CivicSpark

Evaluation Report | 2019

November 2019

Table of Contents

Section 1   Background & Introduction

In recent decades, climate change has become a cause for concern in communities around the world. The effects of climate change, which include rising temperatures and extreme weather events, have started to negatively impact people and the environment in myriad ways. The Environmental Protection Agency (EPA) acknowledges that these changes in the planet's climate "affect people's health and quality of life, including where people can live, what kinds of crops are most viable, what kinds of businesses can thrive in certain areas, and the condition of buildings and infrastructure" (Climate Change Indicators in the United States, 2016). It is likely that over time the harmful impacts of climate change will only broaden and worsen if steps are not taken to counteract their effects.

In California specifically, the impact of climate change is readily apparent, with drought and severe wildfires plaguing the state. In 2006, the California legislature enacted a set of ambitious climate change goals aimed at reducing greenhouse gas emissions by 40 percent below 1990 levels before the year 2030. The integrated plan proposes a multi-pronged approach to achieve this objective, employing climate action strategies that include increasing renewable electricity production, reducing vehicle petroleum use, and bolstering the energy efficiency of existing infrastructure.

While participation from almost all sectors of the economy is required to accomplish these sweeping goals, a large portion of the responsibility for implementing climate action strategies falls to local government agencies. At the local level, these agencies are on the front line of planning, researching, and implementing programs geared toward combating climate change. However, many agencies are not equipped with the tools and resources necessary to effectively carry out these efforts. For instance, local governments are often without dedicated staffing, data, formal plans, or mechanisms to track progress on initiatives. While the statewide climate goals are integral for preserving California's ecological and economic systems, the achievement of these goals will not be possible without local governments that have the capacity required to mitigate climate change at the community level.

To address these capacity issues, the CivicSpark program is designed to bolster the ability of local governments across the State to effectively respond to climate change. As a Governor's Initiative AmeriCorps program administered by the Local Government Commission (LGC), CivicSpark engages skilled AmeriCorps members to work collaboratively with government agencies on projects to advance local climate change initiatives. The program model leverages the strengths and experience of AmeriCorps members to accelerate climate action by providing agencies with: (1) tangible products with actionable information and resources, (2) volunteer engagement support, and (3) tools and methods to integrate climate action into new and existing local programs. CivicSpark also aims to generate a more effective and sustainable statewide response to climate change through the development of regional networks and resource sharing platforms that enable local governments to align efforts and learn from one another. Over time, it is the hope that the technical assistance and resources CivicSpark offers to these agencies will result in healthier and more resilient communities across the state.

To examine outcomes related to CivicSpark's intervention design, LGC contracted with LPC Consulting Associates, Inc. (LPC) to analyze performance data from the Climate Capacity Assessment survey, which measures changes in capacity among local government agencies before and after program participation. This report presents a summary of Climate Capacity Assessment survey results from the first three years of implementation.

Section 2   Program Description & Implementation

The Local Government Commission launched the CivicSpark program in 2014 to address the pressing need for a concerted response to climate change throughout the state of California. To this end, CivicSpark engages AmeriCorps members to work with local governments in order to build agencies' capacity to effectively implement climate action projects. The following sections describe key elements of the program, and a snapshot of implementation during the first three program years.

2.1   Program Overview

Theory of Change

Each year, CivicSpark places 50 Climate Action Members with local government agencies in need of technical assistance and support on climate action projects. During the 11-month service year, CivicSpark Members work in collaboration with their host agency to complete climate action research, planning, and implementation projects, all of which build the capacity of local governments to address specific climate change needs. Through this experience, not only do local governments receive dedicated project support, but CivicSpark Members are able to gain valuable professional development experience as well as access to a network of colleagues in the climate action field. Ultimately, it is expected that the concerted efforts of CivicSpark Members throughout the state will improve California's response to climate change and produce a cohort of young professionals with the skills necessary to become leaders in the climate action field.

Program Regions

CivicSpark Members serve across California and are organized into eight geographic regions, which have included: Sierra Nevada, Central Coast, Los Angeles, North Coast, San Joaquin Valley, San Francisco Bay Area, Sacramento, and Southern California. Each region has a regional team consisting of a Regional Coordinator and the CivicSpark Members placed in that area of the state.

CivicSpark Members

All Members possess a four-year college degree and bring relevant experience to their CivicSpark fellowship. Most CivicSpark Members are recent college graduates and have previous training in environment-related fields. Over the course of the 11-month fellowship, Climate Action Members spend 1,700 hours working full-time with their host agency on climate action projects and professional development. For their participation, Members receive a small stipend and an education award, as well as professional development training and connection to a network of contacts in the climate field. During the program, Members also have access to intensive mentorship and statewide networking opportunities.

