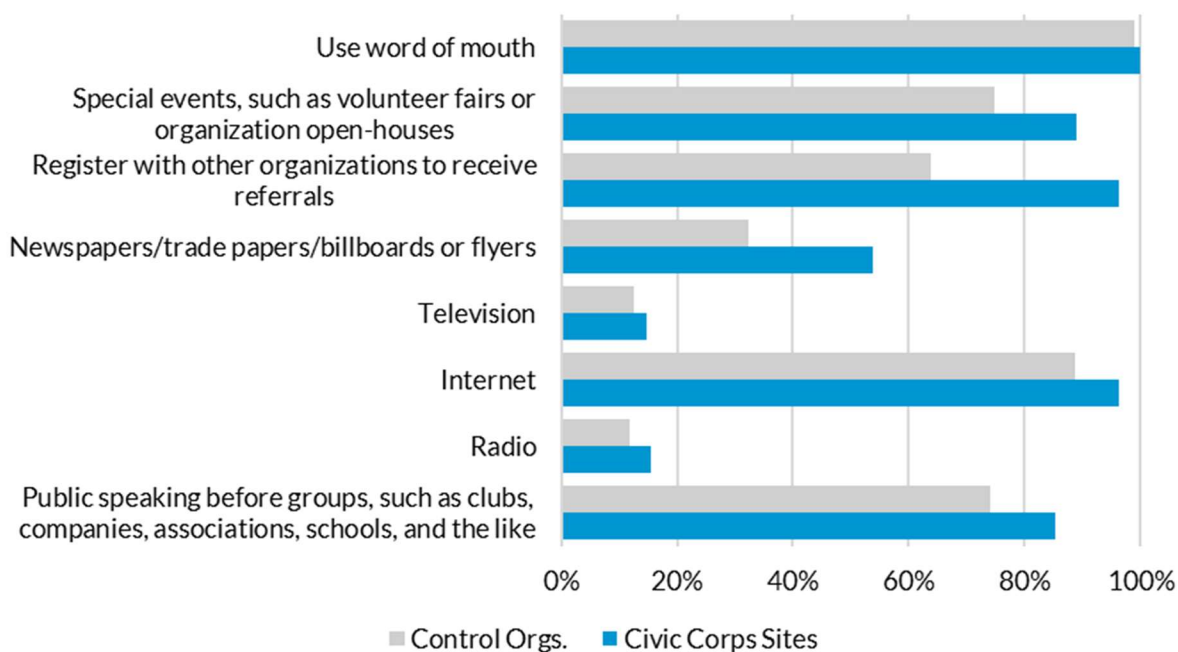
Note: NYC Civic Corps sites are matched to synthetic controls.

Volunteer Recruitment

Generally, Civic Corps sites and the comparison-group organizations used similar recruitment tools—with one notable exception. While Civic Corps sites were more likely to cite recruiting volunteers with the right skills as a particular challenge, the two groups of organizations tend to approach volunteer recruitment similarly. The share of sites using other various recruitment methods are displayed in figure 4. Most sites (100 percent of Civic Corps sites and 99 percent of controls) used word of mouth to recruit other volunteers. They also relied on public speaking before associations and schools, internet advertisements, and special events. A few sites used radio ads (15 percent of Civic Corps sites and 12 percent of controls) or television ads (15 percent and 13 percent), and about half (54 percent and 32 percent) used newspapers ads or billboards. However, almost every Civic Corps site (96 percent) registered with other organizations to receive volunteers while only 64 percent of the control group did the same. This difference is statistically significant at the 0.01 level.

FIGURE 4

Volunteer Recruitment Methods



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Source: Urban Institute analysis of NYC Civic Corps site and comparison-group surveys.

Note: NYC Civic Corps sites are matched to synthetic controls.

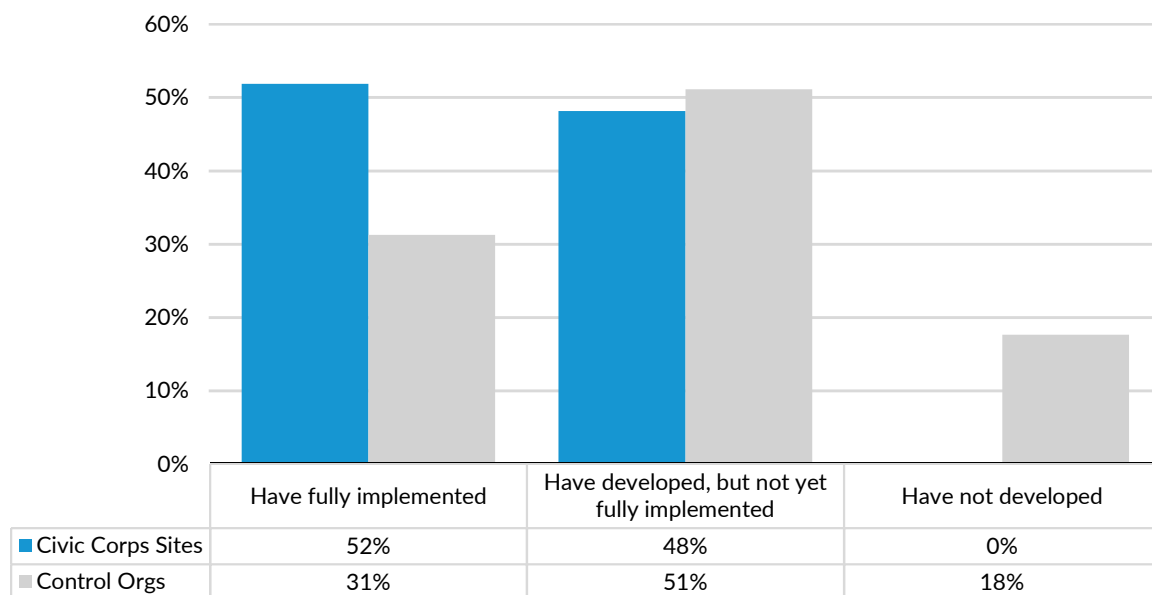
Volunteer Plan Development

NYC Civic Corps sites and comparison-group organizations reported similar levels of volunteer plan development—with some significant differences. Both Urban Institute surveys contained a series of questions about the organization’s volunteer plan, or the procedures and practices used to recruit and manage volunteers, which were adapted from the AmeriCorps VIP study. Appendix F contains the complete set of between-group comparisons for these questions. To gauge whether organizations had developed plans for managing volunteers, we created an index that ranged from 0 to 1, based on the degree to which the elements of the volunteer plan had been implemented or developed; Appendix E has details about the construction of the volunteer plan development (VPD) index.

Overall, we saw only a small, statistically insignificant difference in VPD index scores between Civic Corps sites and their synthetic controls. Civic Corps sites had an average VPD index score of 0.76; the average of the controls was 0.68. However, we found some differences among components of volunteer plan development. For example, Civic Corps sites were more likely (52 percent versus 31

percent) to report that identifying “benefits and challenges related to volunteer involvement” is fully implemented; this difference is statistically significant at the 0.1 level. In contrast, a majority of the synthetic controls (51 percent) lists that component as developed but not fully implemented (figure 5). We found similar differences related to identifying community partnerships, where 56 percent of the Civic Corps sites (versus 30 percent of synthetic controls) listed that category as fully implemented and 64 percent of the controls (versus 41 percent among Civic Corps sites) listed it as developed but not yet implemented. Both these differences are statistically significant.

FIGURE 5
Level of Volunteer Plan Development: Identifying Benefits and Challenges Related to Volunteer Involvement



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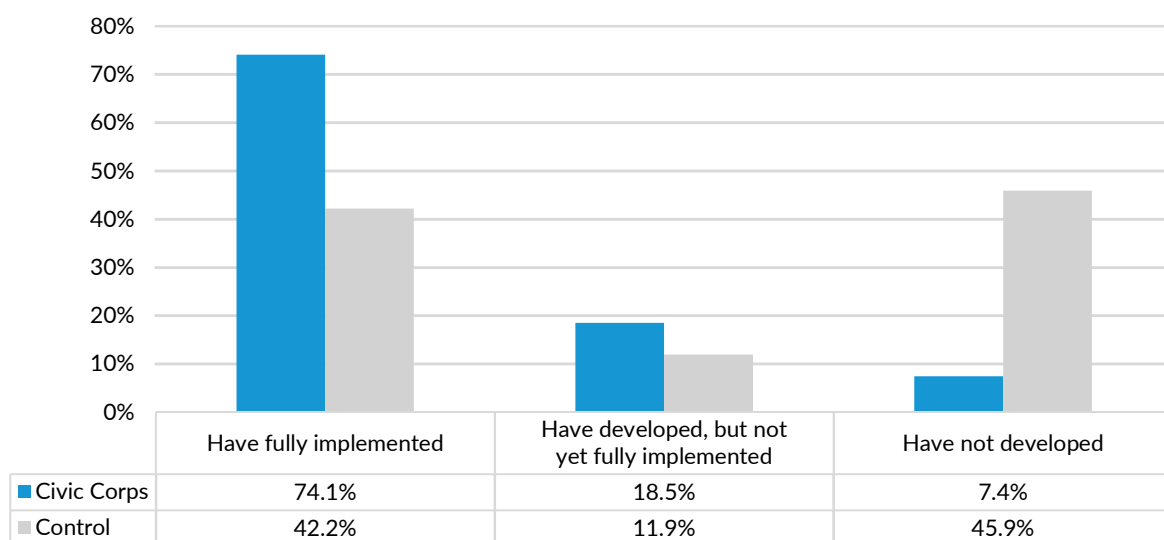
Source: Urban Institute analysis of NYC Civic Corps site and comparison-group surveys.

Note: NYC Civic Corps sites are matched to synthetic controls.

Civic Corps sites were also significantly more likely to say that they have fully implemented “diverse volunteer roles” (74 percent versus 42 percent). Almost half (46 percent) of control-group sites (versus only 7 percent of Civic Corps sites) had not developed diverse volunteer roles (figure 6).

FIGURE 6

Level of Volunteer Plan Development: Establishing Diverse Volunteer Roles



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Source: Urban Institute analysis of NYC Civic Corps site and comparison-group surveys.

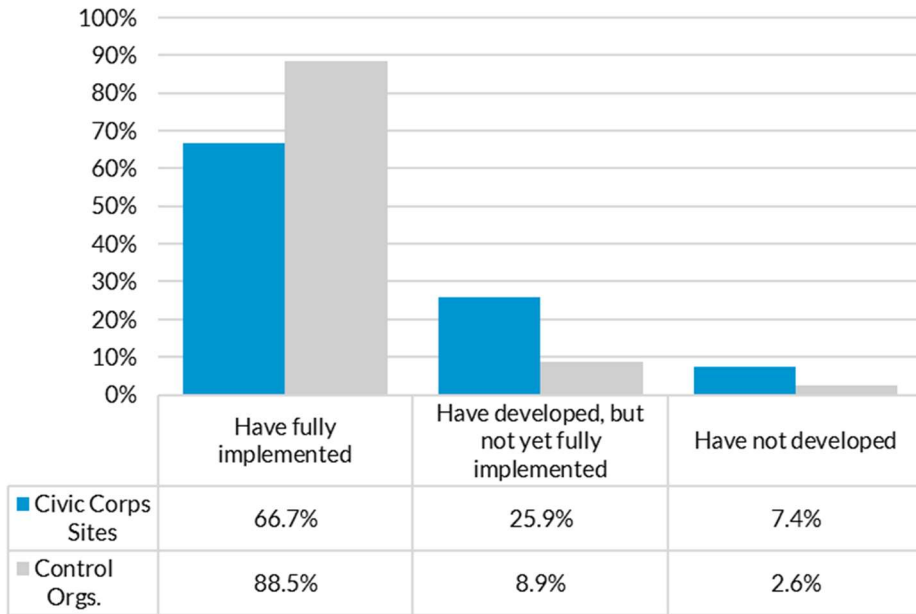
Notes: NYC Civic Corps sites are matched to synthetic controls. Diverse roles include a wide range of abilities, ages, and interests.

Civic Corps sites underperformed relative to the synthetic controls in two areas. While about two-thirds (67 percent) of the Civic Corps sites said that they had fully implemented volunteer orientations, trainings, and materials, about 88 percent of the synthetic controls reported full implementation of these practices (figure 7). Similarly, 86 percent of the controls reported fully implementing an interview and screening process (figure 8), and 84 percent included volunteer supervision responsibilities in staff position descriptions. Only about two-thirds (73 percent and 62 percent, respectively) of Civic Corps sites reported fully implementing these two elements of the volunteer plan.

While figures 7 and 8 suggest that Civic Corps sites lag the controls in organizational capacity, these differences may reflect the willingness of the two groups to implement volunteer management systems that are ambitious but sophisticated and effective. If Civic Corps members develop new and/or improved training materials and procedures, organizations may regard their plan as developed but not implemented, even as they are moving toward improvement over a currently implemented program. That is, our measure may penalize sites for rolling out new processes and for updating their plans.

