



## MICHIGAN'S AMERICORPS PROGRAM STANDARDS

Michigan's AmeriCorps Program Standards (MAPS) have been developed to provide AmeriCorps programs with a roadmap to success.

The process to develop these standards engaged current and former Michigan's AmeriCorps Program Directors, Michigan Community Service Commission staff, and national technical assistance providers to the Corporation for National and Community Service.

Through both internal assessment and external information gathering, core areas vital to the success of all AmeriCorps Programs were identified. Within each area, a standard of success is defined, and best practice examples are provided that will help programs in identifying where their strengths and challenges lie.

Following are the core areas of success that make up the Michigan's AmeriCorps Program Standards:

- Member Success
- Site Success
- Program Performance
- Program Management & Administration
- Sustainability
- Community Involvement and Strengthening

It is anticipated that these standards will not only support programs in their efforts to provide consistent, high quality services to the community, but also to ensure that members and other program stakeholders have a meaningful service experience as part of Michigan's AmeriCorps.

*\*Please note that these standards are not meant to take the place of the Michigan's AmeriCorps Policies and Procedures manual, which contains all federal requirements for CNCS grants, as well as Michigan specific AmeriCorps requirements.*

*All items are listed represent the Evidence that is Required to Meet the Criteria for the Standard, except those with a (+), they represent the Evidence Required to Exceed the Standard.*

## **MEMBER SUCCESS**

*Michigan's AmeriCorps programs have a responsibility to establish systems and training that will equip members to successfully carry out service activities. Providing members with ongoing training and support, adequate supervision, and networking opportunities will contribute to a meaningful service experience and the development of a life-long ethic of service.*

### **Standard One: Recruitment and Selection:**

Program has and utilizes systems to adequately fill allotted slots, with members who are appropriate for enrollment and placement.

<p><b>A. Program has a written position description for members based on the community needs and program activities.</b></p> <ul style="list-style-type: none"><li><input type="checkbox"/> Written position descriptions for each type of member service</li><li><input type="checkbox"/> +Provide report or notes assessing staffing competency/needs</li></ul>
<p><b>B. Program staff carries out a written, year-long member recruitment plan that incorporates a variety of methods, including the national service online recruitment database.</b></p> <ul style="list-style-type: none"><li><input type="checkbox"/> Written recruitment plan and evidence of Implementation</li><li><input type="checkbox"/> Copy of entry in online recruitment database</li><li><input type="checkbox"/> Schedule of recruitment presentations or other related activities</li><li><input type="checkbox"/> +Report of recruitment plan progress</li></ul>
<p><b>C. Program staff demonstrates a commitment to recruiting a diverse Corps (including age, race, socioeconomic status, ability, education level, reflection of community demographics, etc.</b></p> <ul style="list-style-type: none"><li><input type="checkbox"/> Evidence of recruitment/outreach to diverse groups</li><li><input type="checkbox"/> +Corps member demographics reflect diversity, as defined in the criteria</li></ul>
<p><b>D. Program has a selection process that thoroughly assesses member background, experience, goals, and skills in order to effectively match members to appropriate positions and sites.</b></p> <ul style="list-style-type: none"><li><input type="checkbox"/> Member application</li><li><input type="checkbox"/> Documentation of minimum criteria for membership</li><li><input type="checkbox"/> Meets minimum member eligibility requirements as outlined in Policies and Procedures manual</li><li><input type="checkbox"/> Copy of interview tool and notes</li><li><input type="checkbox"/> Standardized interview process/questions</li><li><input type="checkbox"/> Documented background checks</li><li><input type="checkbox"/> Proof of citizenship</li><li><input type="checkbox"/> +Information sessions or other methods that allow potential members to learn more about the program</li></ul>
<p><b>E. Program has a member application and contract that clearly outlines the members' and staff's expectations, rights, responsibilities, and consequences.</b></p> <ul style="list-style-type: none"><li><input type="checkbox"/> Member application</li><li><input type="checkbox"/> Signed member contract outlining responsibilities, expectations, rights, and consequences</li></ul>
<p><b>F. Program has a minimum of 90% of allotted Member slots filled.</b></p> <ul style="list-style-type: none"><li><input type="checkbox"/> Documented fill rate of 90%</li><li><input type="checkbox"/> +Documented fill rate greater than 90%</li></ul>