Partner Agencies

To maximize program effectiveness, CivicSpark works with local government agencies, such as cities, schools, and public departments, that demonstrate a "capacity need." Although CivicSpark receives grant funding to offset the cost of project support, participation in the program requires a fiscal contribution from partner agencies based on the amount of Member time dedicated to a project.

Intervention Outline

CivicSpark Members deliver service by working on a range of climate change mitigation and adaption projects for beneficiaries during the program year. While project topics vary, all Members provide support to their host agencies through the same four-step process:

1. **Gap Assessment**: Members collect primary and secondary data to determine current climate change needs

2. **Service Projects**: Members implement a specific research, planning, or implementation project based on gap assessment results

3. **Volunteer Engagement**: Members establish new volunteer programs or enhance pre-existing programs relevant to climate change

4. **Transitioning Expertise**: Members provide training to staff and share project results with key stakeholders to sustain progress

As mentioned, the projects that CivicSpark Members work on during their fellowship all focus on building the community's response to climate change at the local level but vary widely in terms of scope and topic area. Examples of project topics completed during the first three years of implementation include: sustainable transportation, energy efficiency, solar procurement, urban forestry, sea level rise, climate action planning and implementation, greenhouse gas inventories, benchmark tracking, complete streets plans, and community campaigns. Via these projects, Members gain hands-on experience while advancing local agencies' climate action initiatives.

CivicSpark Performance Measures

The CivicSpark intervention's performance measure goals for beneficiaries include a minimum number of hours of capacity building service (the output goal) and self-reported achievement of goals or results (the outcome goals). Performance measures are included for two specific programmatic areas, capacity building and volunteer engagement, listed below.

1. **Capacity Building Goals**
   - 86 local governments will receive at least 200 hours of capacity building services from Members.
   - 73 local governments that receive at least 200 hours of capacity building services will meet at least one of their gap assessment goals.
   - 73 local governments that receive at least 200 hours of capacity building services will report that capacity building activities provided by Members helped to make the organization more effective.

2. **Volunteer Engagement Goals**
   - 48 local governments will receive a minimum of 50 hours of volunteer system setup and support services from members.
   - 24 local governments that receive volunteer system setup and support will implement effective volunteer management practices as a result of service.

2.2 Program Implementation

Over the first three years of the program, 125 CivicSpark Members completed the program. These Members completed 268 capacity building projects for public agency beneficiaries to help build California's response to climate change.

Section 3   Methodology

The primary objective of the CivicSpark program is to build the capacity of local government agencies to more effectively address climate change, by supporting these entities on a variety of projects designed to protect the environment. To measure outcomes associated with the primary intervention, CivicSpark conducted a nonexperimental outcome evaluation using pre- and post-survey data. A Climate Capacity Assessment survey collected information on partner agencies' ability to address climate change both before and after the program to determine the immediate impact of the program on organizational capacity and goal achievement. The focus of this evaluation was to provide preliminary evidence of the effects of the CivicSpark intervention on participating local government agencies.

The evaluation was principally focused on examining CivicSpark's primary performance measure outcomes. A paired sample analysis assessed variations in pre- and post- service knowledge and capacity across a census of CivicSpark beneficiaries (local government agencies) that met CivicSpark's output goal (at least 200 hours of service). With this sample, the analysis also examined variations in beneficiary capacity improvement by level of achievement of CivicSpark's primary outcome goal (achievement of capacity building goals). In addition, the evaluation included outcomes for CivicSpark's secondary performance measure – volunteer engagement.

3.1 Survey Tool and Data Collection

The pre- and post-service Climate Capacity Assessment survey, developed and administered by LGC, contained four overarching topic areas: (1) policy knowledge, which included seven questions about knowledge of specific climate-related policies; (2) structure and support for action, which included four questions about stakeholder and community support; (3) personal understanding of impacts and solutions, which included six questions about near- and long-term climate change impacts as well as available solutions; and (4) training received, which included nine questions about climate change training in which agency staff participated . LGC developed these four categories as a gauge of baseline capacity that was independent of CivicSpark service, but also in consideration of capacity areas that would be sensitive to the impacts of program participation.

The post-service Climate Capacity Assessment, in addition to re-measuring the aforementioned categories, also collected program outcomes related to capacity building goal achievement and volunteer engagement. At program end, respondents were asked to rate the degree to which the agency reached its goals in the realms of project development, staff development, diffusion of knowledge, and volunteer engagement.

The Climate Capacity Assessment was administered online to a census of participating agencies at the beginning and end of the 11-month service term. Data collection methodology was the same at both points in time, in order to minimize unintended differences in responses. In years one through three of the CivicSpark program, 268 agency representatives completed both the pre- and the post-survey (80 in year one, 81 in year two, and 107 in year three). A post-hoc power analysis indicates that this sample size generally had sufficient statistical power ($\beta \leq 0.20$, $\alpha = 0.05$) to detect the observed changes in capacity and goal achievement among beneficiaries.