FIGURE 7

Level of Volunteer Plan Development: Volunteer Orientations and Trainings



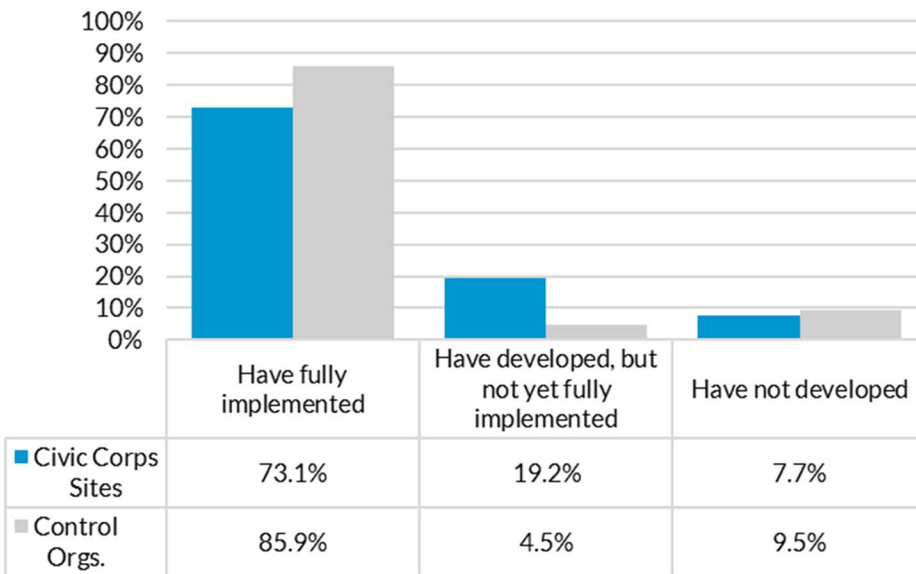
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Source: Urban Institute analysis of NYC Civic Corps site and comparison-group surveys.

Note: NYC Civic Corps sites are matched to synthetic controls.

FIGURE 8

Level of Volunteer Plan Development: Interviewing and Screening Process



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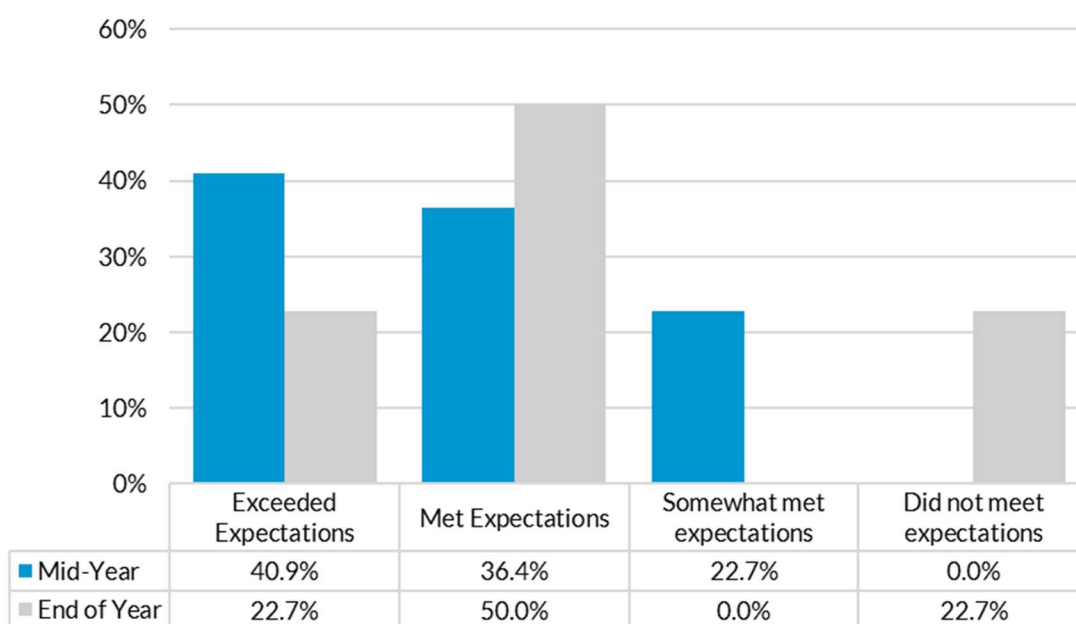
Source: Urban Institute analysis of NYC Civic Corps site and comparison-group surveys.

Note: NYC Civic Corps sites are matched to synthetic controls.

Member Contributions

NYC Civic Corps members generally met the expectations of the partner sites. As figure 9 shows, on the midyear site survey conducted by NYC Service, none of the Civic Corps sites reported that their members failed to meet expectations. Although this number rose by the end of the year (possibly because of member burnout or attrition), at the year-end survey, more than three-fourths of Civic Corps sites said that their Civic Corps members had met or exceeded the organization’s expectations.

FIGURE 9
Assessment of Member Impact (from Midyear and End-of-Year NYC Service Site Surveys)



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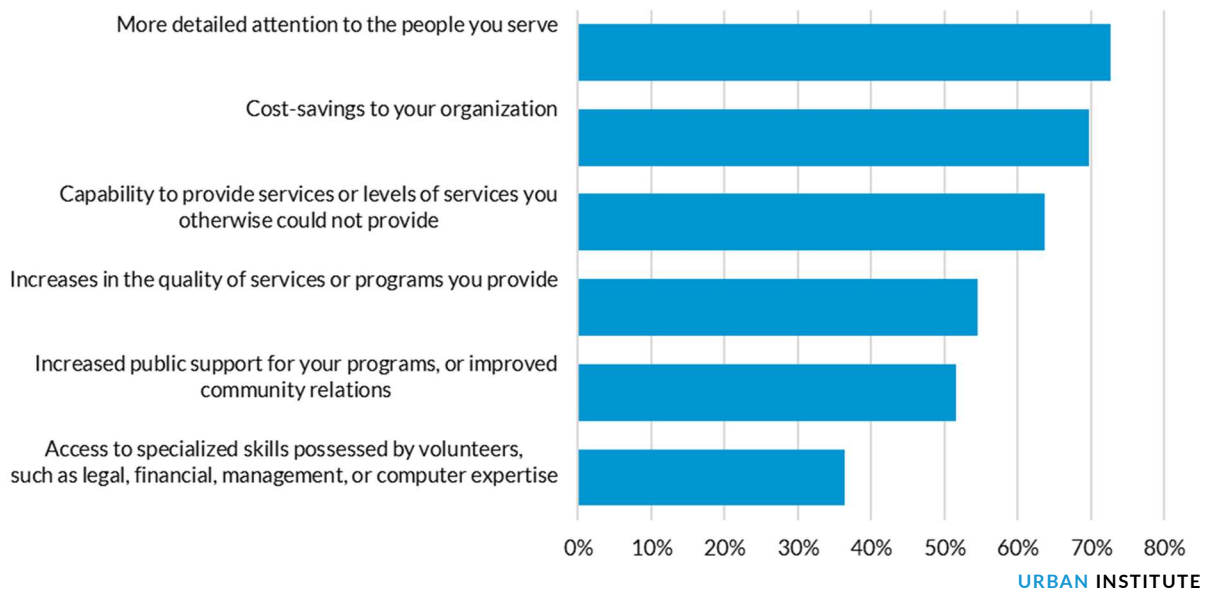
Source: Urban Institute analysis of NYC Service surveys data.

Many NYC Civic Corps sites credited their members with various specific contributions. On the Urban Institute surveys, Civic Corps site representatives described the extent to which Civic Corps members made various types of contributions to their organization. As seen in appendix F, each of the 33 Civic Corps sites that responded to this question stated that the Civic Corps member made either large or moderate contributions in two areas: cost savings and providing detailed attention to the people being served. According to focus group participants, members helped their host organizations realize cost savings by expanding the bandwidth of the existing staff, freeing them up to take on other tasks. More than 90 percent of sites stated that their Civic Corps members made at least a moderate contribution to increased public support for their programs, improved community relations, and increases in the

quality of services provided. In addition, more than 90 percent reported that their Civic Corps members reduced problems related to recruiting sufficient numbers of volunteers and recruiting volunteers with the right skills or expertise.

In many cases, sites reported that the contributions made by members were large, and not simply moderate. Figure 10 shows the percentage of Civic Corps sites that credited their Civic Corps members with making large contributions of various types.

FIGURE 10
Areas Where NYC Civic Corps Members Made a Large Contribution



Source: Urban Institute analysis of NYC Service surveys data.

The survey also asked about the contributions that Civic Corps members made toward resolving common problems related to volunteer management. For all but three challenges, more than half of sites reported that their AmeriCorps members made at least a moderate contribution to a solution. These challenges included regulatory, legal, or liability constraints on volunteer involvement (25 percent); resolving problems related to indifference of staff or board members toward volunteers (38 percent); and lack of adequate funds for supporting volunteer involvement (34 percent). Of these, only lack of adequate funds was cited as a problem by more than half (64 percent) of all Civic Corps sites.

Most NYC Civic Corps sites reported that their members contribute to aspects of their volunteer management plans. The “volunteer plan sustainability” table in appendix F shows the share of sites that reported their Civic Corps members made a moderate or large contribution to 13 elements associated

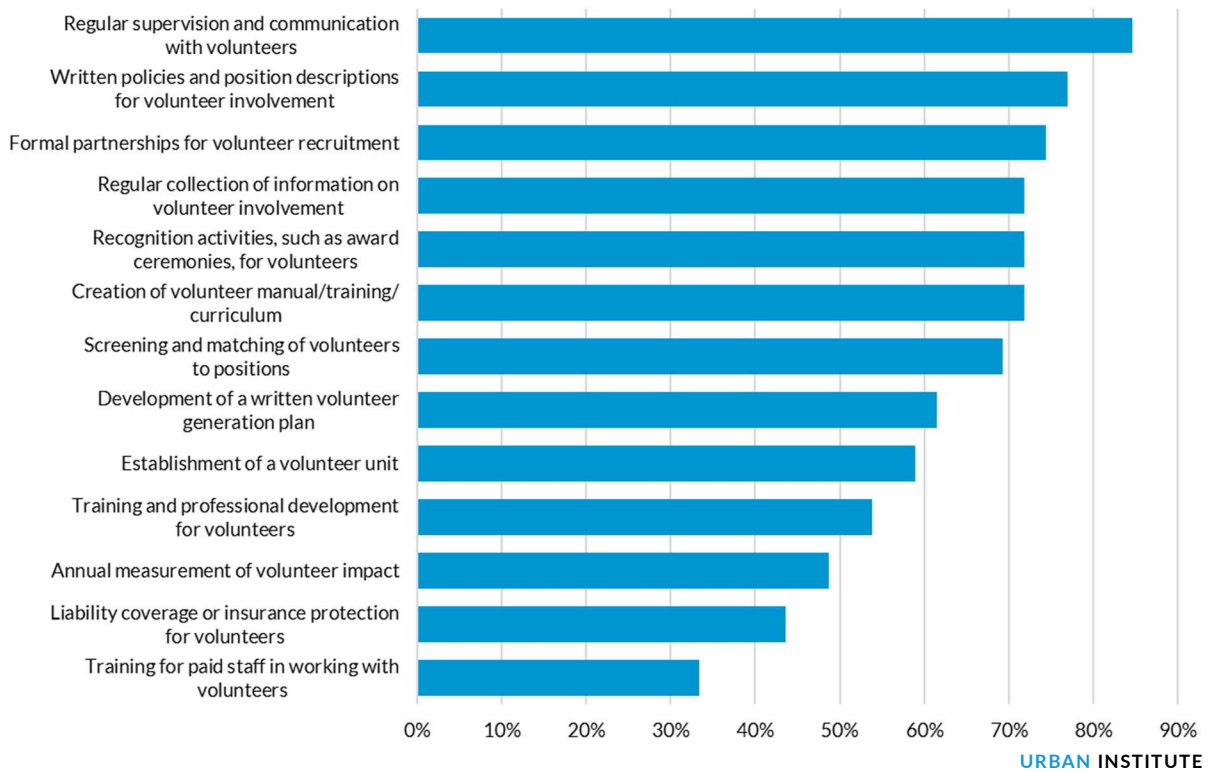
with the volunteer management plan. These elements align with those used to create the VPD index described in the previous section. Generally speaking, where Civic Corps sites had volunteer management plans in place, most tended to give their members credit for a positive contribution—either a benefit or a reduced cost of volunteer management. In fact, for every component of the volunteer plan, a majority of sites said that if they had that component in place, their Civic Corps member contributed to it.

Civic Corps members appear to have had the biggest impact on improving practices around volunteer involvement, recruitment, and engagement. Ninety-one percent of sites that identified benefits and challenges related to volunteer involvement as part of their volunteer management plan said their member made a contribution toward that objective. Similarly, 91 percent of sites with a recruitment and engagement plan gave their member credit for contributing. For each volunteer management practice included on the survey, the majority of sites (58 percent or more) that had that practice credited their Civic Corps member with contributing to it. An example of member contribution was provided in a focus group: members developed “templates for position descriptions for a seasonal volunteer vs one-off volunteer.”

