CAPACITY BUILDING

Goal 3 Capacity Building Performance Measures

Through Goal 3 of the 2011-2015 Strategic Plan, CNCS seeks to strengthen its collective capacity and that of the national service network to measure performance and evaluate program outcomes and impact. National service has always been a vehicle for public-private partnership through match requirements and strategies requiring local collaboration to receive our resources.

The performance measures herein are intended to measure the impact of capacity building activities that leverage private investment in community solutions. These capacity building activities may be provided by national service participants working through our grantees and programs.

Examples of both planning and implementation of capacity building activities are included in a *Strategic Plan Framework for Capacity Building* companion document that is available at the CNCS Resource Center, www.nationalserviceresources.org. That framework, and the standard National Performance Measures for capacity building included in this document, should not be construed to represent the full universe of activities that could be associated within a given area of capacity building.

As a general rule, CNCS considers capacity building activities to be *indirect services* that enable CNCS-supported organizations to provide more, better and sustained *direct services*. To determine whether assigned national service participants' activities qualify as capacity building, think about the intended results of those activities. Applicants must understand and distinguish activities that build capacity. Capacity building activities cannot be solely intended to support the administration or operations of the organization. Capacity building activities must:

1) Be intended to support or enhance the program delivery model.
2) Respond to the organization's goal of increasing, expanding or enhancing services in order to address the most pressing needs identified in the community, and
3) Enable the organization to provide a sustained level of more or better direct services after the national service participant's term of service has ended.

Definition of Key Terms

Aligned Outcome Measures: AmeriCorps programs are required to have at least one outcome measure aligned with each output measure they select. The opt-in rules (in blue boxes before the measures) provide guidance to applicants by indicating the required or recommended pairing, or alignment, of output and outcome measures. The rules also denote any constraints that may apply to reporting of performance measurement data to CNCS.

Applicant-Determined Performance Measure: Output and outcome measures that are identified by the program (vs. pre-determined national performance measures).

Capacity Building: A set of activities that expand the *scale, reach, efficiency,* or *effectiveness* of programs and organizations. Activities may also *leverage resources* for programs and/or organizations. For example, capacity building activities may expand services, enhance delivery of services, or generate additional resources. These activities achieve *lasting positive outcomes for the beneficiary populations* served by CNCS-supported organizations.

CNCS' six Focus Areas: The 2009 Serve America Act directs CNCS to focus national service on a core set of six priority issue areas, as follows: Disaster Services, Economic Opportunity, Education, Environmental Stewardship, Healthy Futures and Veterans and Military Families.

CNCS-Supported Organization: Comprises a) organizations that have national service participants (AmeriCorps, VISTA and NCCC members, Senior Corps volunteers and Learn and Serve participants) and, b) organizations that receive CNCS funding. This may include K-12 local education agencies, state health agencies, other non-federal government agencies, tribes and tribal governments, tax-exempt, charitable organizations under section 501(c)(3) of the Internal Revenue Code, grantees and their sub grantees, and partner organizations with which the aforementioned organizations have developed formal collaborations and whose mission supports CNCS issue areas.

Community Volunteer: Citizens or residents in the community who are recruited and/or managed by the CNCS-supported organization or assigned national service participant(s) to offer time, knowledge, skills, and expertise for free to support the CNCS-supported program or organization. Community volunteers differ from national service participants in that they are under no formal obligation to provide a specified amount of assistance (e.g., as measured by service hours), and said volunteers are not enrolled in a national service program. Also referred to as "leveraged volunteers."

Direct Service: Within the context of our framework, direct service refers to any form of assistance provided directly to the individuals, targeted groups and communities that make up the beneficiary population. For example, direct service may entail face-to-face housing assistance, tutoring, or disaster response services. Direct service may also entail hands-on environmental improvements performed by national service participants.

Effectiveness: Improved ability of the organization to achieve outcomes resulting in better success rates or better quality of outcomes achieved.

Efficiency: Improved outcomes with the same level of resources; improved or consistent quality of services with fewer resources.

Indirect Service: Within the context of our framework, indirect service refers to the provision of skills, abilities, knowledge, and efforts to support a program or organization in fulfilling its primary mission, obligations and programming. For example, indirect services do not involve the one-to-one provision of benefits between a national service participant and a member of the beneficiary community. Indirect services are capacity building activities provided by the national service participants to affect institutional change within CNCS-supported organizations with the intention of supporting or enhancing the program delivery model.

Intermediary or Intermediary Organization: Within the context of our framework, an intermediary or intermediary organization coordinates the fundraising, logistics, and operations for multiple partner organizations or their own service sites. The intermediary organization typically has a primary mission to strengthen partner organizations and their programs. This may include grant making organizations.

Leveraged Resources: Additional resources or assets garnered through capacity building activities (such as funding, volunteers, in-kind support, and partnerships).

National Performance Measure: Common outputs and outcomes that are pre-determined by CNCS. For information on specific measures, see 2012 National Performance Measures: Performance Measures Instructions and National Performance Measurement Instrument Packets located at the Resource Center: http://nationalserviceresources.org/national-performance-measures/home.

National service participant: Refers to the individuals supported by CNCS who carry out service activities. CNCS' various programs refer to people who participate in national service in different ways, e.g. AmeriCorps members, Learn and Serve America participants and Senior Corps volunteers. The broad term "national service participant" encompasses individuals in all CNCS programs. National service participants are NOT staff members of the CNCS-supported organization.

Outcome Measures: An assessment of the results of a program activity compared to its intended purpose (GPRA Modernization Act of 2010, SEC. 3 (h) DEFINITIONS). In the context of service, outcomes describe the intended result of carrying out a program or activity. They define an event or condition that is external to the program or activity and that is of direct importance to the intended beneficiaries and/or the public.