3.2 Analysis

LGC provided three years of Climate Capacity Assessment data to the external evaluator, LPC Consulting Associates, Inc., for analysis. Aggregate pre- and post-score averages were calculated and a Wilcoxon signed-rank test was run for each survey question to determine whether differences between pre- and post-capacity scores were statistically significant. The Wilcoxon test is similar to a paired sample t-test, but performed when the data does not follow a normal distribution, and tests whether there is a difference in the overall distribution, not just between pairs of data.

Next, the analysis examined whether changes in climate knowledge and understanding during the service term varied by local governments that achieved their stated goals and those that did not meet their goals. The average change in pre- and post-ratings for each of the four overarching categories of knowledge and understanding (policy factors, internal structure and support for action, personal understanding, and training) were compared across agencies that "fully met" or "exceeded" at least two of three capacity building goals (n=156), and those that did not (n=112). A one-tailed Mann-Whitney U test was used to test the difference in the average change in pre- and post-scores for each group.

The following section of this report presents the results of the Climate Capacity Assessment, which provide insight about the degree to which CivicSpark is building the capacity of local government agencies that participate in the program.
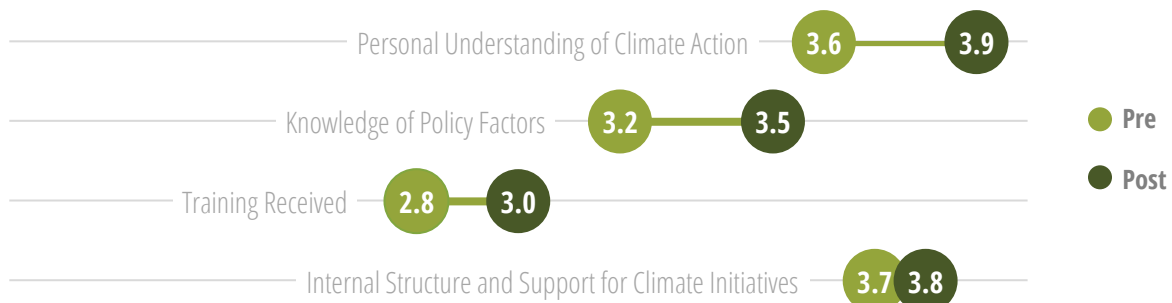
Section 4   Climate Capacity Assessment Results

To measure program outcomes, the CivicSpark evaluation included a Climate Capacity Assessment survey that collected information on partner agencies' capacity to address climate change both before and after the program. This section presents the results of the Capacity Assessment related to (1) knowledge development, (2) goal achievement, and (3) volunteer engagement.

4.1   Knowledge Development

The first portion of the Capacity Assessment collected information on partners' knowledge and understanding of various climate change issues, as well as community support for climate change initiatives. For each topic area (policy factors, personal understanding, training, and internal structure and support), partners were asked to rate their agency on a scale of 1 to 5, where 1 represented no understanding or support and 5 represented deep understanding or support. Figure 1 displays the aggregate average pre- and post-scores of CivicSpark partners in each area of knowledge development. As shown, all areas of development increased over the course of the CivicSpark program. Knowledge of policy factors and personal understanding of climate issues increased 0.3 points (on a scale of 1-5), while training increased by 0.2 points and internal structure and support increased by a smaller amount (0.1 points). A comparison of three years of survey data shows that knowledge development ratings were relatively similar across program years, thus this report presents the aggregate analysis for each topic area (for data by year, see Attachment A).

Figure 1 | Average Pre- and Post-Ratings of Agency Capacity (Years 1-3)
(1=lowest level and 5=highest level)

Knowledge of Climate Change Policy

The Capacity Assessment measured partners' familiarity with state policies and climate action approaches in order to assess changes in agency awareness of climate-related legislation and familiarity with action and adaptation planning over time. Survey respondents were asked to rank their level of familiarity with various policy mechanisms and strategies on a scale from 1 to 5, where 1 represented "not familiar" and 5 represented "very familiar."

As shown in Figure 2, partners reported an increase in knowledge on each item assessed, and this increase was statistically significant at the 0.05 level for all but one policy factor. Partners reported the greatest positive change in knowledge of Safeguarding California (0.44 increase) and the Adaptation Planning Guide (0.37 increase). There was less improvement related to knowledge of legislative bills and the California Environmental Quality Act. However, pre-survey results indicated that partner knowledge of

these items was high (3.51 and above) before the program, which may explain the smaller positive change in these areas.