NYC Civic Corps sites reported that NYC Civic Corps members enabled them to improve procedures for volunteer recruitment and management. At the beginning of the 2016–17 program year, NYC Service asked Civic Corps sites whether 13 common volunteer management practices were in place at their organization (figure 11). At that time, most agencies reported that many practices were already in place. For example, 85 percent of sites reported engaging in regular supervision and communication with volunteers, and 77 percent reported using written policies and position descriptions for volunteer involvement.

FIGURE 11

Volunteer Management Capacity Practices in Place at Baseline

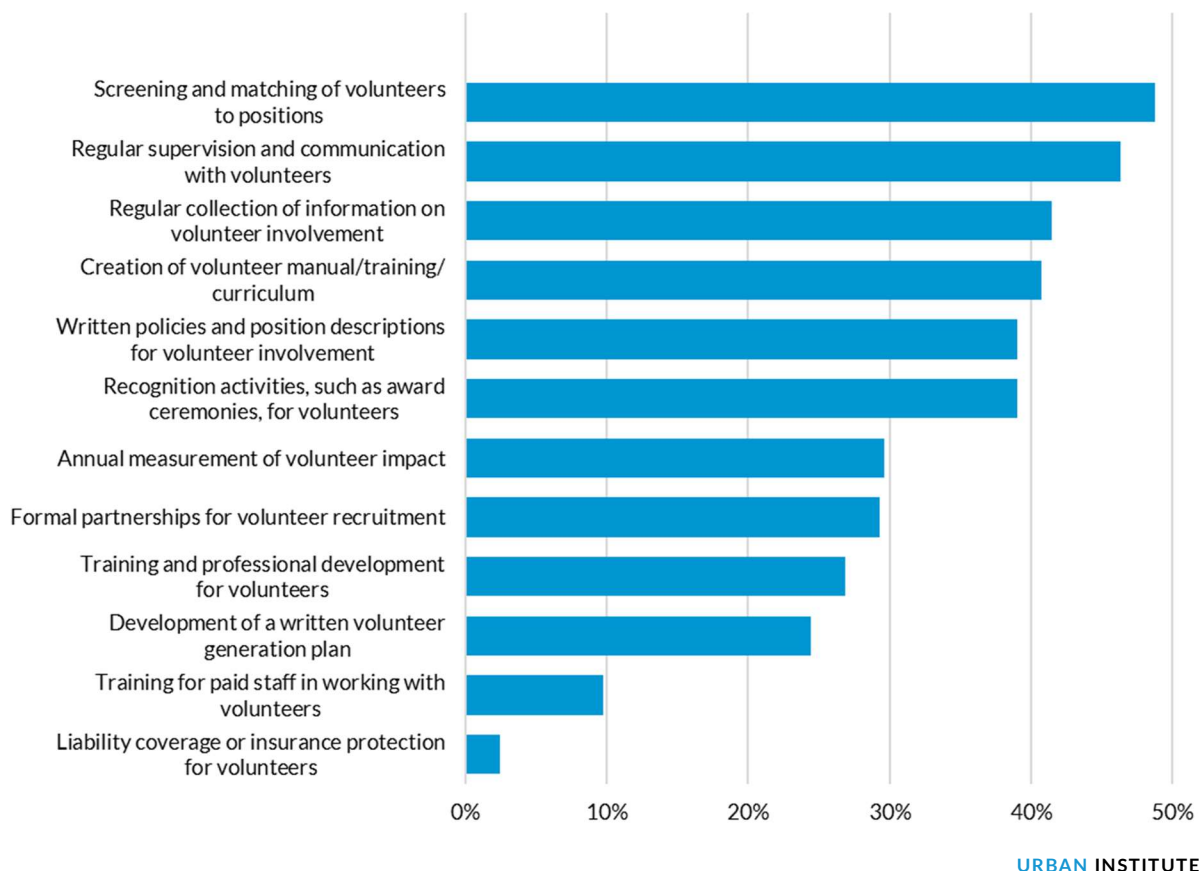


Source: Urban Institute analysis of NYC Service surveys data.

However, despite the high baseline levels of implementation for most of these practices, sites frequently credited their Civic Corps members with helping further their implementation. At the end of the program year, sites were asked which of the 13 volunteer management practices were “implemented... as a result of capacity building services provided by Civic Corps members” (figure 12). For each practice, at least one Civic Corps site credited its Civic Corps member with helping implement it. Members were most likely to strengthen the implementation of screening and matching of volunteers to positions (49 percent of sites), regular supervision and communication with volunteers (46 percent), and regular collection of information on volunteer involvement (41 percent).

FIGURE 12

Volunteer Management Capacity Practices Implemented as a Result of Services Provided by NYC Civic Corps Member



Source: Urban Institute analysis of NYC Service surveys data.

In the focus group discussions, multiple Civic Corps sites described how their members improved the capacity of their organizations to recruit and manage volunteers. Forty percent of sites reported that Civic Corps members expanded their capacity to perform volunteer recognition. A site staff member provided us with this example:

This calendar year we started recognizing individuals on a half-year increment of service, and when [their] volunteers serve at an event the [NYC Civic Corps] members will do a thank you message with pictures and that goes onto our social media platforms.

Though the differences in reported capacity were not vast, Civic Corps members may have improved or expanded practices that were already in place. In focus groups, sites reported that one member made “a menu for projects,” another built a relationship with schools, and another implemented a volunteer newsletter. As one site staff member said:

Most all of these were in place before NYC Civic Corps, so none were a direct result. But having them has helped expand the capacity of all of these resources.

Generally speaking, volunteers may be bringing the same potential benefits with them to both Civic Corps sites and comparison-group organizations. The difference could be that Civic Corps members enhanced the organization's ability to recognize and leverage the benefits that volunteers provide. According to the focus group and survey data, NYC Civic Corps sites were nearly unanimous in their appreciation of volunteers. Without the support of Civic Corps members, the value of volunteers might not be appreciated as much at their host sites, which would make it harder for organizations to design programs that rely on volunteer support.

When focus group participants discussed the contributions that Civic Corps members made to volunteer recruitment, they provided mixed, but generally positive-leaning, responses. One site reported its Civic Corps member "drastically increased the number of volunteers we can recruit." This site reported that with two Civic Corps members, it doubled its annual number of volunteers. Another Civic Corps site representative explained how members have improved the quality of volunteer recruitment:

I would say just getting the word out about the program through social media, which we haven't always been the best at—[the NYC Civic Corps members] were particularly good at using that platform and it's becoming more important for reaching young people. But also, just hitting the pavement and going to events all over the city—college fairs because high school students understand the importance of service, going to specific schools we already identified as host sites. In terms of actual management, there were a number of events they did a good job of organizing, they worked with NYC Service to get a training to happen and making it work for what we do.

Not every focus group participant reported that their members made positive contribution to volunteer recruitment. According to one,

There were a lot of unanswered volunteer inquiries in our email and that was very upsetting, so I spent a lot of time reaching out and that was a task assigned to our [NYC Civic Corps] member. I think part of that was just me learning what was needed and not feeling confident passing off [this task].

Other sites provided a more nuanced view of their Civic Corps Members' impact on volunteer recruitment, explaining "They were driven a lot by the quantity." One site told us:

They were very good at getting a lot of volunteers, but they weren't always the quality of volunteers that we needed and they were not always as good at retaining volunteers that were strong.

Despite the fact that retention rates for Civic Corps sites were about the same as the synthetic controls, six agencies mentioned volunteer retention as a top challenge. On the NYC Service surveys, several respondents noted that their Civic Corps members were engaged in activities designed to improve retention and gave them some credit for successes. One survey respondent wrote,

Retention of volunteers is our most pressing challenge this year. We have made excellent strides recruiting volunteers over the past few years, but we want to develop more and better strategies for retention.

A common concern in the focus groups was the amount of staff time spent training NYC Civic Corps members. Focus group members discussed the time it took to train members who were there for less than a year (the program lasted 10 months). “The time it takes to give them a project and walk them through it I could have finished it myself,” one site staff member said. Another organization reported that it “didn’t have the bandwidth to train and re-train young professionals.”

The difficulty of managing Civic Corps members with a small staff was summarized by a focus group member as follows:

I’m training for a month, so I can’t do my job because I’m overseeing [the NYC Civic Corps members]. Then, once I can take the training wheels off and let them do their job, I’m still doing daily oversight. And then [NYC Service] and AmeriCorps have all these requirements and benchmarks that have to be done, so it’s a job on top of your regular job just to have the members. That’s not to say their contribution isn’t worth it, but you really have to be in an environment that can sustain and support that. I struggle to support it, because I can’t get anything else done. When it works, it’s great, but when it doesn’t work, it’s miserable.

Sites also discussed the impact that their members made toward achieving medium- and long-term outcomes. At one location, members “provided us with the capacity to deliver and do what we wanted to do. If I did not have members, there was no way my unit could have done its work.”

However, ***many focus group participants described how NYC Civic Corps members improved the medium-term and long-term capacity of the partner organizations.*** Even with some sites experiencing a late-year dip in Civic Corps member performance, two-thirds of sites reported that at the end of the year, they were more efficient because of the capacity-building services provided by their Civic Corps member. Despite frustrations with both members (especially at the beginning and end of the service year) and NYC Service (particularly with the monthly volunteer management seminar trainings), organizations reported many benefits that suggest increased capacity to provide services in the medium and long run.

In almost all cases, Civic Corps sites reported that members contributed to the medium- and long-term goals of their organizations. Every site reported at least moderate cost savings that could be

attributed to Civic Corps member(s). Nearly every site said that the Civic Corps member(s) helped increase public support for the organization and the quality of services the organization provides. Most important, sites who had hosted Civic Corps members for several years reported that their members are still delivering benefits:

We've been able to increase our capacity every year we've had NYC service members. They've worked to expand our reach to new schools and allow us to engage more volunteers.

Engagement with NYC Service

Many NYC Civic Corps sites strengthened their understanding and appreciation of NYC Service's performance measures and data-collection tools. NYC Service conducted surveys of Civic Corps sites at the beginning, middle, and end of the 2016–17 program year. At the beginning of the year, more than half the Civic Corps sites (56 percent) said they understood performance measures well. The same question was asked at the end of the year, and 63 percent of sites reported they understood the performance measures well. Additionally, a majority (55 percent) of sites that did not understand the measures well at the beginning of the year, and answered the question at the end of the year, reported that they now understood the performance measures well.

Sites were also asked (at midyear) about their understanding of data-collection tools used for calculating the performance measures. Fifty-nine percent of responding sites reported that they understood these tools well. Sites were also asked, "What additional training would you like to see offered?" Four sites mentioned the need for more training on the reporting, and one wrote "It would be great to have a functional manual for this."

One site summarized how the performance measures may be more useful moving forward than they had been so far.

The performance measures were set before we had a clear understanding of the volunteer roles and capacity of the organization to host volunteers. As we moved throughout the year, we realized we had more unique/episodic volunteers than ongoing volunteers and thus were not on track to meet our performance measures. However, now that we have a better understanding of how to track volunteers, we can better set those goals for next year to more accurately reflect our organization's capacity.

NYC Civic Corps sites had mixed opinions about the value of the volunteer management project, community assessment, and volunteer management trainings. All 22 Civic Corps sites that responded to the NYC Service midyear survey reported that their volunteerism-specific projects were at least

somewhat effective. At the end of the year, 9 percent of sites said they were unsure whether the project was effective, but no respondents said the project was “ineffective” or “very ineffective.”

The respondents to the NYC Service surveys were not quite as positive about the helpfulness of the monthly volunteer management trainings. On the year-end survey, about 45 percent of sites said they were helpful or very helpful, 27 percent described them as somewhat helpful, and 14 percent said they were unhelpful. One site staff member told us in a focus group:

I have heard time and again from all of the members after every training that it is not as valuable as NYC Service would like it to be. The members really dread going and they totally understand that they're trying to provide topics that resonate with a broad audience, but I think our members really value experience and getting to know the city.

Over 45 percent of sites rated the community needs assessment as either effective or very effective at the end of the program year. However, almost 14 percent reported that the community assessment was ineffective or very ineffective, while another 18 percent did not complete the community assessments. Focus group participants shed additional light on these results by sharing their concerns about the community needs assessment. As one noted,

There were two prongs: we can't anticipate where the next fire will happen, but we also have a community relations team dedicated to communicating with local communities, so this process is already happening internally. When I asked our NYC Civic Corps contact for details I wasn't sold because it was already happening.