## **Standard Two: Member Development**

*Program has and utilizes a plan to effectively orient, train and develop members to fulfill service and instill a life long ethic of service.*

**A. Program staff carries out a program orientation, site orientation, and service-specific training that thoroughly prepares members to begin their term of service.**

- Program orientation agenda
- Site orientation agenda
- Site orientation checklist
- Pre-service training schedule
- Member orientation attendance sign-in sheet or participant log, representative of all enrolled members

**B. Program staff carries out a written, year- long training and development plan designed to increase members' professional development and service-specific skills.**

- Completed member skill assessment
- Written training and development plan
- Completion of all required Michigan's AmeriCorps member trainings
- Life After AmeriCorps component documented in member file (may include CNCS *Life After AmeriCorps* book, MCSC sponsored training, or other career planning/development activity)
- Evidence of implementation of the plan, such as:
  - o Training schedules and agendas
- Summary of member training evaluations
- Documentation of goal setting with members in the first quarter, including a timeline for program and/or individual goals
- Ongoing assessment and evaluation of member progress
- + Member portfolio or other evidence (certificates, achievements, awards, etc.) gained through training

**C. Program staff creates opportunities for members to network with other national service programs.**

- Members' attendance at statewide Michigan's AmeriCorps trainings/events (i.e., Member Celebration.)
- Selection of a representative to serve on the Michigan AmeriCorps LeaderCorps Council
- Calendar of activities that include networking events
- +Agendas for other events that involve networking
- +Attendance at other National Service sponsored

**D. Program instills in members the value of lifelong citizenship and service.**

- Completed member enrollment/exit survey submitted to the MCSC
- Use of the CNCS or other citizenship training curriculum
- Documented participation in other activities indicating value for civic participation (i.e., school/community groups, committees, etc.)

**E. Program staff provide training to support the recruitment and management of volunteers, as applicable to program design.**

- Annual training calendar includes volunteer recruitment and management
- Training agendas
- +Evidence of ongoing use of volunteer recruitment curriculum, manual, or other support

**F. Program sites include members in host agency's activities, trainings, and events.**

- Member feedback from exit surveys indicates standard is met
- Results of site evaluation(s) indicates standard is met
- +Agendas that include members
- +Documented member attendance at agency activities, trainings, or events
- +Other evidence of member inclusion (i.e., newsletter articles about members/member activities)

### *Standard Three: Member Supervision and Support:*

*Program has and utilizes a plan to effectively evaluate, supervise, and retain members.*

A. Program staff carries out a member evaluation plan, including a formal mid-year and year-end evaluation/assessment and ongoing informal feedback.

- Documented mid-year and year-end evaluations
- Documented ongoing feedback *Required to Exceed Standard:*
- Evidence of quarterly individual member performance/development meetings

B. Program staff carries out a written, year- long retention plan to retain members at a targeted 90% retention rate.

- Evidence of a written retention plan that incorporates supervision, feedback, recognition, celebration, and motivation strategies.
- Documented retention rate of 90%
- Ongoing Member Status Updates provided to members on a monthly basis
- +Documented retention rate greater than 90%
- +Documentation of other support as needed (i.e., budgeting, housing, leadership, etc.)
- +List of opportunities for members to make up hours

C. Program staff and site supervisors provide ongoing feedback and support for identified member needs.

- Schedule of meetings/conference calls
- Schedule of site visits
- Documented or reported ongoing feedback *Required to Exceed Standard:*
- Identifies additional professional development opportunities based on identified member needs and goals

# Site Success

*Partner sites play a key role in helping programs address community needs. Michigan's AmeriCorps programs must implement a clear and consistent plan to foster open communication with partner sites, advance member and site development, and provide a positive experience for members and sites.*

## ***Standard One: Site Recruitment and Selection***

Program has and utilizes a plan to appropriately select and engage placement sites.