Figure 2 | Change in Agencies' Knowledge of Climate Change Policy Factors (Years 1-3)
(ratings are on a scale of 1 to 5)

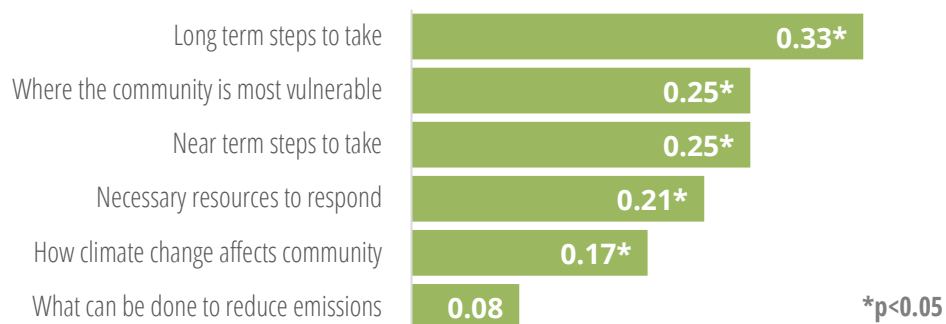| Item	Value
Safeguarding California	0.44*
The Adaption Planning Guide	0.37*
General Adaptation Planning	0.32*
Senate Bill 375	0.23*
General Climate Action Planning	0.19*
Assembly Bill 32	0.18*
CA Environmental Quality Act	0.05

*p<0.05
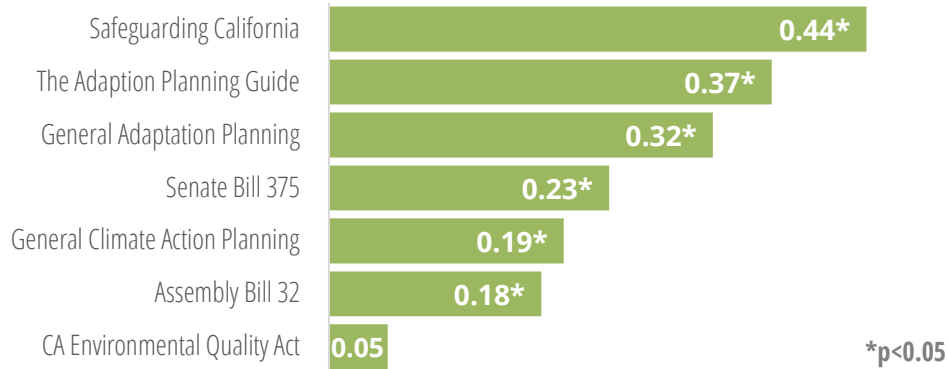
Personal Understanding of Climate Action

The Capacity Assessment also captured changes in respondents' understanding of various topics related to climate change, in terms of how climate change affects the community, what the community needs, and what steps can be taken to address climate change issues. These are critical areas of understanding for effectively planning and implementing climate action initiatives, as well as for sustaining these efforts. Respondents were asked to rank their level of understanding of the various climate change topics on a scale from 1 to 5, where 1 represented "little understanding" and 5 represented "deep understanding."

Partners reported a positive increase in understanding on each topic assessed, and this increase was statistically significant at the 0.05 level for all items except one, as shown in Figure 3. Based on survey results, partners showed the greatest improvement in understanding of the long term steps (0.33 increase) and where the community is most vulnerable to anticipated impacts from climate change (0.25 increase). Partners reported the smallest positive gain in understanding what can be done to reduce greenhouse gas emission in their community. Considering this was the only item of personal understanding that did not show a statistically significant increase, this could be an area that CivicSpark can further support and enhance in upcoming service years.

Figure 3 | Change in Agencies' Personal Understanding of Climate Action Issues (Years 1-3)
(ratings are on a scale of 1 to 5)