Another participant observed,

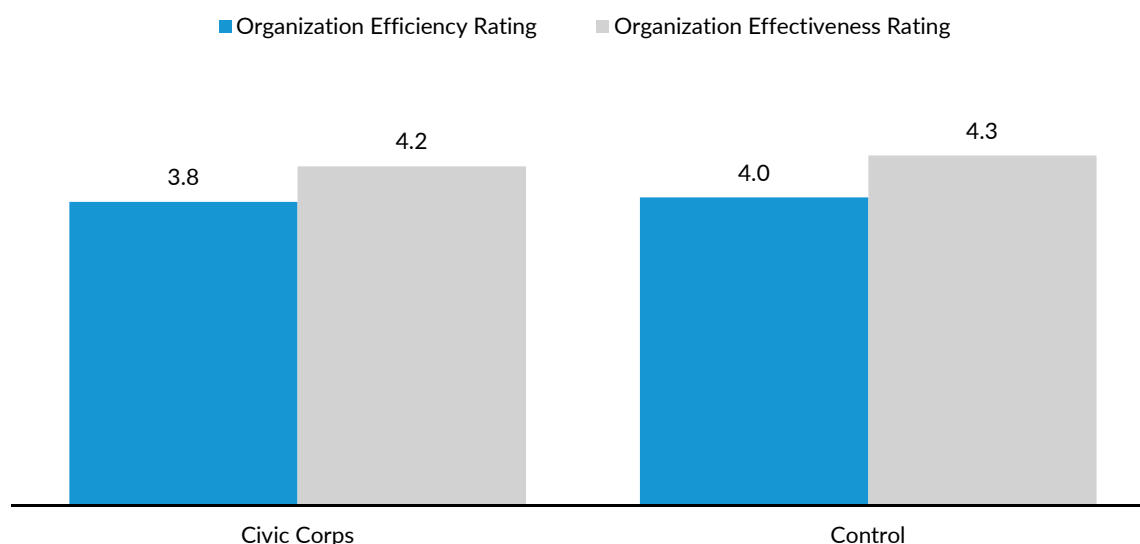
I don't think I ever totally understood what they wanted it to be and it was confusing. I was confused as to the impact they wanted it to have. Also, doing it at the beginning they're just not ready for it... it felt like they were assuming we don't know what's available to us. That's not why we got NYC Civic Corps members. Because of that we did it a little differently. We did an internal assessment of our programs and our other centers and they talked to people about their members and if there were people to come volunteer with us. So, we used it as an opportunity for them to learn about our programs and the work going on. But I don't see the real value of that because it felt like something tacked on.

Organizational Efficiency and Effectiveness

The survey data revealed no significant differences between the NYC Civic Corps sites and the controls in self-reported efficiency and effectiveness. The national AmeriCorps program office uses the concepts of efficiency (improved outcomes with the same level of resources, or improved quality of services with fewer resources) and effectiveness (improved ability to achieve outcomes resulting in better success rates or better quality of outcomes achieved) as key performance measures of organizational capacity.

The year-end NYC Service-administered survey asked Civic Corps sites to rate their efficiency and effectiveness on a scale of 1 to 5.⁷ We included the same question on the comparison-group surveys to permit the comparison seen in figure 13. This comparison shows no difference in either efficiency or effectiveness, on average, between Civic Corps sites and the matched synthetic controls. Civic Corps sites rated their efficiency at 3.8 (versus 4.0 for the synthetic control group) and rated their effectiveness at 4.2 (4.3 for the controls).

FIGURE 13
Efficiency and Effectiveness Ratings



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Source: Urban Institute analysis of NYC Civic Corps site and comparison-group surveys.

Note: NYC Civic Corps sites are matched to synthetic controls.

However, *NYC Civic Corps members appear to have helped Civic Corps sites improve their efficiency and effectiveness*. NYC Civic Corps sites and synthetic controls appear to rate their effectiveness and efficiency roughly equally. However, Civic Corps sites appear to credit their Civic Corps members with organizational improvements in efficiency and effectiveness. The midyear NYC Service survey invited sites to follow up on their assessments of the increases in efficiency and effectiveness with two optional questions: “If your efficiency has increased, why? If not, why not?” and “If your effectiveness has increased, why? If not, why not?” Six sites mentioned volunteer and alumni engagement with regards to increased efficiency. One wrote:

Our two NYC Civic Corps member allow us to increase volunteer and alumni engagement in our work, which ultimately allows us to provide greater support to our students as well as raise visibility and awareness for our organization. Practically speaking without having these two additional staff members, we would not enough capacity to support our volunteer programs. Volunteers and alumni are critical to the success of our students, and without our NYC Civic Corps member we would not be able to have a successful volunteer program, and thus achieve our overall outcomes.

Several survey respondents mentioned the contribution made by members to volunteer recruitment, with five sites mentioning it as increasing efficiency and five mentioning it as increasing effectiveness. Civic Corps sites also discussed streamlining internal processes as helpful for increasing both efficiency (5 responses) and effectiveness (4). One respondent explained the Corps member's impact on effectiveness:

Our Corp[s] members are critical to maximizing our reach of volunteers' recruitment and training. Our Corps members create outreach plans, recruitment tactics, edits and best practices of training material. In addition, our Civic Corp[s] Members support our field staff team in program implementation and spreading love of reading, while engaging our parent volunteers and interested volunteers.

In addition, before-and-after comparisons of Civic Corps sites revealed that organizations experienced gains in both efficiency and effectiveness over the program year. Mollenkopf found that 47 percent of organizations reported efficiency gains during program year 2014-15, whereas only 4 percent reported losses.⁸ Moreover, 31 percent of organizations reported effectiveness gains, whereas only 2 percent reported losses. More tellingly, small host sites reported the largest gains (mean of .50) in effectiveness between the start and end of the program year. Taken together, these findings suggest either that NYC Service effectively placed Civic Corps at less effective and efficient organizations that have since caught up to their comparison-group peers, or that the Civic Corps sites reset their standards for efficiency and effectiveness as they improved over the past few program years.

Conclusion

This evaluation used a mixed-methods approach to compare the volunteer management capacity of organizations that are served by NYC Civic Corps members with that of organizations that do not host AmeriCorps members provided by NYC Civic Corps. The study relied on data from several sources: surveys administered by NYC Service to the Civic Corps sites, surveys created by the Urban Institute study team especially for this project (both of which contain closed-ended and open-ended questions), and focus groups of site staff. For the primary comparison described in the research question, the study team used data from surveys of NYC Civic Corps sites and a comparison group of New York organizations that had not received AmeriCorps services of any kind. We used a synthetic control method, which is especially suitable for the small size of our sample of responding sites, to construct a comparison group of similar organizations.

Perhaps because of the small sample sizes, the group comparison reveals few statistically significant differences between the Civic Corps sites and the comparison-group organizations. The main positive result is that Civic Corps sites derived greater net benefits from managing and recruiting volunteers than the comparison group. We measured net benefits by using an index originally developed for the Volunteer Management Capacity Study, which is still the benchmark for rigorous national studies of volunteer management capacity in American charities.

Our results indicate that Civic Corps host sites derived greater benefits than the comparison-group sites, despite experiencing similar challenges from recruiting and managing community volunteers. Why might Civic Corps members allow sites to realize greater benefits from volunteer management and recruitment? One reason is that they have staff who are better trained at volunteer management (NYC Civic Corps site staff who oversee volunteers are more likely to have formal training in volunteer administration) and, as sites acknowledge, the Civic Corps members contribute to volunteer trainings and management plans. Another reason is that Civic Corps sites are more appreciative of the specialized skills that volunteers can bring to the table, and they are more likely to entrust volunteers to manage other volunteers. Finally, over the program year of this study, the Civic Corps sites grew their capacity to use and understand the performance measures of volunteer management capacity developed by NYC Service.

That said, our study finds no significant difference between the Civic Corps sites and the comparison group. For instance, groups reported that their volunteer operations have similar levels of efficiency and effectiveness, and that they had made similar amounts of progress toward the

development of plans for recruiting and managing volunteers. The Civic Corps sites also had little or no advantage over the comparison group on key metrics such as volunteer retention. During the focus group discussions, some participants gave mixed assessments of the value of program features such as the volunteer management project, the community assessment, and the volunteer management trainings.

Overall, the study reveals that NYC Civic Corps members generally meet the expectations of their host sites. Corp members have helped the sites manage additional volunteers and have enabled sites to improve procedures for volunteer recruitment and management.

Appendix A. Site Survey Instrument



Thank you for participating in this survey. At the request of NYC Service, this survey is being conducted for the NYC Civic Corps AmeriCorps program by researchers at The Urban Institute, a private, nonprofit research organization in Washington DC. The Urban Institute is nationally known for high-quality, objective, and nonpartisan research and evaluation, and has been asked to conduct a study of the impact of NYC Civic Corps service on organizations that host members.

The goal of this survey is to learn about how organizations like yours are affected by NYC Civic Corps members in the short, medium, and long term. This survey will only measure NYC Civic Corps members' impact from the 2016-2017 service year. The information gathered in this survey may be used to inform current policies and procedures that impact NYC Service's management of the NYC Civic Corps program.

The survey takes an average of 15 minutes to complete. If you are unable to complete the survey in one session, your answers will be saved and you can return to the last page of the questionnaire you visited.

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Informed Consent

Your participation is completely voluntary; you may stop the survey at any time. If any question makes you feel uncomfortable, you can choose to skip that question. The information you provide will be kept confidential. To better understand responses to this survey, researchers at The Urban Institute may link survey responses with administrative data collected by the NYC Civic Corps program or by your local operating site. Responses will not be reported individually or identified by name. Your answers will be combined with those of other site representatives and results will be reported in the aggregate so that individuals cannot be identified.

We greatly appreciate your help with this important study. Please complete the entire questionnaire by **Thursday, November 30, 2017**.

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Q1. To start, approximately how many paid staff members work for your organization? Please include all full and part time employees, and include consultants if they function as staff members. Also please include people such as organists, choir directors, janitors, and other similar workers.

Number of paid staff members: _____

Q2. Other than your organization's NYC Civic Corps member(s), does your organization have a paid staff person whose responsibilities include management of volunteers?

- 1 Yes
- 2 No
- 3 Other (please explain: _____)

Q3. [if yes to Q2] What percentage of her or his time on the job does this person devote to volunteer management? If your organization has more than one such person, please describe the person who is most closely identified with in volunteer management, or is most senior in the volunteer management role.

Percentage of time spent in role: _____

Q4. Does this person/Do you have any formal training in volunteer administration, such as coursework, workshops, or attendance at conferences that focus on volunteer management?

- 1 Yes
- 2 No
- 3 Other (please explain: _____)

Q5. Other than your NYC Civic Corps member(s), does your organization have a volunteer who is responsible, or partially responsible, for the management of the other volunteers?

- 1 Yes
- 2 No
- 3 Other (please explain: _____)

Q6. Does this person have any formal training in volunteer administration, such as coursework, workshops, or attendance at conferences that focus on volunteer management?

- 1 Yes
- 2 No
- 3 Other (please explain: _____)

Q7. Does your organization use any of the following methods to locate and recruit volunteers?

- do public speaking before groups, such as clubs, companies, associations, schools, and the like
- use radio
- use the Internet
- use television

- use newspapers/trade papers/billboards or flyers
- register with other organizations to receive referrals
- special events, such as volunteer fairs or organization open-houses
- use word of mouth

- 1 Yes
- 2 No
- 3 Other (please explain: _____)

Q8. To what extent do you use **staff** to recruit volunteers one on one via word of mouth - to a great extent, some extent, or no extent?

- 1 Great extent
- 2 Some extent
- 3 No extent
- 4 Other (please explain: _____)

Q9. To what extent do you use **volunteers** to recruit volunteers one on one-to a great extent, some extent, or no extent?

- 1 Great extent
- 2 Some extent
- 3 No extent
- 4 Other (please explain: _____)

Q10. We're interested in the kinds of benefits that you believe volunteers bring to your organization. To what extent do volunteers provide each benefit—to a great extent, a moderate extent, or not at all?

- cost-savings to your organization
- more detailed attention to the people you serve
- increased public support for your programs, or improved community relations
- increases in the quality of services or programs you provide
- capability to provide services or levels of services you otherwise could not provide
- access to specialized skills possessed by volunteers, such as legal, financial, management, or computer expertise

- 1 Great extent
- 2 Moderate extent
- 3 Not at all
- 4 Other (please explain: _____)

Q11. Please describe the contribution that your 2016-2017 NYC Civic Corps member made in providing each of these benefits to your organization. Would you say that the member made a large contribution, a moderate contribution, or little or no contribution?

- cost-savings to your organization
- more detailed attention to the people you serve
- increased public support for your programs, or improved community relations
- increases in the quality of services or programs you provide

- capability to provide services or levels of services you otherwise could not provide
 - access to specialized skills possessed by volunteers, such as legal, financial, management, or computer expertise
- 1 The member made a large contribution
 - 2 The member made a moderate contribution
 - 3 The member made little or no contribution
 - 4 Other (please explain: _____)

Q12. Some organizations encounter limitations in the development of their volunteer programs. For each issue below, would you say that it is a big problem, a small problem, or not a problem at all for your organization?