**A. Program sites are selected based on the grant requirements, adequate site capacity, an alignment between the organization's mission and the identified community need, and past performance**

- Sites required to attend an informational meeting before becoming sites/partners
- Documented site selection criteria (for new and continuing sites) to ensure appropriate member support and program participation
- Request for Proposals (RFP) document
- Evidence of distribution and use of RFP in selecting sites (i.e., online posting, community events, etc.)

**B. Program has a written site contract/agreement.**

- Written and signed site contract/agreement that includes a thorough understanding of the program, including roles, responsibilities, expectations, policies and procedures to follow, and intended outputs and outcomes
- Resource manual/handbook for sites *Required to Exceed Standard*
- +Documentation of developing shared (site and AmeriCorps program) performance measures

**C. Program site partners demonstrate an understanding of national service and recognize and encourage members' participation in Michigan's AmeriCorps**

- Sites support member participation in statewide AmeriCorps trainings/events
- Members wear AmeriCorps logos during service hours
- Sites post AmeriCorps signage prominently
- Use of AmeriCorps logo on program documents
- +Use of AmeriCorps logo and information on websites, external documents, etc.

## ***Standard Two: Site Development and Support:***

*Program has and utilizes a plan to effectively orient, train, and recognize placement sites, so that they may adequately support and engage members.*

### **A. Program conducts site supervisor orientation and ongoing training and support.**

- Site supervisor orientation agenda
- Written policy for required attendance
- Evidence of communication with sites around policy changes, updates, etc.
- Site training calendar
- Site visit schedule
- Site evaluations *Required to Exceed Standard:*
- Regularly scheduled conference calls or meetings
- Documented feedback/evaluations from sites

### **B. Program and sites share effective best practices and training opportunities with each other and other stakeholders.**

- Training schedule and agendas
- WBRs (eGrants) Great Stories
- +Partner site staff asked to present workshops

### **C. Program carries out a process to internally and externally recognize partner site accomplishments, including community impact that meets and exceeds agreed upon expectations.**

- Evidence of tracking site accomplishments
- Recognition in-person or in the media copied to site file (i.e., certificates, press releases, awards, letters, etc.)
- Newsletters or other communications to the greater community that highlight program site accomplishments

## ***Standard Three: Site Supervision***

*Program has and utilizes systems to effectively engage sites in program success, provide them with appropriate support, and monitor for compliance.*

### **A. Program utilizes a documented system to effectively engage sites in monitoring, supporting, and evaluating program success.**

- Documented feedback from sites
- Utilization of standardized data collection tools
- Site involvement in establishing, contributing to, and meeting performance measures
- Written safety and risk management policies (safety protocol)
- Evidence of site assessment for implementation of systems (i.e., meeting notes, formal site visit schedule, site evaluations, etc.)

### **B. Program and sites create and carry out, as applicable, a written procedure for addressing site non-compliance.**

- Signed site contract/agreement that outlines policies and consequences around non-compliance
- Site visit documentation
- Evidence that compliance issues have been addressed

## Program Performance

High quality program performance is central to effectively and efficiently meeting program goals and the community needs they address. To ensure successful performance, AmeriCorps programs need established and measurable goals, whose impacts are strategically communicated. They also need the ability to engage stakeholders in program planning and implementation.

### Standard One: Planning and Achieving Performance Measures

Program has and utilizes a performance plan that addresses the development, documentation and reporting of impacts on targeted audiences.