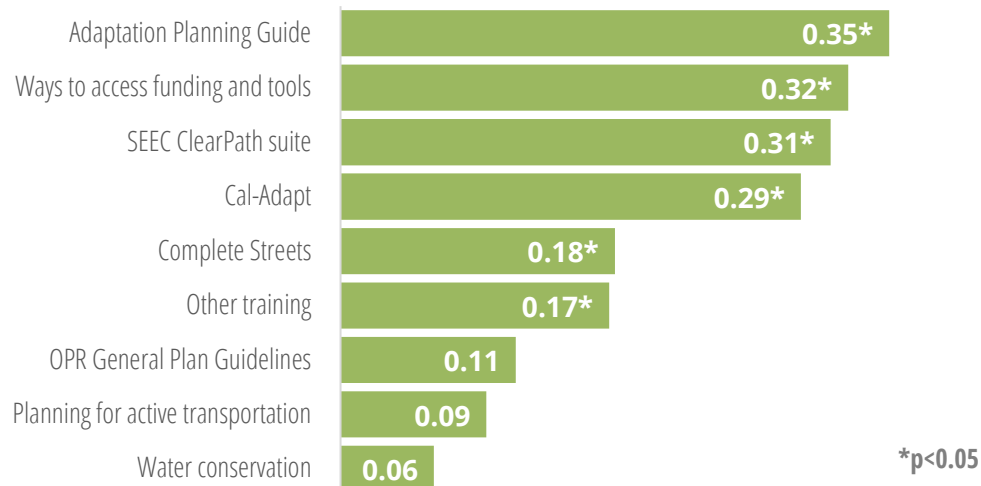| Item	Value
Long term steps to take	0.33*
Where the community is most vulnerable	0.25*
Near term steps to take	0.25*
Necessary resources to respond	0.21*
How climate change affects community	0.17*
What can be done to reduce emissions	0.08

*p<0.05

Training on Climate Action Tools

Staff training on the tools and methods needed to effectively plan and implement climate protection initiatives is essential to local governments' ability to respond to climate issues at the community level. As such, the CivicSpark Capacity Assessment asked respondents to report the amount of training agency staff received before and after participation in the program. Respondents ranked the amount of training they or their staff received on a scale from 1 to 5, where 1 represented "not trained" and 5 represented "very well trained."

Overall, partners rated participation in training lower than any of the other climate capacity areas included in the assessment (an average of 2.8 on the pre-survey and 3.0 on the post-survey). This does not necessarily come as a surprise, as government personnel often wear many hats and have little time to spend in training sessions. Although training remained the lowest-rated capacity area at the conclusion of the program, partners did report an increase in training on each of the nine areas assessed, all but three of which were statistically significant at the 0.05 level. As displayed in Figure 4, the greatest positive change was training on the Adaptation Planning Guide and ways to access funding for tools to assess and measure climate change action. Training on The Governor's Office of Planning and Research (OPR) General Plan Guidelines, planning for active transportation, and water conversation showed the least amount of change over the course of the program. The small improvement related to water conservation training was likely a result of a relatively high average rating on the pre-survey (3.53), although this was not the case for training on OPR guidelines (2.79) or planning for active transportation (3.19).

Figure 4 | Change in Agencies' Training on Climate Action Tools and Methods (Years 1-3) (ratings are on a scale of 1 to 5)

Adaptation Planning Guide	0.35*
Ways to access funding and tools	0.32*
SEEC ClearPath suite	0.31*
Cal-Adapt	0.29*
Complete Streets	0.18*
Other training	0.17*
OPR General Plan Guidelines	0.11
Planning for active transportation	0.09
Water conservation	0.06

*p<0.05

## Internal Structure and Support for Climate Action Initiatives

The Capacity Assessment also measured change in perceived support for climate initiatives within the agency and in the community at large. Respondents rated the level of support for moving forward with climate action efforts on a scale from 1 to 5, where 1 represented "not at all supported" and 5 represented "very well supported."

On average, participating agencies experienced a slight positive change in support over the course of the program as shown in Figure 5. However, few of these changes were statistically significant. While support from department heads, elected officials, and the city manager all increased, these increases were relatively small and none were statistically significant at a 0.05 level. The only significant increase was in support from community members, which is particularly encouraging because one of the focuses of CivicSpark Members is to engage the community in climate project efforts.

Figure 5 | Change in Agencies' Support for Climate Action Initiatives (Years 1-3)
(ratings are on a scale of 1 to 5)

Community Members	.10*
Department Heads	0.03
Elected Officials	0.01
City Manager	0.01

*p<0.05
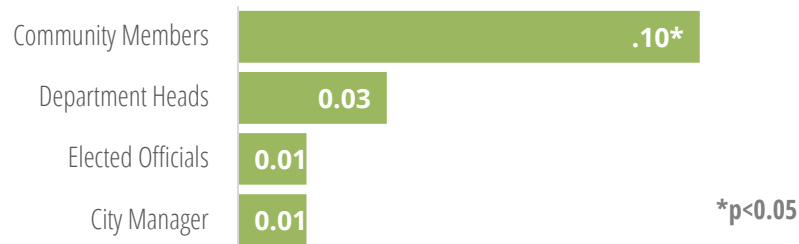
4.2 Goal Achievement

At the beginning of the CivicSpark program, all partner agencies develop specific goals they hope to achieve during the service term. The post-program Climate Capacity Assessment measured the degree to which partner agencies met these three types of goals:

- **Project development goals** (i.e., completion of research project, program implementation, completion of planning document)

- **Staff development goals** (i.e., agency staff receive training and technical assistance, engage in climate change campaigns, or gain deeper understanding of community needs)

- **Diffusion of knowledge goals** (i.e., provide results to elected officials, engage key stakeholders in continued work, complete action plan for continued project work)

Results show that a majority of partner agencies met or exceeded their climate initiative goals in each of the three areas over the course of the CivicSpark program, as shown in Figure 6. Across three program years, 158 partners (59%) met or exceeded diffusion of knowledge goals, 158 (59%) met or exceeded project goals, and 152 (57%) met or exceeded staff development goals. Approximately one-third of partner agencies reported partially meeting their goal in each of the three areas, and only a small portion (8% and fewer) did not meet each intended goal. Overall, 193 (72%) of participating agencies met or exceeded at least one of their stated goals.