- recruiting sufficient numbers of volunteers
 - recruiting volunteers with the right skills or expertise
 - recruiting volunteers available during the work day
 - indifference or resistance on the part of paid staff or board members toward volunteers
 - lack of paid staff time to properly train and supervise volunteers
 - lack of adequate funds for supporting volunteer involvement
 - regulatory, legal, or liability constraints on volunteer involvement (such as reporting, background checks, or liability insurance)
 - absenteeism, unreliability, or poor work habits or work quality on the part of volunteers
 - having more volunteers than your organization can accommodate
- 1 Big problem
 - 2 Small problem
 - 3 Not a problem at all
 - 4 Other (please explain: _____)

Q13. Now, please describe the contribution that your 2016-2017 NYC Civic Corps member made in reducing the size or scope of each of these problems or limitations. Would you say that the member made a large contribution, a moderate contribution, or little or no contribution?

- recruiting sufficient numbers of volunteers
 - recruiting volunteers with the right skills or expertise
 - recruiting volunteers available during the work day
 - indifference or resistance on the part of paid staff or board members toward volunteers
 - lack of paid staff time to properly train and supervise volunteers
 - lack of adequate funds for supporting volunteer involvement
 - regulatory, legal, or liability constraints on volunteer involvement (such as reporting, background checks, or liability insurance)
 - absenteeism, unreliability, or poor work habits or work quality on the part of volunteers
 - having more volunteers than your organization can accommodate
- 1 The member made a large contribution
 - 2 The member made a moderate contribution
 - 3 The member made little or no contribution
 - 4 Other (please explain: _____)

Q14. If many more volunteers were to become available to your organization, given the present capacity of your organization to manage or work with volunteers, about how many volunteers do you think your organization could absorb and utilize effectively?

_____Volunteers

Q15. We'd like to know what kinds of duties volunteers perform in your organization. Are volunteers involved in (Insert)?

- delivery of services, such as tutoring, counseling, ushering, caring for others or other services
- fundraising or selling items to raise money
- providing general office services
- professional assistance, such as legal, financial, management or computer expertise
- management of other volunteers
- advocacy, such as involvement in lobbying or other promotion of the organization's policy mission

- 1 Yes
- 2 No

Q16. Please give us a brief description of the one **main** role volunteers perform in your organization.

Q17. To what extent would each of the following factors increase the likelihood that your organization would involve more volunteers in its operations next year? Would (Insert) increase the likelihood that your organization would involve more volunteers to a great extent, to some extent, or to no extent.

- funding to cover expenses of volunteer involvement;
- training or professional development in how to work more effectively with volunteers;
- greater availability of volunteers with specialized skills, such as legal, financial, management, and computer expertise;
- [only for organizations that are not hosting NYC Civic Corps members in 2017-2018] a one-year, full-time, volunteer with a living stipend, and with responsibility for volunteer recruitment and management;
- fewer regulatory, legal or liability constraints on volunteer involvement
- more information about people in the community who want to volunteer

- 1 Great extent
- 2 Some extent
- 3 No extent
- 4 Other (please explain: _____)

Q18. Approximately how many unique volunteers served in your organization over the past 12 months?

_____Volunteers

Q19. Approximately how many total hours do ALL of your volunteers serve in a typical week?

_____Hours

Q20. Of the volunteers that served with your organization one year ago, approximately what percentage would you say are still involved as volunteers?

_____%

Q21. Our next question asks about the value of an hour of time donated to your organization by one of your **typical** volunteers. On average, considering all of the volunteers who served during program year 2016-2017, what is one hour of volunteer time worth to your organization?

\$_____

Q22. We would like to know the approximate ages of your volunteers. We are going to ask about three categories, under age 24, between age 24 and 55, or over 55 years of age. Roughly what percent are under age 24?

_____%

Q23. What percent are between age 24 and 55?

_____%

Q24. And what percent are over 55 years of age?

_____%

Q25. Volunteer Plan Development and Implementation

For each question below, please indicate the extent to which your organization has developed and implemented the following elements of a well-designed plan for volunteer management.

Element of plan		Have not developed	Have developed, but not yet fully implemented	Have fully implemented
25a	The organization has identified benefits and challenges related to volunteer involvement.			

	Element of plan	Have not developed	Have developed, but not yet fully implemented	Have fully implemented
25b	Organizational leadership has defined volunteer engagement as a priority.			
25c	The organization has a plan in place to dedicate appropriate resources (e.g., financial, space, training, supervision, etc.) to the organization's volunteer program.			
25d	A recruitment and engagement plan for volunteers has been created, including marketing to community organizations (e.g., outside organizations, businesses, service clubs) and diverse populations.			
25e	Potential community partnerships for recruitment have been identified (e.g., outside organizations, businesses, service clubs) and strategically planned out.			
25f	Volunteer position descriptions that expectations have been developed and disseminated to appropriate staff.			
25g	Diverse volunteer roles that include a wide range of abilities, ages, and interests have been established.			
25h	A volunteer application form and application process is in place (e.g., system for distributing, collecting, and reviewing applications and conducting interviews as appropriate).			
25i	An interviewing and screening process, including appropriate criminal background checks when applicable, has been developed and implemented.			
25j	Volunteer orientation trainings and materials have been created and implemented (e.g., handbook, emergency procedures plan, etc.)			
25k	Volunteer supervision responsibilities have been identified and are included in staff and higher-level volunteer position descriptions (e.g., providing support, opportunities for communication, accountability).			
25l	A system to receive volunteer feedback has been developed.			
25m	Volunteer tracking mechanisms (e.g., tracking of volunteer hours, tasks accomplished, etc.) are in place.			

Q26. [IF "HAVE FULLY IMPLEMENTED" TO 25i] Do you use GoPass to fingerprint your volunteers?

- Yes
- No

Q27. Volunteer Plan Sustainability

Next, we want to understand how your organization uses NYC Civic Corps member(s) alongside staff to recruit and manage volunteers to achieve its mission and if there is a plan to sustain the volunteer program. For each of the following outcomes of a well-designed plan for volunteer management, please describe the contribution made by your NYC Civic Corps member(s) during program year 2016-2017.

	Element of plan	The member made a large contribution	The member made a moderate contribution	The member made little or no contribution
27a	The organization has identified benefits and challenges related to volunteer involvement.			
27b	Organizational leadership has defined volunteer engagement as a priority.			
27c	The organization has a plan in place to dedicate appropriate resources (e.g., financial, space, training, supervision, etc.) to the organization's volunteer program.			
27d	A recruitment and engagement plan for volunteers has been created, including marketing to community organizations (e.g., outside organizations, businesses, service clubs) and diverse populations.			
27e	Potential community partnerships for recruitment have been identified (e.g., outside organizations, businesses, service clubs) and strategically planned out.			
27f	Volunteer position descriptions that expectations have been developed and disseminated to appropriate staff.			
27g	Diverse volunteer roles that include a wide range of abilities, ages, and interests have been established.			
27h	A volunteer application form and application process is in place (e.g., system for distributing, collecting, and reviewing applications and conducting interviews as appropriate).			
27i	An interviewing and screening process, including appropriate criminal background checks when applicable, has been developed and implemented.			
27j	Volunteer orientation trainings and materials have been created and implemented (e.g., handbook, emergency procedures plan, etc.)			
27k	Volunteer supervision responsibilities have been identified and are included in staff and higher-level volunteer position descriptions (e.g., providing support, opportunities for communication, accountability).			
27l	A system to receive volunteer feedback has been developed.			

	Element of plan	The member made a large contribution	The member made a moderate contribution	The member made little or no contribution
27m	Volunteer tracking mechanisms (e.g., tracking of volunteer hours, tasks accomplished, etc.) are in place.			

Appendix B. Comparison Site Survey Instrument



Thank you for participating in this survey. At the request of NYC Service, this survey is being conducted by researchers at The Urban Institute, a private, nonprofit research organization in Washington DC. The Urban Institute is nationally known for high-quality, objective, and nonpartisan research and evaluation, and has been asked to conduct a study of the impact on organizations that hosted members of the NYC Civic Corps between late 2016 and late 2017 (NYC Civic Corps sites). This survey is a companion to a very similar survey that has already been administered to NYC Civic Corps sites. Your organization has been chosen to receive this survey because of the similarities between your organization and one or more sites. The goal of this survey is to learn about how organizations like yours recruit and manage community volunteers to deliver services more efficiently and effectively. The information gathered in this survey may be used to inform current policies and procedures that impact NYC Service's management of its NYC Civic Corps program.

The survey takes an average of 15 minutes to complete. If you are unable to complete the survey in one session, your answers will be saved and you can return to the last page of the questionnaire you visited.

<PAGE BREAK>

Informed Consent

Your participation is completely voluntary; you may stop the survey at any time. If any question makes you feel uncomfortable, you can choose to skip that question. The information you provide will be kept confidential. To better understand responses to this survey, researchers at the Urban Institute may link survey responses with publicly available data about your organization. Responses will not be reported individually or identified by name. Your answers will be combined with those of other site representatives and results will be reported in the aggregate so that individuals cannot be identified. We greatly appreciate your help with this important study. Please complete the entire questionnaire by **Monday, February 12, 2018**.

<PAGE BREAK>

Q1. To start, approximately how many paid staff members work for your organization? Please include all full and part time employees, and include consultants if they function as staff members. Also please include people such as organists, choir directors, janitors, and other similar workers.

Number of paid staff members: _____

Q2. Does your organization involve volunteers in any of its activities?

For the purposes of this survey, a volunteer is any person who works on a regular, short term, or occasional basis and who provides services to your organization or to the people your organization serves, but is not paid as a staff member or a consultant.

Do not include members of your board of directors unless they provide volunteer services to the organization beyond their traditional governance duties.

And do not include special events participants unless they provide other volunteer services to the organization.

- 1 Yes
- 2 No

<END SURVEY IF Q1 = 0 OR Q2 = 2>

Q3. What borough or boroughs does your organization primarily serve? Please check all that apply.

- Manhattan
- Brooklyn
- Queens
- The Bronx
- Staten Island

Q4. How would you describe the main issues that your organization focuses on? Check all that apply:

- Senior-Focused
- Community-Focused
- Youth/Education-Focused
- Poverty-Focused
- Immigrant-Focused
- Environment-Focused
- Health-Focused
- Art-Focused
- Other:

Q5. How many years has your organization been operating programs that provide NYC community services?

_____ Years

Q6. Please paste your organization's Mission Statement here:

Q7. Approximately how many people are served by your organization in NYC yearly?

_____people

Q8. Does your organization provide episodic or ongoing services to the people served by your staff and/or volunteers?

- Episodic
- Ongoing Opportunities

Q9. Please use the spaces below to estimate the percentage of your organization's funding that comes from the following sources (note: percentages don't need to total 100%):

Local government: _____ percent
State government: _____ percent
Federal government: _____ percent
Non-government sources (e.g., private contributions, fees for service): _____ percent

Q10. Does your organization have a paid staff person whose responsibilities include management of volunteers?

- 1 Yes
- 2 No
- 3 Other (please explain: _____)

Q11. [if yes to Q10] What percentage of her or his time on the job does this person devote to volunteer management? If your organization has more than one such person, please describe the person who is most closely identified with in volunteer management, or is most senior in the volunteer management role.

Percentage of time spent in role: _____

Q12. Does this person/Do you have any formal training in volunteer administration, such as coursework, workshops, or attendance at conferences that focus on volunteer management?

- 1 Yes
- 2 No
- 3 Other (please explain: _____)

Q13. [if no to Q10] Does your organization have a volunteer who is responsible, or partially responsible, for the management of the other volunteers?

- 1 Yes
- 2 No
- 3 Other (please explain: _____)

Q14. Does this person have any formal training in volunteer administration, such as coursework, workshops, or attendance at conferences that focus on volunteer management?

- 1 Yes
- 2 No
- 3 Other (please explain: _____)

Q15. Does your organization use any of the following methods to locate and recruit volunteers?

- Presentations before groups, such as clubs, companies, associations, schools, and the like
- use radio
- use social media
- use television
- use newspapers/trade papers/billboards or flyers
- register with other organizations to receive referrals
- special events, such as volunteer fairs or organization open-houses
- use word of mouth

- 1 Yes
- 2 No
- 3 Other (please explain: _____)

Q16. To what extent do you use **staff** to recruit volunteers one on one via word of mouth - to a great extent, some extent, or no extent?

- 1 Great extent
- 2 Some extent
- 3 No extent
- 4 Other (please explain: _____)

Q17. To what extent do you use **volunteers** to recruit volunteers one on one-to a great extent, some extent, or no extent?

- 1 Great extent
- 2 Some extent
- 3 No extent
- 4 Other (please explain: _____)

Q18. We're interested in the kinds of benefits that you believe volunteers bring to your organization. To what extent do volunteers provide each benefit—to a great extent, a moderate extent, or not at all?