#### A. Program efforts are addressing identified needs and serving identified population(s) via service.

- Program Measures accurately reflect potential impact of program on targeted recipients
- Progress reports reflect member service alignment with identified needs
- Evidence of involvement of community stakeholders, program staff, and sites in identifying needs and determining outcomes/impact
- Evidence that community stakeholders, program staff, and site input is sought and utilized in ongoing program assessment

#### B. Program has appropriately developed performance measures (PM's).

- PM's address identified needs.
- PM's follow CNCS format and are approved in eGrants
- Output codes in Automated Progress Report (APR) map reflect measurable program goals that mesh with approved CNCS/MCSC systems and guidelines
- APR map is completed by program staff and approved by MCSC
- Evidence that community stakeholders, program staff, and site input is sought and utilized in ongoing program assessment

#### C. PM's are realistic, based on previous performance and/or proven program design.

- Evidence that community stakeholders, program staff, and site input is sought and utilized in ongoing program assessment and adjustment of goals and PM's
- Data is collected and reported on all program recipients or a representative sample of participants, as identified in APR Map

#### D. Program has appropriate data collection and management tools and system in place to document efforts and impact.

- Appropriate tools are identified and utilized that allow consistent and accurate measurement of progress in achieving identified needs
- Clearly defined process and responsibilities for data collection and reporting are included in member and site contracts
- Evidence exists that sites and members have been trained in appropriate use of measurement tools
- Evidence exists that the process and timelines for data collection are adhered to (i.e., program agendas, progress reporting, MCSC site visits, etc.)
- System utilized for storing data and files (electronic or paper), as observed via MCSC site visits
- PM's are included in site and member contracts, training and orientation agendas (for members and sites), position descriptions, etc.

#### E. PM's are being addressed and are on target for being met, or a clear explanation regarding why the goal(s) cannot be achieved is provided.

- Progress reports contain sufficient information in relation to the standard
- Data collected and reported indicates all goals within PM's have been achieved, or
- Written justification is provided identifying barriers to achievement and outlining future plans to adjust goals, data collection methodology, program design, and/or levels of impact targeted
- +If program goals have not been set extraordinarily high/low (see standard 1.C under Program

## ***Standard Two: Data Analysis and Reporting***

Program has and utilizes systems for data analysis, reporting, and continuous program improvement.

### **A. Program has an adequate data analysis and reporting system in place**

- Evidence that a system exists allowing consistent and accurate data collection, analysis, and reporting (i.e., measurement tools/methods, databases, reported outcomes, etc.)
- System followed to track and report on PM's, uses appropriate CNCS reporting methods

### **B. Program has a continuous improvement plan in place, to which it adheres.**

- Evidence of assessment of needs/goals, and adjustment of PM's annually (or as needed), as part of a continuous improvement plan (i.e., measurement tools/methods, databases, outcomes reported, etc.)
- Evidence that community stakeholders, program staff, and site input is sought and utilized in ongoing program assessment
- Evidence of implementation of the continuous improvement plan
- Evidence exists that relevant information was utilized in developing the continuous improvement plan (i.e., census data, focus group input, or other relevant data sources)

### **C. Program conducts evaluation consistent with CNCS guidelines.**

- Evidence that a formal program evaluation has been conducted annually for all programs with a CNCS budget in excess of \$500,000

## ***Standard Three: Communication of Impact and Results***

Program has and utilizes systems for communicating impact and results.

### **A. Program has a plan in place for communicating impacts and information appropriately to Identified audiences.**

- Evidence of the implementation of a written communications plan
- List of program stakeholders compiled and utilized in communication, including MCSC, local media, public officials, advisory boards, etc.
- Reporting and submission deadlines for each audience identified and met

### **B. Program impact and information is clearly presented and appropriate for identified audience.**

- Progress reports meet MCSC Progress Report Checklist requirements, and
- +Evidence of presentations made to communicate impact/outcomes
- +Written reports to program stakeholders (i.e., Board, Donor, Advisory Board, etc.)
- +Published news articles
- +Other evidence indicating information was clearly presented and appropriate for identified audience