> **Intermediate-outcomes** specify changes that have occurred in the lives of national service participants and/or beneficiaries, but are short of a significant benefit for them.
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> **End-outcomes** specify changes that have occurred in the lives of national service participants and/or beneficiaries that are significant and lasting. End outcomes are the long term impact of the service and may not always become evident until more than three years after the initial intervention.

Output Measures: The tabulation, calculation, or recording of activity or effort that can be expressed in a quantitative or qualitative manner (GPRA Modernization Act of 2010, SEC. 3 (h) DEFINITIONS). In the context of service, outputs refer to the internal activities of a program (i.e., the products and services delivered). Outputs are counts of the amount of service that national service participants (NSPs) or volunteers have completed, but do not provide information on benefits to or other changes in the lives of NSPs and/or beneficiaries.

Scale/ Reach: The scope of a program's services. Increased scale/reach can be measures by the number of new people served, new populations served, and/ or new or expanded services.

Supporting / Enhancing the Program Delivery Model: Specifies that the services provided by the CNCS-supported organization or the national service participant engaged in the capacity building activity must be for the intended purpose of supporting or enhancing the CNCS-supported program delivery model. Said capacity building activities cannot be solely intended to support the administration or operations of the organization.

Sustainability: Within the context of our framework, sustainability is a lasting outcome of the capacity building activity or intervention. This may include maintaining service after the CNCS resource is gone, maintaining enhanced or increased services after the CNCS resource is gone, or both. Sustainable projects and programs have institutional procedures, resources and processes that assure the continuation of expanded or enhanced beneficiary services.

Underserved Populations: Populations or groups that are specifically identified by the program as in need of program services or that currently receive inadequate service.

Agency-Wide Priority Measures

Strategic Plan Objective 3: Leverage community assets through public-private partnerships

Measure G3-3.1	Number of community volunteers recruited by CNCS-supported organizations or national service participants
Definition of Key Terms	**Community volunteers:** Citizens or residents in the community who are recruited and/or managed by the CNCS-supported organization or assigned national service participant(s) to offer time, knowledge, skills, and expertise for free to support the CNCS-supported program or organization. Community volunteers differ from national service participants in that they are under no formal obligation to provide a specified amount of assistance (e.g., as measured by service hours), and said volunteers are not enrolled in a national service program. Also referred to as "leveraged volunteers." **Recruited:** Enlisted or enrolled as a direct result of an intentional effort to do so.
How to Calculate Measure/ Collect Data	Only count community volunteers that were specifically recruited by the CNCS-supported organization or the national service participant engaged in the capacity building activity for the intended purpose of supporting or enhancing the program delivery model may be counted. At the outset of the activity, the applicant/grantee should indicate a minimum number of days or hours, or other units of service, that must be performed by the individual in order for him or her to be counted as a recruited volunteer. The organization must use some form of volunteer management system, having processes or capabilities that allow them to track information about individual volunteers such as but not limited to: the volunteer's name, relevant demographic information including location of residence, method of recruitment, participation in orientation and/or training activities, planned and actual role, assignment(s) or activities, start and end dates of service, and hours served related to the program that the capacity building activities were intended to support or enhance. The total number of volunteers recruited (G3-3.1) and managed (G3-3.2) should be an unduplicated count of community volunteers engaged by the CNCS-supported organization or the national service participant during the program
	year. Applicants/grantees should control for double counting or select the measure that best fits your program model. Report a separate count of community volunteers recruited for each of the six Focus Areas.

Other Note	National service participants may not recruit volunteers to do activities that they themselves are prohibited from doing, including but not limited to managing the CNCS-supported projects/grants or community organizing intended to promote advocacy activities.

Measure G3-3.2	Number of community volunteers managed by CNCS-supported organizations or national service participants
Definition of Key Terms	**Community volunteers:** Citizens or residents in the community who are recruited and/or managed by the CNCS-supported organization or assigned national service participant(s) to offer time, knowledge, skills, and expertise for free to support the CNCS-supported program or organization. Community volunteers differ from national service participants in that they are under no formal obligation to provide a specified amount of assistance (e.g., as measured by service hours), and said volunteers are not enrolled in a national service program. Also referred to as "leveraged volunteers." **Managed:** Includes training, direction, coordination and supervision of the community volunteer by the CNCS-supported organization or national service participant in tasks, duties and services for the intended purpose of supporting or enhancing the program delivery model.
How to Calculate Measure/ Collect Data	Only count community volunteers that were specifically managed of the CNCS-supported organization or the national service participant engaged in the capacity building activity for the intended purpose of supporting or enhancing the program delivery model may be counted. At the outset of the activity, the applicant/grantee should indicate a minimum number of days or hours, or other units of service, that must be performed by the individual in order for him or her to be counted as a managed volunteer. The organization must use some form of volunteer management system, having processes or capabilities that allow them to track information about individual volunteers such as but not limited to: the volunteer's name, relevant demographic information including location of residence, method of recruitment, participation in orientation and/or training activities, planned and actual role, assignment(s) or activities, start and end dates of service, and hours served related to the program that the capacity building activities were intended to support or enhance. The total number of volunteers recruited (G3-3.1) and managed (G3-3.2) should be an unduplicated count of community volunteers engaged by the CNCS-supported organization or the national service participant during the program year. Applicants/grantees should control for double counting or select the measure that best fits your program model. Report a separate count of community volunteers managed for each of the six Focus Areas.
Other Note	National service participants may not manage volunteers in doing activities that they themselves are prohibited from doing, including but not limited to managing the CNCS-supported projects/grants or community organizing intended to promote advocacy activities.