- cost-savings to your organization
- more detailed attention to the people you serve
- increased public support for your programs, or improved community relations
- increases in the quality of services or programs you provide
- capability to provide services or levels of services you otherwise could not provide
- access to specialized skills possessed by volunteers, such as legal, financial, management, or computer expertise

- 1 Great extent
- 2 Moderate extent
- 3 Not at all
- 4 Other (please explain: _____)

Q19. Some organizations encounter limitations in the development of their volunteer programs. For each issue below, would you say that it is a big problem, a small problem, or not a problem at all for your organization?

- recruiting sufficient numbers of volunteers
- recruiting volunteers with the right skills or expertise
- recruiting volunteers available during the work day
- indifference or resistance on the part of paid staff or board members toward volunteers
- lack of paid staff time to properly train and supervise volunteers
- lack of adequate funds for supporting volunteer involvement
- regulatory, legal, or liability constraints on volunteer involvement (such as reporting, background checks, or liability insurance)
- absenteeism, unreliability, or poor work habits or work quality on the part of volunteers
- having more volunteers than your organization can accommodate

- 1 Big problem
- 2 Small problem
- 3 Not a problem at all
- 4 Other (please explain: _____)

Q20. If many more volunteers were to become available to your organization, given the present capacity of your organization to manage or work with volunteers, about how many volunteers do you think your organization could absorb and utilize effectively?

_____Volunteers

Q21. We'd like to know what kinds of duties volunteers perform in your organization. Are volunteers involved in (Insert)?

- delivery of services, such as tutoring, counseling, ushering, caring for others or other services
- fundraising or in-kind donations to raise money
- providing general office services
- professional assistance, such as legal, financial, management or computer expertise
- management of other volunteers
- advocacy, such as involvement in lobbying or other promotion of the organization's policy mission

- 1 Yes
- 2 No

Q22. Please give us a brief description of the one **main** role volunteers perform in your organization.

Q23. To what extent would each of the following factors increase the likelihood that your organization would involve more volunteers in its operations next year? Would (Insert) increase the likelihood that your organization would involve more volunteers to a great extent, to some extent, or to no extent.

- funding to cover expenses of volunteer involvement;
- training or professional development in how to work more effectively with volunteers;
- greater availability of volunteers with specialized skills, such as legal, financial, management, and computer expertise;
- [only for organizations that answered “no” to Q11] a one-year, full-time, volunteer with a living stipend, and with responsibility for volunteer recruitment and management;
- fewer regulatory, legal or liability constraints on volunteer involvement;
- more information about people in the community who want to volunteer

- 1 Great extent
- 2 Some extent
- 3 No extent
- 4 Other (please explain: _____)

Q24. Approximately how many volunteers served in your organization over the past 12 months?

_____ Volunteers

Q25. Now we have a question about total volunteer hours served in a week. Approximately how many total hours do ALL of your volunteers work in a typical week?

_____ Hours

Q26. Of the volunteers that served with your organization one year ago, approximately what percentage would you say are still involved as volunteers?

_____ %

Q27. Our next question asks about the value of an hour of time donated to your organization by one of your **typical** volunteers. On average, considering all of the volunteers who served during program year 2016-2017, what is one hour of volunteer time worth to your organization?

\$ _____

Q28. We would like to know the approximate ages of your volunteers. We are going to ask about three categories, under age 24, between age 24 and 55, or over 55 years of age. Roughly what percent are under age 24?

_____ %

Q29. What percent are between age 24 and 55?

_____%

Q30. And what percent are over 55 years of age?

_____%

Q31. On a scale of 1 (lowest) to 5 (highest), please use the definition below to rate your organization's efficiency. (Definition of "More Efficient": Improved outcomes with the same level of resources, or improved quality of services with fewer resources.)

- 1
- 2
- 3
- 4
- 5

Q32. On a scale of 1 (lowest) to 5 (highest), please use the definition below to rate your organization's effectiveness. (Definition of "More Effective": Improved ability of the organization to achieve outcomes resulting in better success rates or better quality of outcomes achieved.)

- 1
- 2
- 3
- 4
- 5

Q33. Volunteer Plan Development and Implementation

For each question below, please indicate the extent to which your organization has developed and implemented the following elements of a well-designed plan for volunteer management.

	Element of plan	Have not developed	Have developed, but not yet fully implemented	Have fully implemented
33a	The organization has identified benefits and challenges related to volunteer involvement.			
33b	Organizational leadership has defined volunteer engagement as a priority.			
33c	The organization has a plan in place to dedicate appropriate resources (e.g., financial, space, training, supervision, etc.) to the organization's volunteer program.			
33d	A recruitment and engagement plan for volunteers has been created, including marketing to community organizations (e.g., outside organizations, businesses, service clubs) and diverse populations.			
33e	Potential community partnerships for recruitment have been identified (e.g., outside organizations, businesses, service clubs) and strategically planned out.			
33f	Volunteer position descriptions that expectations have been developed and disseminated to appropriate staff.			
33g	Diverse volunteer roles that include a wide range of abilities, ages, and interests have been established.			
33h	A volunteer application form and application process is in place (e.g., system for distributing, collecting, and reviewing applications and conducting interviews as appropriate).			
33i	An interviewing and screening process, including appropriate criminal background checks when applicable, has been developed and implemented.			
33j	Volunteer orientation trainings and materials have been created and implemented (e.g., handbook, emergency procedures plan, etc.)			
33k	Volunteer supervision responsibilities have been identified and are included in staff and higher-level volunteer position descriptions (e.g., providing support, opportunities for communication, accountability).			
33l	A system to receive volunteer feedback has been developed.			
33m	Volunteer tracking mechanisms (e.g., tracking of volunteer hours, tasks accomplished, etc.) are in place.			

Appendix C. Focus Group Protocol(s)

Purpose of the Study

Good _____, I am _____ and this is my colleague, _____. We are researchers from the Urban Institute, a private, nonprofit research organization based in Washington, DC, which conducts policy-related research on a variety of social welfare and economic issues. We are interested in talking with you today about the NYC Civic Corps program, which is administered by NYC Service. The Urban Institute is under contract to NYC Service to conduct an assessment of the service that AmeriCorps members perform at NYC Civic Corps sites. Our team is interviewing representatives from {operating sites}.

We want to thank you for agreeing to participate in the study. We also want to make sure you know that this is not a “good-bad” kind of assessment. Our aim is to learn from your experiences and better understand your organization’s participation with NYC Civic Corps.

Confidentiality Statement/Informed Consent

Your participation in this discussion is voluntary and you may choose not to answer questions you do not wish to. We also want to let you know that we will be taking notes and – with your permission – recording this interview. The recording will only be used as backup for our notes and will be destroyed at the termination of the project. Are you comfortable with this interview being recorded?

Please be assured that information that identifies you or any other participant by name is never shared outside of our evaluation team, including not sharing the information with NYC Service. When we write our report and discuss our findings, we will present information aggregated from across our interviews in order to shield the identities of individual focus group participants. However, if you are in a position that makes it so that you are the *only person* who could know a certain piece of information, it is possible someone reading our report might infer the source of the information. We will make every effort to avoid this, but you should be aware of the possibility. We also ask that you refrain from sharing anything we discuss today with others to help us ensure confidentiality, including NYC Service.

Do you have any questions before we begin?

TURN ON TAPE RECORDER WITH CONSENT

Introduction

Before we begin our discussion, could we go around the room for introductions? Please tell us a little about your organization, and when and why your organization decided to participate in NYC Civic Corps.

To start things off, we want to ask you about how your organization's involvement with the NYC Civic Corps has improved your capacity to recruit and manage volunteers.

1. How has your involvement with the NYC Civic Corps program changed the way that your organization handles volunteer recruitment? Have your NYC Civic Corps members affected the quantity/quality of volunteers recruited? If so, how?
2. How has involvement with the NYC Civic Corps program changed your organization's capacity to manage volunteers?
 - » What effect has participation in the NYC Civic Corps program had on your organization's volunteer management capacity, and what effect has that had on your organization's ability to deliver services effectively and efficiently?
 - » Have the contributions of the NYC Civic Corps members had an effect on your organization's volunteer management capacity? If so, what difference have the members made?
3. As a direct supervisor of NYC Civic Corps member(s), could you talk about the main benefits and costs associated with hosting NYC Civic Corps members?
4. In reporting on last year's NYC Civic Corps program, host sites selected volunteer management best practices that organizations have implemented. [We'll have the list of best practices from the survey available as a handout so the focus group participants can refer to it.]
 - » Which one of the listed best practices have you implemented in your organization?
 - » Which of these best practices have been most challenging to implement, and why?
 - » Have the NYC Civic Corps members allowed you to implement some of these best practices? If so, how?
5. Has participation in the NYC Civic Corps improved your organization's ability to collect and use data on the work of your volunteers? If so, please tell us how – and also, please talk about

the challenges that your organization still faces, and what would help you overcome those challenges.

6. Next, we want to find out about the community needs assessments that you have completed to determine the types of services that your organization should be providing.
 - » What were the benefits you experienced in engaging the NYC Civic Corps member(s) to conduct the assessment as opposed to staff?
 - » What did you learn about the needs of the community or communities where your volunteers are most active in providing services?
 - » Did the process of completing the community needs assessment help you set a target for the number of underserved community residents that your program should try to reach? If so, how did you decide on that target?
7. Ultimately, the goal of NYC Civic Corps is to use volunteers to provide specific and measurable benefits to the clients and program recipients in New York City. In your estimation, have you seen examples of these benefits among the people that you serve? If so, how has NYC Civic Corps allowed you to provide more of these benefits to these people, and/or to help more people?
8. Would you say that your organization's participation in NYC Civic Corps has contributed to a lasting change in the organization's culture? If so, please explain what has changed, and why you expect these changes to be long-lasting.
9. What could NYC Service do to help make your organization more successful as a host of NYC Civic Corps members?

Appendix D. Creating a Synthetic Control Group

To assess the impact of the NYC Civic Corps program we created a matched, synthetic control group. This method was designed to replicate an experimental design in which sites are randomly assigned to two groups; one group receives treatment and the other does not. Here, NYC Civic Corps members are the treatment. In an experimental design, statistically significant differences between groups after treatment provide evidence of the program's effect.

The synthetic control group consists of site-specific controls for 34 NYC Service Corps sites. Each control was a weighted average from a group of similar nonprofit organizations. Weights were determined using the synthetic control algorithm developed in Abadie and Gardeazabal (2003)⁹ and Abadie, Diamond, and Hainmueller (2010).¹⁰ The weighting vector, $W = (w_2, \dots, w_{j+1})$ is selected to minimize the distance between the NYC Civic Corps site and its synthetic control using used data from 2015 tax returns (IRS Form 990).

Mechanically, W solves the constrained minimization problem

$$W^* = \min_W \sqrt{(X_1 - X_0 W)' V (X_1 - X_0 W)}$$
$$s. t. W' i = 1, w_j \geq 0, j = (2, \dots, J + 1)$$

where X_1 is a set vector of predictor variables—in this case total revenue, compensation of officers, and dummy variables for program areas—for the NYC Civic Corps site, X_0 is a matrix made up of vectors of predictor variables for each site in the comparison group, and V is a diagonal matrix that weights the relative importance of the predictor variables.

Synthetic Control Methods (SCM) were developed to estimate causal impacts in comparative case studies. As originally designed, SCM relies on a series of observations, including measures of outcomes, from both before and after an intervention. Given the available data, we cannot track outcomes or outputs before the arrival of NYC Civic Corps members. Instead, we use the SCM algorithm (via Stata's `synth` command) using a single year of pre-NYC Civic Corps IRS data. As such, the causal implications of standard SCM cannot be applied to our analysis. However, the algorithm still allows us to create a control group whose levels of revenue, donations, and spending on compensation of officers matches aligns with those at NYC Civic Corps sites in 2015.

Appendix E. Creating Indices

Hager and Brudney developed indices for volunteer benefits, challenges, and net benefits.¹¹ Drawing on their methodology, we develop the following indices.

Volunteer Plan Development Index

To gauge the extent to which organizations have developed plans for managing volunteers, we created an index that ranged from 0 to 1. Sites were asked which of 13 components of a volunteer plan they “Have fully implemented,” “Have developed, but not yet fully implemented,” or “Have not developed.” The index is calculated as the number of components fully implemented times 1 plus the number of components developed but not fully implemented times 0.5, divided by 13 (the number of components).

Management Capacity Indices

Following Hager and Brudney, we created indices of volunteer benefits, challenges, and net benefits for each site. Sites were asked to categorize the extent to which volunteers provide a benefit—a great extent, moderate extent, or not at all—across six areas. We defined the benefits index as the number of areas in which volunteers provide a benefit “to a great extent” times 1, plus the number of areas in which volunteers provide a benefit “to a moderate extent times” times 0.5, divided by six. This created an index from 0 to 1. Sites were also asked whether any of nine issues with volunteer management represented a big problem, a small problem, or no problem. We defined the challenges index as the number of issues the site described as a big problem times 1, plus the number of issues the site described as a small problem times 0.5, divided by nine. This index also ran from 0 to 1. The net benefits index was then defined as the benefits index minus the challenges index.