### **C. Program impact and results are presented clearly and compellingly.**

- Progress reports provide sufficient qualitative data – in addition to adequate narrative to paint a picture of service, all reports should contain at least one of the following: Great Stories, news articles, testimonials
- Progress reports provide sufficient quantitative data, including the total number served for each PM, percent changes (in number served and the goal identified within each PM), amount of resources generated, etc.
- +Two or more pieces of qualitative data submitted per quarter

## Program Management & Administration

*Program management and administration impact an organization's and program's ability to effectively achieve goals and provide vital community services. A well-administered AmeriCorps program has qualified staff who receive adequate support and have effective systems for monitoring*

### **Standard One: Staff Effectiveness**

Program has and utilizes systems to support and ensure staff effectiveness.

**A. Staff with necessary skills to fulfill program tasks are selected and in place, including a minimum 1 FTE staff person to oversee grant requirements.**

- Detailed job descriptions exist for each position, and include a clear delineation of roles based on the list of necessary program responsibilities (provided by MCSC)
- Budget that demonstrates a total of 1 FTE staff for the program
- Resumes on file indicating staff have necessary qualifications
- Results of criminal background check of staff on file, supporting their appropriateness to administer the program
- Documented staff performance evaluations on file *Required to Exceed Standard:*
- Additional administrative support (i.e., volunteers, interns, AmeriCorps alumni, etc.)

**B. Staff who dedicate 50% or more of their time to the AmeriCorps program (as indicated by the grant) have set and are working toward meeting professional development goals.**

- Copy of the professional development goals are on file with evidence of progress toward meeting them (see examples below from *Exceeds Standard* list), and  
To exceed the standard more than one of the following needs to be met;
- +Needs/skills assessment completed
- +Self-assessment checklist
- +Agendas for trainings/meetings attended
- +Reported mentoring and on-the-job training
- +Other evidence of professional development efforts related to role within program

**C. Program demonstrates a history of consistent staffing.**

- Program staff turnover occurs infrequently (less than every two years)
- Plan exists for transition of responsibilities when turnover occurs, and includes a documented system to transfer knowledge to new staff

**D. Adequate program staff supervision and support are provided.**

- Program Director's (PD) supervisor understands and supports AmeriCorps' philosophy and program goals and implementation, as evidenced by the supervisor interview during the MCSC site visit
- PD supervisor provides necessary support to program staff, as evidenced by supervisor and PD interviews during the MCSC site visit
- Staff has adequate space, equipment, and authority to perform functions of the job, as evidenced by the PD interview during the MCSC site visit

## ***Standard Two: Systems for Management***

Program has and utilizes systems for effective management around utilization of funds, programmatic communication, and monitoring for compliance.

### **A. Program funds are used effectively to administer program.**

- All funds are utilized as identified in MCSC approved budget
- All program expenses are allowable based on federal guidelines (for audit purposes)
- Program submits Financial Status Reports (FSRs), Periodic Expense Reports (PERs), financial close-out reports, and other program financial reporting on a timely basis
- Financial site visit feedback indicates appropriate use of funds, adequate resolution of issues, and incorporation of MCSC feedback in a timely manner
- PD is involved in the development and oversight of the program budget, as indicated via PD interview during the MCSC site visit
- Both program and financial staff review and have access to the program's budget, as indicated via PD interview during the MCSC site visit
- Evidence of regular communication between program and financial staff for budget review and updates (i.e., meeting minutes, agendas, MCSC site visit interview, etc.)
- Program meets and documents match (cash and in-kind) at agreed upon level, as indicated by FSRs, PERs, financial site visits, program close-out documents, etc.