Measure G3-3.3	Number of organizations implementing three or more effective volunteer management practices as a result of capacity building services provided by CNCS-supported organizations or national service participants
Definition of Key Terms	**Volunteer management:** A series of practices that collectively maximize the capacity of volunteers to have an impact on behalf of the organization or community. Examples of volunteer management practices include but are not limited to: development of a written volunteer generation plan, formal partnerships for volunteer recruitment, establishment of a volunteer unit within the program or organization, creation of volunteer manual/training/curriculum, regular supervision and communication with volunteers, liability coverage or insurance protection for volunteers, screening and matching volunteers to jobs*, regular collection of information on volunteer involvement, written policies and job descriptions for volunteer involvement, recognition activities, such as award ceremonies, for volunteers*, annual measurement of volunteer impact, training and professional development for volunteers*, and training for paid staff in working with volunteers. * These practices correlate strongest to volunteer retention according to a 2004 study by the Urban Institute, "Volunteer Management Capacity in America's Charities and Congregations: A Briefing Report." Additional resources on effective volunteer management practices are available at the CNCS Resource Center: • http://www.nationalserviceresources.org/via • http://www.nationalserviceresources.org/ep-vol-man
How to Calculate/ Measure/ Collect Data	Only volunteer management practices implemented specifically as a result of capacity building activities provided by the CNCS-supported organization or national service participant(s) intended to support or enhance the program delivery model may be counted. Count of three or more effective volunteer management practices from the examples listed in the above definition, or included in the certification standards of an accredited volunteer administration program such as the Council for Certification in Volunteer Administration or university-based program, that were implemented by the CNCS-supported organization or national service participant(s). Each practice should support at least one of eight steps or functions for effectively managing volunteers as defined in the report "Volunteering Reinvented: Human Capital Solutions for the Nonprofit Sector." 1. Market Research and Community Needs Assessments 2. Strategic Planning to Maximize Volunteer Impact 3. Recruiting and Marketing to Prospective Volunteers

	4. Interviewing, Screening, and Selecting Volunteers 5. Orienting and Training Volunteers 6. Ongoing Supervision and Management 7. Recognition and Volunteer Development 8. Measuring Outcomes and Evaluating the Process *Source: Corporation for National and Community Service, 2007, page 4.* *http://www.nationalservice.gov/pdf/07_0719_volunteering_reinvented.pdf* Report a separate count of volunteer management practices implemented for each of the six Focus Areas. If the volunteer management practices do not fall solely within one focus area, for example the NSP manages volunteers for that organization's housing program and health program, applicants should report this count under the focus area in which it operates its primary program. Organizations must use a pre-post organizational assessment tool that measures capacity in the area of volunteer management, and that includes questions related to the organization's volunteer management practices. Intermediary applicants/grantees should ensure that their sub-grantees and/or host sites use the same tool. The pre-assessment should be administered before capacity building services are provided, and the post-assessment should be done at the end of the term of service of the national service participant engaged in the capacity building activity. Organizations should follow the guidance of the assessment tool they select with respect to which individual(s) at the organization respond to the assessment and other protocol for administering the tool. Alternatively, the applicant/grantee may choose to use a volunteer management tracking log or system to collect these data. See the CNCS Resource Center, www.nationalserviceresources.org, to search for the organizational assessment tool that CNCS recommends applicants/grantees use to measure changes in organizational capacity.

Complementary Program Measures

Strategic Plan Objective 3: Leverage community assets through public-private partnerships

Measure G3-3.4	Number of organizations that received capacity building services from CNCS-supported organizations or national service participants
Definition of Key Terms	**CNCS-supported organizations:** Comprises a) organizations that have national service participants (AmeriCorps, VISTA and NCCC members, Senior Corps volunteers and Learn and Serve participants), and b) organizations that receive CNCS funding. This may include K-12 local education agencies, state health agencies, tribes, tax-exempt, charitable organizations under section 501(c)(3) of the Internal Revenue Code, grantees and their sub grantees, and partner organizations with which the aforementioned organizations have developed formal collaborations and whose mission supports CNCS issue areas.
How to Calculate Measure/ Collect Data	Count of the total number of organizations that received capacity building activities intended to support or enhance the program delivery model from CNCS-supported organization or national service participants. The activities must meet the criteria for capacity building described in the Goal Overview section of the document. It is the applicant/grantee's responsibility to ensure the capacity building activities meet the criteria provided in these definitions.

Measure G3-3.5	Number of staff and community volunteers that received training (of one or more types) as a result of capacity building services provided by CNCS-supported organizations or national service participants
Definition of Key Terms	**Staff:** Paid or unpaid employees of the CNCS-supported organization. National Service Participants are NOT considered staff members of the CNCS-supported organization. **Community Volunteer**: Citizens or residents in the community who are recruited and/or managed by the CNCS-supported organization or assigned national service participant(s) to offer time, knowledge, skills, and expertise for free to support the CNCS-supported program or organization. Community volunteers differ from national service participants in that they are under no formal obligation to provide a specified amount of assistance (e.g., as measured by service hours), and said volunteers are not enrolled in a national service program. Also referred to as "leveraged volunteers." **Training:** An organized activity aimed at imparting information and/or instructions to improve the training recipient's performance or to help him or her attain a required level of knowledge or skill.
How to Calculate Measure/ Collect Data	Count the number of individual staff members who received training that was developed, organized or delivered by the CNCS-supported organization or national service participant. The training received should be intended to support or enhance the program delivery model. Count each staff member once, even if they receive multiple types of training. At the outset of the activity, the applicant/grantee should indicate the minimum amount of days, hours, or other units of service required to complete the activity and/or achieve results. When reporting on this performance measure, the grantee should only count the number of service beneficiaries who met or received that minimum by the end of the year.

Measure G3-3.6	Number of organizations that completed a community assessment identifying goals and recommendations with the assistance of CNCS-supported organizations or national service participants
Definition of Key Terms	**Community Assessment:** Involves comprehensive information gathering, analysis and documentation to understand a community's concerns, effectively characterize its needs and respond with appropriate interventions. Discovering those things that matter to the community, what issues the community feels are most important to address, and what resources are available to bring about change may be accomplished through interviews with community members, and by conducting listening sessions, public forums, and other place-based research, resulting in an assessment (or profile) of the community that helps identify and prioritize critical issues and plan future interventions.