Appendix F. Results from Quantitative Analysis

Numbers of Volunteers and Their Responsibilities

Question	NYC Civic Corps	N1	Control orgs.	N2	P-value
Approximately how many volunteers worked in your organization over the past 12 months?	1,375.74	27	575.69	27	0.11
Approximately how many total hours do ALL of your volunteers work in a typical week?	695.50	26	219.78	26	0.13
What percentage of your volunteers are under age 24?	24.78	27	30.66	27	0.15
What percentage of your volunteers are between age 24 and 55?	60.48	27	54.59	27	0.19
What percentage of your volunteers are over 55?	18.41	27	15.96	27	0.55
Of the volunteers that worked with your organization one year ago, approximately what percentage would you say are still involved as volunteers?	38.70	27	46.06	27	0.31
If many more volunteers were to become available to your organization, given the present capacity of your organization to manage or work with volunteers, about how many volunteers do you think your organization could absorb and utilize effectively?	304.88	24	178.63	24	0.20
Our next question asks about the value of an hour of time donated to your organization by one of your typical volunteers. On average, considering all of the volunteers who served during program year 2016-2017, what is one hour of volunteer time worth to your organization?	\$145.48	18	\$31.78	18	0.07

What Would Encourage the Organization to Involve More Volunteers?

Please indicate whether each would increase the likelihood that your organization would involve more volunteers:

Outcome	Answer choice	NYC Civic Corps	N1	Control orgs.	N2	P-value
Funding to cover expenses of volunteer involvement	Great extent	59.3%	27	52.2%	27	0.53
	Some extent	33.3%	27	11.8%	27	0.05
	No extent	7.4%	27	25.6%	27	0.05
Training or professional development in how to work more effectively with volunteers	Great extent	22.2%	27	28.3%	27	0.44
	Some extent	55.6%	27	34.8%	27	0.05
	No extent	22.2%	27	33.7%	27	0.25
Greater availability of volunteers with specialized skills, such as legal, financial, management, and computer expertise	Great extent	44.4%	27	30.1%	27	0.16
	Some extent	48.1%	27	7.4%	27	0.00
	No extent	7.4%	27	59.3%	27	0.00
A one-year, full-time, volunteer with a living stipend, and with responsibility for volunteer recruitment and management	Great extent	69.2%	13	66.7%	13	0.85
	Some extent	30.8%	13	0.0%	13	0.04
	No extent	0.0%	13	25.7%	13	0.02
Fewer regulatory, legal or liability constraints on volunteer involvement	Great extent	11.1%	27	3.5%	27	0.25
	Some extent	48.1%	27	45.5%	27	0.82
	No extent	40.7%	27	47.8%	27	0.59
More information about people in the community who want to volunteer	Great extent	51.9%	27	61.3%	27	0.33
	Some extent	33.3%	27	31.3%	27	0.84
	No extent	14.8%	27	4.2%	27	0.12

Volunteer Benefit Outcomes

We're interested in the kinds of benefits that you believe volunteers bring to your organization. To what extent do volunteers provide each benefit?

Overall assessment	Answer choice	NYC Civic Corps	N1	Control orgs.	N2	P-value
Cost savings to your organization	Great extent	70.4%	27	54.8%	27	0.15
More detailed attention to the people you serve	Great extent	74.1%	27	60.4%	27	0.19
Increased public support for your programs, or improved community relations	Great extent	74.1%	27	65.9%	27	0.48
Increases in the quality of services or programs you provide	Great extent	66.7%	27	45.6%	27	0.06
Capability to provide services or levels of services you otherwise could not provide	Great extent	81.5%	27	43.1%	27	0.00
Access to specialized skills possessed by volunteers, such as legal, financial, management, or computer expertise	Great extent	55.6%	27	43.0%	27	0.33

Overall assessment	Answer choice	NYC Civic Corps	N1	Control orgs.	N2	P-value
Cost savings to your organization	Moderate extent	25.9%	27	39.9%	27	0.19
More detailed attention to the people you serve	Moderate extent	25.9%	27	19.3%	27	0.54
Increased public support for your programs, or improved community relations	Moderate extent	25.9%	27	30.9%	27	0.68
Increases in the quality of services or programs you provide	Moderate extent	33.3%	27	48.6%	27	0.18
Capability to provide services or levels of services you otherwise could not provide	Moderate extent	18.5%	27	33.6%	27	0.12
Access to specialized skills possessed by volunteers, such as legal, financial, management, or computer expertise	Moderate extent	44.4%	27	24.6%	27	0.09
Cost savings to your organization	No extent	3.7%	27	2.1%	27	0.69
More detailed attention to the people you serve	No extent	0.0%	27	17.1%	27	0.02
Increased public support for your programs, or improved community relations	No extent	0.0%	27	0.0%	27	1.00
Increases in the quality of services or programs you provide	No extent	0.0%	27	2.6%	27	0.17
Capability to provide services or levels of services you otherwise could not provide	No extent	0.0%	27	23.3%	27	0.00
Access to specialized skills possessed by volunteers, such as legal, financial, management, or computer expertise	No extent	0.0%	27	32.4%	27	0.00

Volunteer Challenge Outcomes

How big of a problem are each of the issues below?

Overall assessment	Answer choice	NYC Civic Corps	N1	Control orgs.	N2	P-value
Recruiting sufficient numbers of volunteers	Big problem	22.2%	27	43.4%	27	0.03
Recruiting volunteers with the right skills or expertise	Big problem	18.5%	27	2.5%	27	0.04
Recruiting volunteers available during the work day	Big problem	48.1%	27	15.0%	27	0.00
Indifference or resistance on the part of paid staff or board members toward volunteers	Big problem	24.0%	25	0.5%	25	0.18
Lack of paid staff time to properly train and supervise volunteers	Big problem	30.8%	26	13.4%	26	0.11
Lack of adequate funds for supporting volunteer involvement	Big problem	36.0%	25	41.6%	25	0.72

Overall assessment	Answer choice	NYC Civic Corps	N1	Control orgs.	N2	P-value
Regulatory, legal, or liability constraints on volunteer involvement (such as reporting, background checks, or liability insurance)	Big problem	8.0%	25	0.6%	25	0.18
Absenteeism, unreliability, or poor work habits or work quality on the part of volunteers	Big problem	15.4%	26	27.2%	26	0.24
Having more volunteers than your organization can accommodate	Big problem	11.1%	27	3.7%	27	0.30
Recruiting sufficient numbers of volunteers	Small problem	48.1%	27	34.7%	27	0.22
Recruiting volunteers with the right skills or expertise	Small problem	70.4%	27	73.0%	27	0.77
Recruiting volunteers available during the work day	Small problem	40.7%	27	54.9%	27	0.08
Indifference or resistance on the part of paid staff or board members toward volunteers	Small problem	12.0%	25	14.6%	25	0.32
Lack of paid staff time to properly train and supervise volunteers	Small problem	34.6%	26	34.9%	26	0.98
Lack of adequate funds for supporting volunteer involvement	Small problem	28.0%	25	35.0%	25	0.61
Regulatory, legal, or liability constraints on volunteer involvement (such as reporting, background checks, or liability insurance)	Small problem	36.0%	25	58.8%	25	0.05
Absenteeism, unreliability, or poor work habits or work quality on the part of volunteers	Small problem	46.2%	26	23.7%	26	0.33
Having more volunteers than your organization can accommodate	Small problem	44.4%	27	14.4%	27	0.01
Recruiting sufficient numbers of volunteers	Not a problem	29.6%	27	21.9%	27	0.42
Recruiting volunteers with the right skills or expertise	Not a problem	11.1%	27	24.5%	27	0.11
Recruiting volunteers available during the work day	Not a problem	11.1%	27	30.1%	27	0.31
Indifference or resistance on the part of paid staff or board members toward volunteers	Not a problem	64.0%	25	84.9%	25	0.01
Lack of paid staff time to properly train and supervise volunteers	Not a problem	34.6%	26	51.7%	26	0.18
Lack of adequate funds for supporting volunteer involvement	Not a problem	36.0%	25	23.4%	25	0.27
Regulatory, legal, or liability constraints on volunteer involvement (such as reporting, background checks, or liability insurance)	Not a problem	56.0%	25	40.6%	25	0.22
Absenteeism, unreliability, or poor work habits or work quality on the part of volunteers	Not a problem	38.5%	26	49.1%	26	0.93
Having more volunteers than your organization can accommodate	Not a problem	44.4%	27	81.8%	27	0.00

Volunteer Recruitment

Does your organization use any of the following methods to locate and recruit volunteers?

Method	NYC Civic Corps	N1	Control orgs.	N2	P-value
Public speaking before groups, such as clubs, companies, associations, schools, and the like	85.2%	27	74.0%	27	0.31
Radio	15.4%	26	11.8%	26	0.69
Internet	96.3%	27	88.7%	27	0.21
Television	14.8%	27	12.6%	27	0.80
Newspapers/trade papers/billboards or flyers	53.8%	26	32.4%	26	0.12
Register with other organizations to receive referrals	96.3%	27	63.7%	27	0.00
Special events, such as volunteer fairs or organization open-houses	88.9%	27	74.7%	27	0.14
Use word of mouth	100.0%	27	98.9%	27	0.16

Volunteer Plan Development

For each question below, please indicate the extent to which your organization has developed and implemented the following elements of a well-designed plan for volunteer management.

Outcome	Answer choice	NYC Civic Corps	N1	Control orgs.	N2	P-value
VPD Index		.76	27	.68	27	0.11
The organization has identified benefits and challenges related to volunteer involvement.	Have fully implemented	51.9%	27	31.3%	27	0.09
	Have developed, but not yet fully implemented	48.1%	27	51.1%	27	0.79
	Have not developed	0.0%	27	17.6%	27	0.01
Organizational leadership has defined volunteer engagement as a priority.	Have fully implemented	59.3%	27	41.8%	27	0.21
	Have developed, but not yet fully implemented	33.3%	27	39.0%	27	0.67
	Have not developed	7.4%	27	19.3%	27	0.20
The organization has a plan in place to dedicate appropriate resources (e.g., financial, space, training, supervision, etc.) to the organization's volunteer program.	Have fully implemented	48.1%	27	41.6%	27	0.62
	Have developed, but not yet fully implemented	40.7%	27	19.6%	27	0.10
	Have not developed	11.1%	27	38.8%	27	0.01
A recruitment and engagement plan for volunteers has been created, including marketing to community organizations (e.g., outside organizations, businesses, service clubs) and diverse populations.	Have fully implemented	48.1%	27	32.5%	27	0.11
	Have developed, but not yet fully implemented	48.1%	27	26.9%	27	0.05
	Have not developed	3.7%	27	40.6%	27	0.00
Potential community partnerships for recruitment have been identified (e.g., outside organizations,	Have fully implemented	55.6%	27	30.4%	27	0.02
	Have developed, but not yet fully implemented	40.7%	27	63.6%	27	0.04

Outcome	Answer choice	NYC Civic	N1	Control	N2	P-value
		Corps		orgs.		
businesses, service clubs) and strategically planned out.	Have not developed	3.7%	27	5.9%	27	0.66
Volunteer position descriptions that expectations have been developed and disseminated to appropriate staff.	Have fully implemented	63.0%	27	17.2%	27	0.19
	Have developed, but not yet fully implemented	33.3%	27			
	Have not developed	3.7%	27	21.2%	27	0.01
Diverse volunteer roles that include a wide range of abilities, ages, and interests have been established.	Have fully implemented	74.1%	27	42.2%	27	0.02
	Have developed, but not yet fully implemented	18.5%	27	11.9%	27	0.47
	Have not developed	7.4%	27	45.9%	27	0.00
A volunteer application form and application process is in place (e.g., system for distributing, collecting, and reviewing applications and conducting interviews as appropriate).	Have fully implemented	77.8%	27	54.2%	27	0.04
	Have developed, but not yet fully implemented	7.4%	27	22.6%	27	0.10
	Have not developed	14.8%	27	23.2%	27	0.40
An interviewing and screening process, including appropriate criminal background checks when applicable, has been developed and implemented.	Have fully implemented	73.1%	26	85.9%	26	0.18
	Have developed, but not yet fully implemented	19.2%	26	4.5%	26	0.09
	Have not developed	7.7%	26	9.5%	26	0.80
Volunteer orientation trainings and materials have been created and implemented (e.g., handbook, emergency procedures plan, etc.)	Have fully implemented	66.7%	27	88.5%	27	0.06
	Have developed, but not yet fully implemented	25.9%	27	8.9%	27	0.10
	Have not developed	7.4%	27	2.6%	27	0.40
Volunteer supervision responsibilities have been identified and are included in staff and higher-level volunteer position descriptions (e.g., providing support, opportunities for communication, accountability).	Have fully implemented	61.5%	26	84.2%	26	0.08
	Have developed, but not yet fully implemented	30.8%	26	12.3%	26	0.11
	Have not developed	7.7%	26	3.5%	26	0.47
A system to receive volunteer feedback has been developed.	Have fully implemented	40.7%	27	62.9%	27	0.11
	Have developed, but not yet fully implemented	37.0%	27	33.1%	27	0.77
	Have not developed	22.2%	27	4.0%	27	0.06
Volunteer tracking mechanisms (e.g., tracking of volunteer hours, tasks accomplished, etc.) are in place.	Have fully implemented	77.8%	27	71.1%	27	0.56
	Have developed, but not yet fully implemented	22.2%	27	23.6%	27	0.90
	Have not developed	0.0%	27	5.3%	27	0.11

Member Contributions to Benefits and Challenges

Please describe the contribution that your 2016–2017 AmeriCorps member made in providing each of these benefits to your organization. Would you say that the member made a large contribution, a moderate contribution, or little or no contribution?