Figure 6 | Partner Agency Goal Achievement (Years 1-3)

Project Development Goals — 4%, 37%, 31%, 28%

Staff Development Goals — 8%, 35%, 35%, 22%

Diffusion of Knowledge Goals — 7%, 34%, 35%, 24%

Legend: Did not meet goals | Partially met goals | Fully met goals | Exceeded goals

In addition, many local governments participating in CivicSpark are able to achieve more than one of their climate initiative goals during the service year. A comparison of goal achievement across three program years indicates that since year one, CivicSpark is increasingly effective at helping partner agencies reach their project, staff development, and diffusion of knowledge goals. In year one, 52% of participating agencies met or exceeded two or more goals, 67% met two or more goals in year two, and 56% met two or more goals in year three. Across all three years, 156 (58%) of participating agencies met or exceeded two or more goals.

When comparing agencies that met or exceeded at least two of the three capacity building goals (n=156) and those that did not (n=112), results show that those meeting two or more goals had greater positive change in each of the four capacity areas measured (knowledge of policy factors, personal understanding, internal structure and support, and training). In two of the four areas, this difference was statistically significant at the 0.05 level, as shown in Figure 7.

On average, agencies that "fully met" or "exceeded" at least two goals reported significantly greater improvement on knowledge of climate change policy factors (mean difference of 0.29; $p<.001$) and on training received (mean difference of 0.35; $p<.001$), compared to those that did not meet two or more goals. Agencies that met two or more goals also reported greater improvement in personal understanding of climate action, which was marginally statistically significant (mean difference of 0.16; $p=.067$). There was less difference related to improvement in internal structure and support for climate action initiatives between the two groups (mean difference of 0.06; $p=.155$). Taken together, these results suggest a positive relationship between the achievement of defined capacity building goals and climate implementation capacity in general for agencies that participate in the program, which aligns with CivicSpark's logic model and theory of change.

Figure 7 | Capacity Gains among Agencies that Met 2+ Goals and Agencies that Did Not Meet 2+ Goals (Years 1-3)


*p<0.05
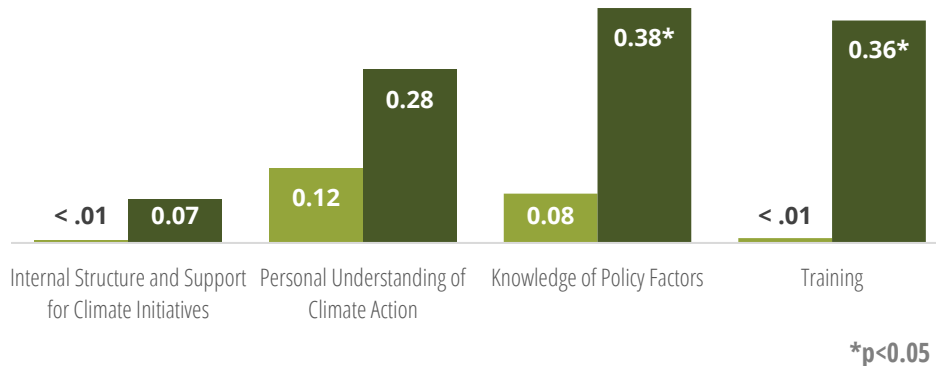
4.3   Volunteer Engagement

The Climate Capacity Assessment also measured the degree to which CivicSpark helped partner agencies build and sustain their volunteer engagement capacity, which is a secondary performance measure for the CivicSpark program. Based on aggregate survey results, over half (55%) of participating agencies reported meeting or exceeding implementation goals related to the volunteer engagement strategy identified at the beginning of the program. Another 22% "somewhat" met their goals, and 24% did not meet their implementation goals with regard to volunteer engagement. Overall, 44% of partners reported that their use of volunteers for climate change activities increased and almost half (47%) said that their volunteer engagement approaches improved as a result of CivicSpark support. Compared to the other goal areas (i.e., project development, staff development, and diffusion of knowledge), these findings suggest that volunteer engagement outcomes were less robust than other goal areas.