How to Calculate Measure/ Collect Data	Count of organizations that received capacity building assistance from the CNCS-supported organization or assigned national service participant(s) intended to support or enhance the program delivery model, that reported having completed a community assessment containing goals and recommendations. At the outset of the activity, the applicant/grantee should indicate the minimum amount of days, hours, or other level of assistance required in order to determine that the assistance provided by the CNCS-supported organization or assigned national service participant was substantive and instrumental in completing the activity and/or achieving results. Applicants/grantees may define the level of assistance as including but not being limited to: coordinating the community assessment effort on behalf of the community and local organization; serving as the primary point of contact and liaison for all stakeholders involved in the community assessment effort; researching the community history, assets, issues, barriers, resources, goals etc. through document review, interviews, focus groups, etc., and/or writing or significantly contributing to the community assessment documentation. Applicants are encouraged to use an established framework for conducting the community assessment. The framework should address the following core elements of a community assessment, as outlined by the Community Tool Box: 1. Describe the makeup and history of the community to provide a context within which to collect data on its current concerns. 2. Describe what matters to people in the community. 3. Describe what matters to key stakeholders. 4. (For each candidate problem/goal) Describe the evidence indicating whether the problem/goal should be a priority issue. 5. Describe the barriers and resources for addressing the identified issue(s). 6. (Based on the assessment) Select and state the priority issue (or issues) to be addressed by the group. Additional tools, examples and how-to information for assessing community needs and resources can be found on the Community Tool Box website: http://ctb.ku.edu/en/dothework/tools_tk_2.aspx

Measure G3-3.7	Hours of service contributed by community volunteers who were recruited by CNCS-supported organizations or national service participants
Definition of Key Terms	**Hours of service:** Consists of all the hours that recruited community volunteers devote to serving, including training time that they may have to participate in. Does not include hours served by community volunteers engaged in prohibited activities for CNCS-supported organizations, such as community organizing intended to promote advocacy activities (see *Other Note* below). **Community volunteers:** Citizens or residents in the community who are recruited and/or managed by the CNCS-supported organization or assigned national service participant(s) to offer time, knowledge, skills, and expertise for free to support the CNCS-supported program or organization. Community volunteers differ from national service participants in that they are under no formal obligation to provide a specified amount of assistance (e.g., as measured by service hours), and said volunteers are not enrolled in a national service program. Also referred to as "leveraged volunteers." **Recruited:** Enlisted or enrolled as a direct result of an intentional effort to do so.

How to Calculate Measure/ Collect Data	The count of hours served must include only those hours served by volunteers included in the count of community volunteers recruited by the CNCS-supported organization or assigned national service participant(s) engaged in the capacity building activity (measured in G3-3.1). This should be an unduplicated count of hours served by each recruited community volunteer during the program year. The organization must use some form of volunteer management system, having processes or capabilities that allow them to track information about individual volunteers such as but not limited to: the volunteer's name, relevant demographic information including location of residence, method of recruitment, participation in orientation and/or training activities, planned and actual role, assignment(s) or activities, start and end dates of service, and hours served related to the program that the capacity building activities were intended to support or enhance. Applicants/grantees may count both GAAP services (that may qualify as pro bono services) and non-GAAP volunteer services in the total count of hours served. GAAP stands for Generally Accepted Accounting Principles. • Pro bono services are professional services that are donated that someone, or another business or organization would normally have to pay the donor for. • Volunteer services come from individuals that would not normally charge for their time and skills they donate. Report a separate count of hours served by recruited community volunteers for each of the six Focus Areas. If the service hours contributed by community volunteers do not fall neatly within one focus area, applicants should report this count under the focus area in which it operates its primary program.

Other Note	The count of hours may not include time spent on activities that are outside the scope of allowable activity for Members and community volunteers, i.e. time spent doing activities that national service participants are prohibited from doing themselves. The following activities are prohibited in § 2520.65 AmeriCorps subtitle C programs: (a) While charging time to the AmeriCorps program, accumulating service or training hours, or otherwise performing activities supported by the AmeriCorps program or CNCS, staff and members may not engage in the following activities: (1) Attempting to influence legislation; (2) Organizing or engaging in protests, petitions, boycotts, or strikes; (3) Assisting, promoting, or deterring union organizing; (4) Impairing existing contracts for services or collective bargaining agreements; (5) Engaging in partisan political activities, or other activities designed to influence the outcome of an election to any public office; (6) Participating in, or endorsing, events or activities that are likely to include advocacy for or against political parties, political platforms, political candidates, proposed legislation, or elected officials; (7) Engaging in religious instruction, conducting worship services, providing instruction as part of a program that includes mandatory religious instruction or worship, constructing or operating facilities devoted to religious instruction or worship, maintaining facilities primarily or inherently devoted to religious instruction or worship, or engaging in any form of religious proselytization; (8) Providing a direct benefit to— (i) A business organized for profit; (ii) A labor union; (iii) A partisan political organization; (iv) A nonprofit organization that fails to comply with the restrictions contained in section 501(c)(3) of the Internal Revenue Code of 1986 except that nothing in this section shall be construed to prevent participants from engaging in advocacy activities undertaken at their own initiative; and (v) An organization engaged in the religious activities described in paragraph (g) of this section, unless Corporation assistance is not used to support those religious activities; (9) Conducting a voter registration drive or using Corporation funds to conduct a voter registration drive; (10) Providing abortion services or referrals for receipt of such services; and (11) Such other activities as CNCS may prohibit. (b) Individuals may exercise their rights as private citizens and may participate in the activities listed above on their initiative, on non-AmeriCorps time, and using non-Corporation funds. Individuals should not wear the AmeriCorps logo while doing so.