Practice	Response	Percent	N
Cost-savings to your organization	Large or moderate contribution	100%	33
More detailed attention to the people you serve	Large or moderate contribution	100%	33
Increased public support for your programs, or improved community relations	Large or moderate contribution	94%	33
Increases in the quality of services or programs you provide	Large or moderate contribution	97%	33
Capability to provide services or levels of services you otherwise could not provide	Large or moderate contribution	88%	33
Access to specialized skills possessed by volunteers, such as legal, financial, management, or computer expertise	Large or moderate contribution	73%	33
Cost-savings to your organization	Large contribution	70%	33
More detailed attention to the people you serve	Large contribution	73%	33
Increased public support for your programs, or improved community relations	Large contribution	52%	33
Increases in the quality of services or programs you provide	Large contribution	55%	33
Capability to provide services or levels of services you otherwise could not provide	Large contribution	64%	33
Access to specialized skills possessed by volunteers, such as legal, financial, management, or computer expertise	Large contribution	36%	33

Now, please describe the contribution that your 2016-2017 NYC Civic Corps member made in reducing the size or scope of each of these problems or limitations. Would you say that the member made a large contribution, a moderate contribution, or little or no contribution?

Practice	Response	Percent	N
Recruiting sufficient numbers of volunteers	Large or moderate contribution	94%	33
Recruiting volunteers with the right skills or expertise	Large or moderate contribution	91%	33
Recruiting volunteers available during the work day	Large or moderate contribution	82%	33
Indifference or resistance on the part of paid staff or board members toward volunteers	Large or moderate contribution	38%	26
Lack of paid staff time to properly train and supervise volunteers	Large or moderate contribution	80%	30
Lack of adequate funds for supporting volunteer involvement	Large or moderate contribution	34%	32
Regulatory, legal, or liability constraints on volunteer involvement (such as reporting, background checks, or liability insurance)	Large or moderate contribution	25%	32
Absenteeism, unreliability, or poor work habits or work quality on the part of volunteers	Large or moderate contribution	52%	31
Having more volunteers than your organization can accommodate	Large or moderate contribution	58%	33
Recruiting sufficient numbers of volunteers	Large contribution	61%	33
Recruiting volunteers with the right skills or expertise	Large contribution	30%	33
Recruiting volunteers available during the work day	Large contribution	36%	33
Indifference or resistance on the part of paid staff or board members toward volunteers	Large contribution	15%	26

Practice	Response	Percent	N
Lack of paid staff time to properly train and supervise volunteers	Large contribution	47%	30
Lack of adequate funds for supporting volunteer involvement	Large contribution	25%	32
Regulatory, legal, or liability constraints on volunteer involvement (such as reporting, background checks, or liability insurance)	Large contribution	19%	32
Absenteeism, unreliability, or poor work habits or work quality on the part of volunteers	Large contribution	19%	31
Having more volunteers than your organization can accommodate	Large contribution	27%	33

Volunteer Plan Sustainability Outcomes

As a result of engaging NYC Civic Corps member(s), your organization utilizes volunteers alongside staff to achieve its mission and has a plan to sustain the volunteer program. For each of the following outcomes of a well-designed plan for volunteer management, please describe the contribution made by your NYC Civic Corps member(s) during program year 2016-17.

Volunteer plan sustainability	Answer choice	NYC Civic Corps
VPS Index		.51
The organization has identified benefits and challenges related to volunteer involvement.	Large contribution	36%
	Moderate contribution	55%
	No contribution	9%
	Large or moderate contribution of developed or implemented component	91%
Organizational leadership has defined volunteer engagement as a priority.	Large contribution	15%
	Moderate contribution	48%
	No contribution	36%
	Large or moderate contribution of developed or implemented component	64%
The organization has a plan in place to dedicate appropriate resources (financial, space, training, supervision, etc.) to the organization's volunteer program.	Large contribution	16%
	Moderate contribution	44%
	No contribution	41%
	Large or moderate contribution of developed or implemented component	59%
A recruitment and engagement plan for volunteers has been created, including marketing to community organizations (e.g., outside organizations, businesses, service clubs) and diverse populations.	Large contribution	25%
	Moderate contribution	66%
	No contribution	9%
	Large or moderate contribution of developed or implemented component	91%
Potential community partnerships for recruitment have been identified (e.g., outside organizations, businesses, service clubs) and strategically planned out.	Large contribution	42%
	Moderate contribution	36%
	No contribution	21%
	Large or moderate contribution of developed or implemented component	79%
	Large contribution	25%

Volunteer plan sustainability	Answer choice	NYC Civic Corps
Volunteer position descriptions that expectations have been developed and disseminated to appropriate staff.	Moderate contribution	50%
	No contribution	25%
	Large or moderate contribution of developed or implemented component	75%
Diverse volunteer roles that include a wide range of abilities, ages, and interests have been established.	Large contribution	27%
	Moderate contribution	48%
	No contribution	24%
	Large or moderate contribution of developed or implemented component	76%
A volunteer application form and application process is in place (e.g., system for distributing, collecting, and reviewing applications and conducting interviews as appropriate).	Large contribution	27%
	Moderate contribution	48%
	No contribution	24%
	Large or moderate contribution of developed or implemented component	76%
An interviewing and screening process, including appropriate criminal background checks when applicable, has been developed and implemented.	Large contribution	24%
	Moderate contribution	36%
	No contribution	39%
	Large or moderate contribution of developed or implemented component	61%
Volunteer orientation trainings and materials have been created and implemented (e.g., handbook, emergency procedures plan, etc.)	Large contribution	42%
	Moderate contribution	39%
	No contribution	18%
	Large or moderate contribution of developed or implemented component	82%
Volunteer supervision responsibilities have been identified and are included in staff and higher-level volunteer position descriptions (e.g., providing support, opportunities for communication, accountability).	Large contribution	24%
	Moderate contribution	36%
	No contribution	39%
	Large or moderate contribution of developed or implemented component	61%
A system to receive volunteer feedback has been developed.	Large contribution	16%
	Moderate contribution	42%
	No contribution	42%
	Large or moderate contribution of developed or implemented component	58%
Volunteer tracking mechanisms (e.g., tracking of volunteer hours, tasks accomplished, etc.) are in place.	Large contribution	32%
	Moderate contribution	48%
	No contribution	19%
	Large or moderate contribution of developed or implemented component	81%

Member Contributions to Volunteer Management Capacity Practices

[Baseline Survey – NYC Service] Please check the volunteer management practices currently in place at your organization/agency:

Practice	Percent	N
Annual measurement of volunteer impact	49%	39
Creation of volunteer manual/training/curriculum	72%	39
Development of a written volunteer generation plan	62%	39
Establishment of a volunteer unit	59%	39
Formal partnerships for volunteer recruitment	74%	39
Liability coverage or insurance protection for volunteers	44%	39
Recognition activities, such as award ceremonies, for volunteers	72%	39
Regular collection of information on volunteer involvement	72%	39
Regular supervision and communication with volunteers	85%	39
Screening and matching of volunteers to positions	69%	39
Training and professional development for volunteers	54%	39
Training for paid staff in working with volunteers	33%	39
Written policies and position descriptions for volunteer involvement	77%	39

[End-of-Year Survey – NYC Service] Please select the volunteer management practices that have been implemented by your organization/agency as a result of capacity building services provided by NYC Civic Corps members:

Practice	Percent	N
Annual measurement of volunteer impact	30%	27
Creation of volunteer manual/training/curriculum	41%	27
Development of a written volunteer generation plan	24%	27
Establishment of a volunteer unit	29%	27
Formal partnerships for volunteer recruitment	2%	27
Liability coverage or insurance protection for volunteers	39%	27
Recognition activities, such as award ceremonies, for volunteers	41%	27
Regular collection of information on volunteer involvement	46%	27
Regular supervision and communication with volunteers	49%	27
Screening and matching of volunteers to positions	27%	27
Training and professional development for volunteers	10%	27
Training for paid staff in working with volunteers	39%	27
Written policies and position descriptions for volunteer involvement	30%	27

Engagement with NYC Service

Question	Response	Percent	N
[Baseline Survey] Please evaluate your comprehension of the NYC Civic Corps performance measures.	Understand well	56.4%	39
	Working knowledge	43.6%	39
[End-of-Year Survey] Please evaluate your comprehension of the performance measures assigned to your organization:	Understand well	63.0%	27
	Working knowledge	37.0%	27
Changed from Working knowledge to Understand well		54.5%	11

Question	Response	Percent	N
Please evaluate your comprehension of the data collection tools used for these performance measures:	Understand well	59.3%	27
	Working knowledge	40.7%	27

Question		Midyear	N1	End of year	N2	P-value
Please rate the level of helpfulness of the monthly volunteer management trainings provided to NYC Civic Corps members to ensure their success in recruiting and managing volunteers at your organization.	Very helpful	4.5%	22	9.1%	22	0.33
	Helpful	40.9%	22	36.4%	22	0.75
	Somewhat helpful	36.4%	22	27.3%	22	0.54
	Unhelpful	4.5%	22	13.6%	22	0.33
Please rate the current level of effectiveness of your NYC Civic Corps volunteerism-specific project.	Not sure	13.6%	22	13.6%	22	1.00
	Very effective	27.3%	22	22.7%	22	0.58
	Effective	63.6%	22	59.1%	22	0.71
	Somewhat effective	9.1%	22	9.1%	22	1.00
	Ineffective	0.0%	22	0.0%	22	1.00
	Very ineffective	0.0%	22	0.0%	22	1.00
Please rate the effectiveness of the community assessment in informing the outcomes of your Civic Corps project.	Did not complete project	0.0%	22	0.0%	22	1.00
	Not sure	0.0%	22	9.1%	22	0.16
	Very effective	22.7%	22	13.6%	22	0.16
	Effective	18.2%	22	31.8%	22	0.27
	Somewhat effective	40.9%	22	18.2%	22	0.10
	Ineffective	18.2%	22	9.1%	22	0.16
	Very ineffective	0.0%	22	4.5%	22	0.33
Did not complete community assessment	0.0%	22	18.2%	22	0.04	
Not sure	0.0%	22	4.5%	22	0.33	

Notes

- ¹ See “AmeriCorps VIP Volunteer Capacity Study,” CalSERVES-NCOE, 2012. Available at https://www.nationalservice.gov/sites/default/files/evidenceexchange/FR_CaliforniaVolunteers_CalSERVES-NCOE_AmeriCorpsVIP.pdf.
- ² See *Volunteer Management Capacity in America’s Charities and Congregations: A Briefing Report* (Washington, DC: Urban Institute, 2004).
- ³ The IRS Form 990 for one NYC Civic Corps site described the national organization rather than the local chapter. Because the data described a much larger organization, we were unable to create reasonable, synthetic control.
- ⁴ Because outliers may have answered the question in annual rather than hourly terms, we report the median instead of the average.
- ⁵ See Mark A. Hager and Jeffrey L. Brudney, *Balancing Act: The Challenges and Benefits of Volunteers* (Washington, DC: Urban Institute, 2004).
- ⁶ We use the $\alpha = 0.05$ threshold for statistical significance throughout this report.
- ⁷ These key capacity-building measures are in the 2019 AmeriCorps NOFO (https://www.nationalservice.gov/sites/default/files/documents/2019%20Performance%20Measures%20Instructions_Clean_FINAL_508ed.pdf, page 10).
- ⁸ “Evaluation Report for NYC Service Corps (AmeriCorps) Program for FY 2014-2015.” John MollenKopf, PhD, 2016.
- ⁹ See Alberto Abadie and Javier Gardeazabal, “The Economic Costs of Conflict: A Case Study of the Basque Country,” *American Economic Review* 93, no. 1 (2003): 113–32. Available at <https://www.jstor.org/stable/3132164>.
- ¹⁰ See Alberto Abadie, Alexis Diamond, and Jens Hainmueller, “Synthetic Control Methods for Comparative Case Studies: Estimating the Effect of California’s Tobacco Control Program,” *Journal of the American Statistical Association* 105, no. 490 (2010): 493–505. Available at <http://amstat.tandfonline.com/loi/uasa20>.
- ¹¹ Hager and Brudney, *Balancing Act*.

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