While aggregate three-year survey results indicate that the volunteer engagement component of the CivicSpark program is not as strong as other capacity-building areas, when comparing year one data to years two and three, it appears that this element has improved. Figure 8 displays the percentage of partners reporting an increase in use of volunteers and an improvement in volunteer engagement approaches by year. A larger portion of the agencies in years two and three achieved these outcomes, as compared to those in year one. It will be useful for CivicSpark staff to identify what is working well with volunteer engagement, as well as closely examine why this capacity area does not show the same degree of positive change as other components to inform program improvement.

Figure 8 | Volunteer Engagement Outcomes by Program Year

% of partners reporting their...
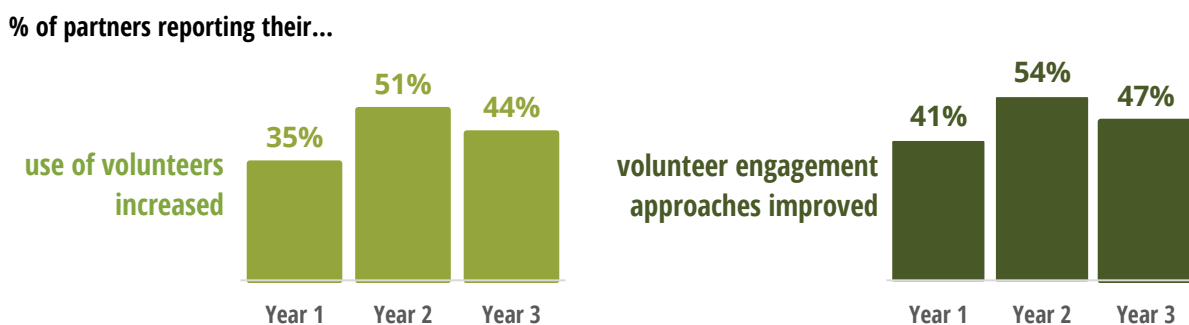
4.4 Overall Impact on Effectiveness

Lastly, participating agencies agreed that support from CivicSpark increased the effectiveness and efficiency of their agency's climate action work. Across years one through three, 226 partners (86%) reported that CivicSpark's capacity building activities increased the effectiveness of their work, and 223 (85%) said the capacity building activities increased the efficiency with which they implemented their climate action initiatives.

86%
of partner agencies reported that CivicSpark increased the effectiveness of their climate action work

Section 5   Conclusion and Next Steps

Based on three years of Climate Capacity Assessment data, it is evident that CivicSpark has had a positive impact on the local government agencies that participate in the program and is achieving the performance measure goals. Through CivicSpark, partner agencies received direct support for climate action projects, which resulted in increased capacity to respond to climate change in four areas of organizational capacity – understanding of climate action, knowledge of policy factors, internal structure and support, and training – based on a paired sample analysis of pre- and post-survey data. Furthermore, a clear majority of partners met or exceeded their project development, staff development, and diffusion of knowledge goals. Agencies that met two or more of their goals reported significantly greater improvement in capacity related to policy knowledge ($p<0.001$), training ($p<0.001$), and understanding of climate action ($p=0.067$), when compared to agencies that did not meet two or more goals, which provides preliminary indication of the intervention's impact on beneficiaries, in line with the program theory of change.

One area of focus moving forward may be in the realm of volunteer engagement. Although volunteer engagement in climate action projects is a secondary performance measures for the CivicSpark program, survey results show that outcomes related to volunteerism were not as strong as achievements in other areas. Because it is likely that AmeriCorps Members do not come to CivicSpark with prior community engagement expertise or experience, the program may benefit from additional training for Members on basic volunteer engagement strategies and best practices for implementing community outreach and engagement campaigns.

While results from the Climate Capacity Assessment pre- and post-survey captured a number of immediate positive outcomes, this nonexperimental methodology does not allow CivicSpark to make determinations about whether positive change among partner agencies was attributable to the program itself or due more so to a set of external factors (e.g., community education campaigns, fluctuations in funding, etc.) experienced by all local governments. To address this, CivicSpark is currently in the process of implementing a quasi-experimental evaluation to assess program outcomes and eliminate alternative explanations for the findings. This study, which is in progress with the 2019/20 CivicSpark cohort of partner agencies, includes a comparison group of local governments that are not in the program. The quasi-experimental design is intended to strengthen the validity of evaluation findings by seeking to eliminate confounding factors that could contribute to the capacity changes described in this report. Results of the quasi-experimental evaluation will be forthcoming in late 2020.