Measure G3-3.8	Hours of service contributed by community volunteers who were managed by CNCS-supported organizations or national service participants
Definition of Key Terms	**Hours of service:** Consists of all the hours that managed community volunteers devote to serving, including training time that they may have to participate in. Does not include hours served by community volunteers engaged in prohibited activities for CNCS-supported organizations, such as community organizing intended to promote advocacy activities (see *Other Note* below). **Community volunteers:** Citizens or residents in the community who are recruited and/or managed by the CNCS-supported organization or assigned national service participant(s) to offer time, knowledge, skills, and expertise for free to support the CNCS-supported program or organization. Community volunteers differ from national service participants in that they are under no formal obligation to provide a specified amount of assistance (e.g., as measured by service hours), and said volunteers are not enrolled in a national service program. Also referred to as "leveraged volunteers." **Managed:** Includes training, direction, coordination and supervision of the community volunteer by the CNCS-supported organization or national service participant in tasks, duties and services for the intended purpose of supporting or enhancing the program delivery model.

How to Calculate Measure/ Collect Data	The count of hours served must include only those hours served by volunteers included in the count of community volunteers managed by the CNCS-supported organization or assigned national service participant(s) engaged in the capacity building activity (measured in G3-3.2) . This should be an unduplicated count of hours served by each managed community volunteer during the program year. The organization must use some form of volunteer management system, having processes or capabilities that allow them to track information about individual volunteers such as but not limited to: the volunteer's name, relevant demographic information including location of residence, method of recruitment, participation in orientation and/or training activities, planned and actual role, assignment(s) or activities, start and end dates of service, and hours served related to the program that the capacity building activities were intended to support or enhance. Applicants/grantees may count both GAAP services (that may qualify as pro bono services) and non-GAAP volunteer services in the total count of hours served. GAAP stands for Generally Accepted Accounting Principles. • Pro bono services are professional services that are donated that someone, or another business or organization would normally have to pay the donor for. • Volunteer services come from individuals that would not normally charge for their time and skills they donate. Report a separate count of hours served by managed community volunteers for each of the six Focus Areas. If the service hours contributed by community volunteers do not fall neatly within one focus area, applicants should report this count under the focus area in which it operates its primary program.

Other Note	The count of hours may not include time spent on activities that are outside the scope of allowable activity for Members and community volunteers, i.e. time spent doing activities that national service participants are prohibited from doing themselves. The following activities are prohibited in § 2520.65 AmeriCorps subtitle C programs: (a) While charging time to the AmeriCorps program, accumulating service or training hours, or otherwise performing activities supported by the AmeriCorps program or CNCS, staff and members may not engage in the following activities: (1) Attempting to influence legislation; (2) Organizing or engaging in protests, petitions, boycotts, or strikes; (3) Assisting, promoting, or deterring union organizing; (4) Impairing existing contracts for services or collective bargaining agreements; (5) Engaging in partisan political activities, or other activities designed to influence the outcome of an election to any public office; (6) Participating in, or endorsing, events or activities that are likely to include advocacy for or against political parties, political platforms, political candidates, proposed legislation, or elected officials; (7) Engaging in religious instruction, conducting worship services, providing instruction as part of a program that includes mandatory religious instruction or worship, constructing or operating facilities devoted to religious instruction or worship, maintaining facilities primarily or inherently devoted to religious instruction or worship, or engaging in any form of religious proselytization; (8) Providing a direct benefit to— (i) A business organized for profit; (ii) A labor union; (iii) A partisan political organization; (iv) A nonprofit organization that fails to comply with the restrictions contained in section 501(c)(3) of the Internal Revenue Code of 1986 except that nothing in this section shall be construed to prevent participants from engaging in advocacy activities undertaken at their own initiative; and (v) An organization engaged in the religious activities described in paragraph (g) of this section, unless Corporation assistance is not used to support those religious activities; (9) Conducting a voter registration drive or using Corporation funds to conduct a voter registration drive; (10) Providing abortion services or referrals for receipt of such services; and (11) Such other activities as CNCS may prohibit. (b) Individuals may exercise their rights as private citizens and may participate in the activities listed above on their initiative, on non-AmeriCorps time, and using non-Corporation funds. Individuals should not wear the AmeriCorps logo while doing so.

Measure G3-3.9	Number of organizations reporting that capacity building activities provided by CNCS-supported organizations or national service participants have helped to make the organization more efficient
Definition of Key Terms	**More efficient:** Improved outcomes with the same level of resources, or improved or consistent quality of services with fewer resources.
How to Calculate Measure/ Collect Data	Count of the number of organizations reporting that their organization is now more efficient as a result of the new capacity. The organizations included in the count should conform to what CNCS considers capacity building activities to be and not to be as defined in the Goal Overview section of this document. It is the applicant/grantee's responsibility to ensure the activities performed by the CNCS-supported organization or national service participant(s) meet the eligibility requirements provided in these definitions. Organizations must use a pre-post organizational assessment tool to measure sustained changes in efficiency within the organization. Intermediary applicants/grantees should ensure that their sub-grantees and/or host sites use the same tool. Applicants/grantees should select a tool that includes questions that measure the areas of efficiency in which the organization seeks to improve, and that are intended to support or enhance the program delivery model. The pre-assessment should be administered before capacity building services are provided, and the post-assessment should be done at the end of the term of service of the national service participant engaged in the capacity building activity. Organizations should follow the guidance of the assessment tool they select with respect to which individual(s) at the organization respond to the assessment and other protocol for administering the tool. See the CNCS Resource Center, www.nationalserviceresources.org, to search for the organizational assessment tool that CNCS recommends applicants/grantees use to measure changes in organizational capacity.