### **B. A communications system is in place to support program, site, and member success.**

- An appropriate level of communication occurs with MCSC, demonstrated by:
  - Timely response to requests for information,
  - RSVP deadlines met
  - Attendance at MCSC PD meetings, events, training, etc.,
  - Demonstrate an acceptable level of communication*
- + Internal program email discussion groups
- + Minutes/notes from internal program meetings, conference calls, etc.
- + Other evidence of communication systems utilized to support program, site, and member

### **C. Program monitors for and maintains documentation of compliance with state and federal**

*MCSC site visits and program monitoring indicate that all of the following exist*

- Examples of materials with logos appropriately displayed
- Michigan's AmeriCorps Policies and Procedures Manual utilized in programming
- Utilization of member file checklist
- Member files contain all required information
- Member contract is signed and on file
- All forms and reports are submitted on a timely basis
- Site agreements are signed and on file
- The list of prohibited activities is distributed and explained to all members and program sites
- Documentation showing that outstanding compliance issues, based on previous site visit feedback, have been addressed (if applicable)
- Other documented evidence that demonstrates compliance with all state and federal regulations

## Sustainability

*In order to ensure communities will continue to receive the services they need, organizations administering AmeriCorps programs must have a long-term sustainability plan. Sustainability plans should focus on the ongoing existence of AmeriCorps members or other methods of service delivery.*

### ***Standard One: Sustainability Plan***

Program has a sustainability plan that ensures the continuation of services in their community as needed.

#### **A. Program has defined how community needs will continue to be met in the future with or beyond AmeriCorps funding.**

*NOTE: Sustainability planning should be long-term and cover at least a three-year period.*

- Evidence exists that the following written plans have been developed, are being/will be implemented, and are reflected in the organization's overall strategic plan:
- A plan that addresses organizational capacity to meet funding requirements for the planned duration of the program's existence.
- A plan/vision for the continuation of services to the community beyond the life of the program (i.e., via the current organization, another organization, a partnership, or other method)
- A plan to phase the program and its services out of the community if the local need no longer exists

### ***If sustainability entails long-term continuation of the AmeriCorps program itself***

#### ***1. Required to Meet Standard:(Evidence of at least three of the following must exist)***

- List of key media resources and copies of press releases distributed
- Database or mailing list of key stakeholders and copies of newsletters, annual reports, etc.
- Schedule of community fairs and other relevant local events, and evidence of participation in such events
- Other media/communication methods listed
- Program regularly communicates with the community.

#### ***2. Program develops strategic community partnerships.***

- List of community partners who provide resources to help the program in daily operations and special events, and examples of contributions and assistance provided to the program by these partners (including placement sites, other non-profit organizations, businesses, civic groups, schools, the general public, etc)
- Evidence exists that member service activities are included in the plans to develop the program and partners' overall capacity to deliver services to the community (as appropriate)

#### ***3. Program has a long-term funding strategy in place.***

- Evidence that the organization has the capacity and a plan to meet future funding requirements for the planned duration of the program's existence
- Evidence of a developed and utilized work plan for fundraising that includes a list of current and potential funders, fundraising activities, strategic partners, proposal development, etc.
- +Evidence that partners and supporters play a key role in obtaining funding for the program

## *If sustainability entails continuation of services without the AmeriCorps program*

1. Program plan incorporates transition from AmeriCorps to non-AmeriCorps service delivery within the grantee organization.

*NOTE: Grantees will either select criteria one or two as part of their sustainability planning; however, all grantees will incorporate evidence to meet criteria three.*

- Evidence that program services align with organizational mission
- A plan/vision for continued organizational focus on provision of these services to the community beyond the life of the program
- Work plan for fundraising
- List of current and potential funders
- List of partners who will provide specific services and resources in the program's absence
- Member service descriptions include activities that will build community capacity to provide long-term service delivery in the absence of the program
- Evidence of systems to instruct volunteers, interns, work-study students, staff, etc. on methods to provide services (i.e., updating volunteer position descriptions, coordinating volunteer orientation and training sessions, monitoring volunteer management procedures, etc.) *Required to Exceed Standard:*
- Plan is reviewed and updated annually
- Plan ensures minimal disruption of services during the transition from having members to no members

2. Program plan incorporates transition from AmeriCorps to non- AmeriCorps service delivery by transferring responsibility to another group/organization or sharing responsibility among organizations.