Attachment A | Climate Capacity Assessment Results by Year

Knowledge and Understanding[*]

Year 1	Average Pre Score	Average Post Score	Change
Policy Factors (n=80)	3.22	3.54	.32
Internal Structure and Support for Action (n=80)	3.68	3.76	.08
Personal Understanding (n=80)	3.53	3.90	.37
Training (n=80)	2.66	3.00	.34

Year 2	Average Pre Score	Average Post Score	Change
Policy Factors (n=81)	3.23	3.49	.26
Internal Structure and Support for Action (n=81)	3.78	3.77	-.01
Personal Understanding (n=81)	3.69	3.90	.21
Training (n=81)	2.80	2.98	.18

Year 3	Average Pre Score	Average Post Score	Change
Policy Factors (n=107)	3.28	3.47	.19
Internal Structure and Support for Action (n=107)	3.70	3.75	.05
Personal Understanding (n=107)	3.71	3.80	.09
Training (n=107)	2.79	2.92	.13

Years 1 - 3	Average Pre Score	Average Post Score	Change
Policy Factors (n=268)	3.25	3.50	.25
Internal Structure and Support for Action (n=268)	3.72	3.76	.04
Personal Understanding (n=268)	3.65	3.86	.21
Training (n=268)	2.75	2.96	.21

---

[*]Average pre- and post-scores were calculated by averaging the average ratings for each question within a topic area category across all respondents in the sample.

Capacity Building Goals

Year 1	Did not meet goals	Partially met goals	Fully met goals	Exceeded goals
Staff Development Goals (n=80)	8%	44%	38%	11%
Project Goals (n=80)	4%	44%	38%	15%
Diffusion of Knowledge Goals (n=80)	6%	39%	48%	8%

Year 2	Did not meet goals	Partially met goals	Fully met goals	Exceeded goals
Staff Development Goals (n=81)	2%	28%	54%	15%
Project Goals (n=81)	2%	31%	44%	22%
Diffusion of Knowledge Goals (n= 81)	1%	28%	53%	17%

Year 3	Did not meet goals	Partially met goals	Fully met goals	Exceeded goals
Staff Development Goals (n=107)	13%	35%	46%	7%
Project Goals (n=107)	7%	36%	41%	17%
Diffusion of Knowledge Goals (n= 107)	13%	34%	47%	7%

Years 1 - 3	Did not meet goals	Partially met goals	Fully met goals	Exceeded goals
Staff Development Goals (n=268)	8%	35%	35%	22%
Project Goals (n=268)	4%	37%	31%	28%
Diffusion of Knowledge Goals (n=268)	7%	34%	35%	24%

Program Effectiveness

Year 1	Yes	No
Did CivicSpark increase the effectiveness of your work? (n=79)	84%	16%
Did CivicSpark increase efficiency of your work? (n=78)	82%	18%

Year 2	Yes	No
Did CivicSpark increase the effectiveness of your work? (n=80)	90%	10%
Did CivicSpark increase efficiency of your work? (n=80)	90%	10%

Year 3	Yes	No
Did CivicSpark increase the effectiveness of your work? (n=103)	85%	15%
Did CivicSpark increase efficiency of your work? (n=103)	84%	16%

Years 1 - 3	Yes	No
Did CivicSpark increase the effectiveness of your work? (n=262)	86%	14%
Did CivicSpark increase efficiency of your work? (n=261)	85%	15%

Volunteer Engagement Goals

Year 1	Did not meet goals	Somewhat met Goals	Met goals	Exceeded goals
Was the volunteer engagement strategy successfully implemented? (n=80)	33%	25%	38%	5%

Year 2	Did not meet goals	Somewhat met Goals	Met goals	Exceeded goals
Was the volunteer engagement strategy successfully implemented? (n=81)	17%	25%	51%	7%

Year 3	Did not meet goals	Somewhat met Goals	Met goals	Exceeded goals
Was the volunteer engagement strategy successfully implemented? (n=98)	21%	16%	49%	13%

Years 1 - 3	Did not meet goals	Somewhat met Goals	Met goals	Exceeded goals
Was the volunteer engagement strategy successfully implemented? (n=258)	24%	22%	46%	9%

Volunteer Engagement Outcomes

Year 1	Yes	No
Did your use of volunteers increase as a result of CivicSpark? (n=79)	35%	65%
Did your volunteer approaches improve as a result? (n=80)	41%	59%

Year 2	Yes	No
Did your use of volunteers increase as a result of CivicSpark? (n=81)	51%	49%
Did your volunteer approaches improve as a result? (n=81)	54%	46%

Year 3	Yes	No
Did your use of volunteers increase as a result of CivicSpark? (n=98)	45%	55%
Did your volunteer approaches improve as a result? (n=98)	47%	53%

Years 1-3	Yes	No
Did your use of volunteers increase as a result of CivicSpark? (n=258)	44%	56%
Did your volunteer approaches improve as a result? (n=259)	47%	53%