Measure G3-3.10	Number of organizations reporting that capacity building activities provided by CNCS-supported organizations or national service participants have helped to make the organization more effective
Definition of Key Terms	**More effective:** Improved ability of the organization to achieve outcomes resulting in better success rates or better quality of outcomes achieved.
How to Calculate Measure/ Collect Data	Count of the number of organizations reporting that their organization is now more effective as a result of the new capacity. The organizations included in the count should conform to what CNCS considers capacity building activities to be and not to be as defined in the Goal Overview section of this document. It is the applicant/grantee's responsibility to ensure the activities performed by the CNCS-supported organization or national service participant(s) meet the eligibility requirements provided in these definitions. Organizations must use a pre-post organizational assessment tool to measure sustained changes in effectiveness within the organization. Intermediary applicants/grantees should ensure that their sub-grantees and/or host sites use the same tool. Applicants/grantees should select a tool that includes questions that measure the areas of effectiveness in which the organization seeks to improve, and that are intended to support or enhance the program delivery model. The pre-assessment should be administered before capacity building services are provided, and the post-assessment should be done at the end of the term of service of the national service participant engaged in the capacity building activity. Organizations should follow the guidance of the assessment tool they select with respect to which individual(s) at the organization respond to the assessment and other protocol for administering the tool. See the CNCS Resource Center, www.nationalserviceresources.org, to search for the organizational assessment tool that CNCS recommends for measuring changes in organizational capacity.

Measure G3-3.11	Number of new systems and business processes (technology, performance management, training, etc.) or enhancements to existing systems and business processes put in place as a result of capacity building services provided by CNCS-supported organizations or national service participants
Definition of Key Terms	**Business processes:** A collection of related, structured activities or tasks that produce a specific service or product (serve a particular goal) for a particular customer or customers. **Enhancements:** New features and functions or significant improvements made to existing systems or processes that improve efficiency and productivity or provide new capabilities that were not previously possible in support of the program delivery model.
How to Calculate Measure/ Collect Data	Count of new and enhanced systems and business processes at organizations as a result of capacity building activities provided by the CNCS-supported organization or the national service participant(s) intended to support or enhance the program delivery model. Count each system or process only once. Do not count upgrades to new systems or processes already included in the count.

Measure G3-3.12	Number of organizations that monitored their progress towards the goals identified in their community assessment with the assistance of CNCS-supported organizations or national service participants
Definition of Key Terms	**Monitor progress:** Having a systematic process for collecting data and tracking outputs and outcomes related to goals and recommendations identified in the assessment. **Community Assessment:** Involves comprehensive information gathering, analysis and documentation to understand a community's concerns, effectively characterize its needs and respond with appropriate interventions. Discovering those things that matter to the community, what issues the community feels are most important to address, and what resources are available to bring about change may be accomplished through interviews with community members, and by conducting listening sessions, public forums, and other place-based research, resulting in an assessment (or profile) of the community that helps identify and prioritize critical issues and plan future interventions.

How to Calculate Measure/ Collect Data	Count of organizations that received capacity building assistance from the CNCS-supported organization or assigned national service participant(s) intended to support or enhance the program delivery model, reporting that: they have completed a community assessment; their organization identified goals as a part of that process, and they have continued monitoring their progress toward those goals at the time of reporting. At the outset of the activity, the applicant/grantee should indicate the minimum amount of days, hours, or other level of assistance required in order to determine that the assistance provided by the CNCS-supported organization or assigned national service participant was substantive and instrumental in completing the activity and/or achieving results. Applicants/grantees may define the level of assistance as including but not being limited to: establishing a performance management systems and processes, creating evaluation instruments, and/or developing a reporting template for the organization to monitor progress against the goals identified in the community assessment. Organizations must use a pre-post organizational assessment tool that includes questions related to the organization's capacity to monitor and evaluate goals and objectives. Intermediary applicants/grantees should ensure that their sub-grantees and/or host sites use the same tool. The pre-assessment should be administered before capacity building services are provided, and the post-assessment should be done at the end of the term of service of the national service participant engaged in the capacity building activity. Organizations should follow the guidance of the assessment tool they select with respect to which individual(s) at the organization respond to the assessment and other protocol for administering the tool. See the CNCS Resource Center, www.nationalserviceresources.org, to search for the organizational assessment tool that CNCS recommends for measuring changes in organizational capacity.
Other Note	AmeriCorps State and National requirements that pertain to allowable capacity building activities (45 CFR 2520.30) stipulate that AmeriCorps capacity building activity must not include tasks that have to do with managing the CNCS-supported projects/grants such as measuring the impact of the AmeriCorps program.

Measure G3-3.13	Number of additional activities completed and/or program outputs produced by the program as a result of capacity building services provided by CNCS-supported organizations or national service participants in a) Disaster Services, b) Economic Opportunity, c) Education, d) Environmental Stewardship, e) Healthy Futures and/or f) Veterans and Military Families
Definition of Key Terms	**Additional activities/program outputs:** Can include any capacity building activities or outputs that have been completed or produced, such as the number of community outreach meetings coordinated, communication tools developed, manuals written, trainings piloted, etc., which is more than what the organization could have completed or produced absent the capacity building services.
How to Calculate Measure/ Collect Data	Only additional activities and program outputs specifically resulting from capacity building activities provided by the CNCS-supported organization or assigned national service participant(s) intended to support or enhance the program delivery model may be counted. Organizations must use a pre-post organizational assessment tool that measures capacity in the area of program and service delivery, and that includes questions related to the organization's specific services, activities and/or program offerings. Intermediary applicants/grantees should ensure that their sub-grantees and/or host sites use the same tool. The pre-assessment should be administered before capacity building services are provided, and the post-assessment should be done at the end of the term of service of the national service participant engaged in the capacity building activity. Organizations should follow the guidance of the assessment tool they select with respect to which individual(s) at the organization respond to the assessment and other protocol for administering the tool. Alternatively, the applicant/grantee may choose to use a sample service request and program delivery tracking log to collect these data. See the CNCS Resource Center, www.nationalserviceresources.org, to search for the organizational assessment tool that CNCS recommends for measuring changes in organizational capacity. Report a separate count of activities and program outputs for each of the six Focus Areas.