*NOTE: Grantees will either select criteria one or two as part of their sustainability planning; however, all grantees will incorporate evidence to meet criteria three.*

- Member service descriptions include activities that will build community capacity to provide long-term service delivery in the absence of the program
- Evidence of a plan to transition service provisions to other segments of the community (i.e., non-profits, civic groups, church congregations, schools/universities, etc.)
- Evidence of systems for shared responsibility that clearly delineate the roles and responsibilities of the future partnership
- Plan is reviewed and updated annually
- Plan ensures minimal disruption of services during the transition from having members to no members

3. Program engages in regular communication with the community.

- List of key media resources and copies of press releases distributed
- Database or mailing list of key stakeholders and copies of newsletters, annual reports, etc.
- Schedule of community fairs and other relevant local events, and evidence of participation in such events
- Other media/communication methods

## Community Involvement and Strengthening

*In order to most effectively identify and address local needs and encourage the community to play an active role in meeting local challenges, AmeriCorps programs must develop strategic relationships that engage the community in all phases of service.*

### Standard 1: Addressing Local Need

Program has and utilizes systems to effectively involve the community in identification of, planning for, and addressing of local needs, and provides information regarding impact.

#### A. Program involves the community in identifying compelling needs to be addressed.

- Evidence of local needs assessments or other participatory research conducted within the last 3-5 years that shows needs existing in the community
- This evidence should be referenced in the grant application and should be the basis of performance measures
- +Evidence of existing need provided via other organizations involved in addressing the same issue(s)

#### B. Program involves the community in developing plans to address the identified needs (involvement should occur minimally every 3 years).

- Lists and contact information of local organizations that currently address all or some of the identified needs
- Surveys or other written input from the community to identify methods of addressing needs
- Other evidence of community participation in developing plans to address identified needs
- Agendas from focus groups or other planning meetings that discuss ways to address local needs
- Formal documentation of pledges of support from community partners (i.e., memoranda of understanding or similar endorsements)
- Other evidence of community participation in developing plans to address identified needs

#### C. Program involves the community in carrying out efforts to address the identified needs.

- Evidence of inclusion of local organizations and stakeholders to address identified needs through the development and documentation of:
  - Formal partnerships with organizations that host members
  - Ongoing or occasional partnerships with other local organizations, groups, or businesses that provide or receive support to/from the program
  - Other methods
- Active membership, participation in, or development of community collaborative efforts that focus on specified needs, as documented by:
  - Agendas from meetings
  - Reports from collaboratives that include the program
  - Program reports that include the collaborative efforts
  - Other documentation

#### D. Program informs the community of progress toward achieving goals and community impact

- Refer to Program Performance standard 3.A (Communication of Impact and Results)

## ***Standard Two: Volunteer Recruitment and Support***

Program has and utilizes systems for recruiting and maintaining community volunteers as a key strategy to address identified needs.

### ***A. Volunteer recruitment is a key component of the program's goals.***

- At least one performance measure focused on volunteer recruitment and management with specific goals for number of volunteers and hours of volunteer service
- Program application includes plans to use volunteers as a method of service delivery
- Development and implementation of work plans to recruit, place, train, and manage volunteers at the program or site level
- Ongoing evidence of service performed by volunteers and how it contributes to overall service delivery is included in progress reports *Required to Exceed Standard:*
- Evidence that host organization's mission, vision statement, or policies include the use of volunteers as a key component of service delivery

### ***B. Members are directly involved in recruiting, training, overseeing, and supporting volunteers.***

- Recruitment, training, and support of volunteers is included in member service descriptions
- Program progress reports document member involvement in the recruitment, training, and management of volunteers
- Program has developed and uses a volunteer training manual to ensure consistent high quality training of volunteers

### ***C. Members are trained in volunteer recruitment, training, management, and support of volunteers.***

- Refer to the Member Success standard 2.E (Member Development)*