Measure G3-3.14	Number of organizations that have experienced an increase in requests for their programs and services as a result of capacity building services provided by CNCS-supported organizations or national service participants
Definition of Key Terms	N/A
How to Calculate Measure/ Collect Data	Only requests specifically resulting from capacity building activities provided by the CNCS-supported organization or assigned national service participant(s) intended to support or enhance the program delivery model may be counted. Requests may come from community members, partners, or other organizations. The organization must keep administrative records or other information management systems that enable them to track details about service requests that allow them to verify the nature and intent of the request, such as but not limited to: the stated reason or rationale for the request for services related to the program that the capacity building activities were intended to support or enhance, the date of the request, and relevant demographic and organizational details about the person and/or organization that made the request. Organizations must use a pre-post organizational assessment tool that measures capacity in the area of program and service delivery, and that includes questions related to the organization's specific services, program offerings and/or recruitment and outreach activities. Intermediary applicants/grantees should ensure that their sub-grantees and/or host sites use the same tool. The pre-assessment should be administered before capacity building services are provided, and the post-assessment should be done at the end of the term of service of the national service participant engaged in the capacity building activity. Organizations should follow the guidance of the assessment tool they select with respect to which individual(s) at the organization respond to the assessment and other protocol for administering the tool. Alternatively, the applicant/grantee may choose to use a sample service request and program delivery tracking log to collect these data. See the CNCS Resource Center, www.nationalserviceresources.org, to search for the organizational assessment tool that CNCS recommends for measuring changes in organizational capacity. Report a separate count of service requests for each of the six Focus Areas.

Measure G3-3.15	Number of additional types of services offered by organizations as a result of capacity building services provided by CNCS-supported organizations or national service participants in a) Disaster Services, b) Economic Opportunity, c) Education, d) Environmental Stewardship, e) Healthy Futures and/or f) Veterans and Military Families
Definition of Key Terms	**Types of service**: includes qualitatively distinct service activities that enable the program to address different needs or different populations in need of the organization's services.
How to Calculate Measure/ Collect Data	Only additional types of service specifically resulting from capacity building activities provided by the CNCS-supported organization or assigned national service participant(s) intended to support or enhance the program delivery model may be counted. Organizations must use a pre-post organizational assessment tool that measures capacity in the area of program and service delivery, and that includes questions related to the organization's specific services, activities and/or program offerings. Intermediary applicants/grantees should ensure that their sub-grantees and/or host sites use the same tool. The pre-assessment should be administered before capacity building services are provided, and the post-assessment should be done at the end of the term of service of the national service participant engaged in the capacity building activity. Organizations should follow the guidance of the assessment tool they select with respect to which individual(s) at the organization respond to the assessment and other protocol for administering the tool. Alternatively, the applicant/grantee may choose to use a sample service request and program delivery tracking log to collect these data. See the CNCS Resource Center, www.nationalserviceresources.org, to search for the organizational assessment tool that CNCS recommends applicants/grantees use to measure changes in organizational capacity. Report a separate count of services for each of the six Focus Areas.

Measure G3-3.16	Dollar value of cash resources leveraged by CNCS-supported organizations or national service participants
Definition of Key Terms	**Cash resources:** Cash, check, or other monetary gift. **Leverage:** To garner additional resources or assets through capacity building activities (such as funding, volunteers, in-kind support, and partnerships).
How to Calculate Measure/ Collect Data	Only cash resources raised specifically as a result of capacity building activities provided by the CNCS-supported organization or assigned national service participant(s) engaged in the capacity building activity intended to support or enhance the program delivery model may be counted. The organization must keep administrative records or other information management systems that enable them to track and verify the origin, intent and other transactional information on commitments and contributions of cash and in-kind resources. Inclusion of cash or in-kind resources in the count is subject to IRS limitations, and should not include contributions made to specific individuals, political organizations or candidates. Adhere to the following provisions adapted from the IRS' *Deducting Charitable Contributions*, http://www.irs.gov/newsroom/article/0,,id=106990,00.html: 6. Regardless of the amount, to count a contribution of cash, check, or other monetary gift, the applicant/grantee must maintain a bank record, payroll deduction records or a written communication from the individual or organization containing the name of the organization, the date of the contribution and amount of the contribution. For text message donations, a telephone bill will meet the record-keeping requirement if it shows the name of the receiving organization, the date of the contribution, and the amount given. Report a separate count of dollars raised for each of the six Focus Areas.
Other Note	These activities and measure primarily apply to VISTA members. ***For AmeriCorps State & National:*** AmeriCorps members may not raise funds for the organization in general. Only program-specific fundraising is allowable. AmeriCorps State/National fundraising requirements are: AmeriCorps members may raise resources directly in support of the program's service activities. AmeriCorps members may not: (1) Raise funds for living allowances or for an organization's general (as opposed to project) operating expenses or endowment; (2) Write a grant application to CNCS or to any other Federal agency. 45 CFR 2520.40. An AmeriCorps member may spend no more than ten percent of his or her originally agreed-upon term of service, as reflected in the member enrollment in the National Service Trust, performing fundraising activities §2520.45.

Measure G3-3.17	Dollar value of in-kind resources leveraged by CNCS-supported organizations or national service participants
Definition of Key Terms	**In-kind resources:** Non-cash contributions, including donated goods or services, expert advice, equipment or property. **Leverage:** To garner additional resources or assets through capacity building activities (such as funding, volunteers, in-kind support, and partnerships).
How to Calculate Measure/ Collect Data	Only in-kind resources raised specifically as a result of capacity building activities provided by the CNCS-supported organization or assigned national service participant(s) d engaged in the capacity building activity intended to support or enhance the program delivery model may be counted. The organization must keep administrative records or other information management systems that enable them to track and verify the origin, intent and other transactional information on commitments and contributions of cash and in-kind resources. The estimated value of in-kind resources should be calculated following IRS guidance for determining the value of non-cash charitable contributions, including donated property, for purposes of claiming tax deductions. Inclusion of cash or in-kind resources in the count is subject to IRS limitations, and should not include contributions made to specific individuals, political organizations or candidates. Adhere to the following provisions adapted from the IRS' *Deducting Charitable Contributions*, http://www.irs.gov/newsroom/article/0,,id=106990,00.html: 3. If the applicant/grantee receives a benefit because of the contribution such as merchandise, tickets to a ball game or other goods and services, then only the amount that exceeds the fair market value of the benefit received can be included in the calculated value. 4. Donations of stock or other non-cash property are usually valued at the fair market value of the property. Clothing and household items must generally be in good used condition or better to be deductible. Special rules apply to vehicle donations. 5. Fair market value is generally the price at which property would change hands between a willing buyer and a willing seller, neither having to buy or sell, and both having reasonable knowledge of all the relevant facts. If the *tangible expenses* of providing pro bono services or the costs associated with volunteering are paid for by the volunteer or assumed by another organization, these costs can be at least partially included in the valuation of in-kind resources contributed. Applicants/grantees should consult and conform to IRS regulations for deducting charitable contributions to determine whether to include such expenses in the value of non-cash contributions. Examples of tools for calculating the value of in-kind resources include but are not limited to: Goodwill Industries' Donation Value Guide (http://www.goodwill.org/get-involved/donate/taxes-and-your-donation/), Charity Navigator's Guide to Donating Noncash Items (http://www.charitynavigator.org/index.cfm?bay=content.view&cpid=335),

	and TurboTax's free ItsDeductible product (http://turbotax.intuit.com/personal-taxes/itsdeductible/). Report a separate count of in-kind resources raised for each of the six Focus Areas.
Other Note	These activities and measure primarily apply to VISTA members. ***For AmeriCorps State & National:*** AmeriCorps members may not raise funds for the organization in general. Only program-specific fundraising is allowable. AmeriCorps State/National fundraising requirements are: AmeriCorps members may raise resources directly in support of the program's service activities. AmeriCorps members may not: (1) Raise funds for living allowances or for an organization's general (as opposed to project) operating expenses or endowment; (2) Write a grant application to CNCS or to any other Federal agency. 45 CFR 2520.40. An AmeriCorps member may spend no more than ten percent of his or her originally agreed-upon term of service, as reflected in the member enrollment in the National Service Trust, performing fundraising activities §2520.45.

Measure G3-3.18	Number of new beneficiaries that received services as a result of capacity building efforts in a) Disaster Services, b) Economic Opportunity, c) Education, d) Environmental Stewardship, e) Healthy Futures and/or f) Veterans and Military Families
Definition of Key Terms	**New beneficiaries:** Individuals who were clients or service recipients in the current reporting period who were not clients or service recipients in previous reporting periods.
How to Calculate Measure/ Collect Data	Count of the number of new beneficiaries receiving assistance or services as a result of capacity building efforts provided by the CNCS-supported organization or assigned national service participant(s) in a) Disaster Services, b) Economic Opportunity, c) Education, d) Environmental Stewardship, e) Healthy Futures and/or f) Veterans and Military Families. Applicants/grantees consider beneficiaries as "new" if they have not received any services from the organization in the past grant cycle. At the outset of the activity, the applicant/grantee should indicate a minimum number of days or hours, or other units of service received are required in order for the person to be considered a beneficiary. New beneficiaries of service should be the direct result of one or more capacity building activities intended to support or enhance the program delivery model, such as new or expanded programming, new outreach or marketing campaigns. Report a separate count of new beneficiaries served for each of the six Focus Areas. If a new beneficiary receives services in more than one focus area and/or more than one service within a focus area, the new beneficiary should be counted only once under the focus area in which it operates its primary program.

Measure G3-3.19	Number of new beneficiaries from one or more targeted or underserved populations (counts by target population, e.g., racial or ethnic group) that received services as a result of capacity building efforts in a) Disaster Services, b) Economic Opportunity, c) Education, d) Environmental Stewardship, e) Healthy Futures and/or f) Veterans and Military Families
Definition of Key Terms	**New beneficiaries:** Individuals who were clients or service recipients in the current reporting period who were not clients or service recipients in previous reporting periods. **Underserved populations:** Populations or groups that are specifically identified by the program as in need of program services or that currently receive inadequate service.
How to Calculate Measure/ Collect Data	Count of the number of new beneficiaries from one or more targeted or underserved populations (counts by target population, e.g., racial or ethnic group) receiving assistance or services as a result of capacity building efforts provided by the CNCS-supported organization or assigned national service participant(s) in a) Disaster Services, b) Economic Opportunity, c) Education, d) Environmental Stewardship, e) Healthy Futures and/or f) Veterans and Military Families. Applicants/grantees consider beneficiaries as "new" if they have not received any services from the organization in the past grant cycle. At the outset of the activity, the applicant/grantee should indicate a minimum number of days or hours, or other units of service received are required in order for the person to be considered a beneficiary. New beneficiaries of service should be the result of one or more capacity building activities intended to support or enhance the program delivery model, such as new or expanded programming, new outreach or marketing campaigns. The targeted or underserved population(s) that the applicant/grantee intends to reach should be identified in the application, or the position/assignment description of the national service participant before the start of the program. Report a separate count of new beneficiaries served in each targeted or underserved population for each of the six Focus Areas. If a new beneficiary receives services in more than one focus area and/or more than one service within a focus area, the new beneficiary should be counted only once under the focus area in which it operates its primary program.