

# Core Service Report

## Organizational Development

Report Category:  
**Capacity Building**



February 2007

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## COMPANION REPORTS

In addition to the information included in this report, a report of the other core services (80 in total), community leader key informant interviews, United Way - First Call for Help staff focus groups, consumer snapshots, and e-survey of United Way funded executive directors, board presidents, and United Way Community Investment staff are available at <http://www.uws.org>.

## ACKNOWLEDGEMENTS

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# SNAPSHOT

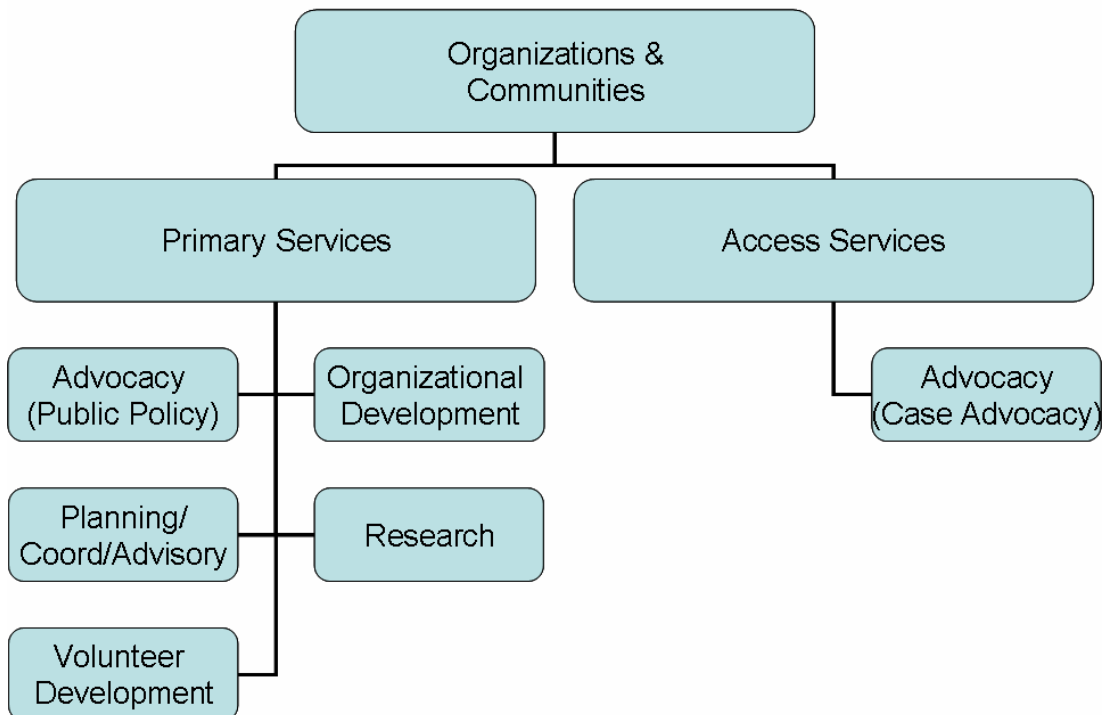
**AIRS Code Level I: Organization/Community International Services**  
**AIRS Code Level II/Core Service: Organizational Development TP**

**Investment Committee: Capacity Building**  
**Cluster: N/A**

**AIRS Definition:** Programs that strengthen and support human service organizations, small businesses and other groups and enhance their capacity to deliver products and services by providing management consulting services in the area of program planning, development, administration and/or evaluation; or that relate to specific technical facets of operation including board development, community economic development, community organizing, conference planning, facility administration, fiscal administration, fund disbursement and allocations, fund raising, personnel management, public relations, resource system development, service planning and delivery, or strategic planning.

Organizational Development is part of a family of services targeting organizations and communities to enhance their capacity to provide health and human services to those in need. It is one of five services targeting this consumer group. In addition, Case Advocacy is a service that helps consumers access a variety of other core services. (See figure below.)

**Family of Services**



Organizational development, a component of capacity building, is becoming increasingly more important as society and its government officials come to rely more and more on the nonprofit sector to address society's perennial problems such as homelessness, hunger, unemployment, etc. As demands for services increase, these nonprofits will be asked to rise to the challenge to deliver more services with fewer resources. For nonprofits, one of the first responses should be improving their organizational development.

*Core Service Consumers*

The target population addressed in this core service report is human service organizations and other groups.

*Core Service Definition*

The definition of the core service for this report is: management consulting services in the area of program planning, development, administration and/or evaluation; or that relate to specific technical facets of operation including board development, community economic development, community organizing, conference planning, facility administration, fiscal administration, fund disbursement and allocations, fund raising, personnel management, public relations, resource system development, service planning and delivery, or strategic planning.

**Capacity Building Question:** What are the different types of organizational development that can be done (e.g. AIRS list)?

- Board Development
- Conference /Convention Planning Services
- Credentialing Program Development and Management
- Ethics in Organizational Management
- Facility Administration/General Operations
- Financial Management Services
- Fundraising and Resource Development
- Human Resources Management Services
- Information Technology Management
- Legal Decision Making Assistance
- Marketing Services
- Networking /Relationship Building
- Organizational Assessment and Evaluation
- Organizational Planning and Development
- Professional Skills Development Services
- Public Relations
- Volunteer Program Development/ Implementation Assistance

**Capacity Building Question:** What assistance do health and human services in the community have for organizational development?

Local consumers and providers were asked, via the UW of Greater Cleveland core service planning focus group (2005) sessions, about the types of organizational development services they either use or provide. Responses included public relations, community relations/enhancement, networking, professional skill development, organizational assessment/evaluation, board/staff development, technical assistance, community organizing, neighborhood development/ improvement, small business development, leadership, financial and social skills training, and advocacy skill building.

**Capacity Building Question:** Who are the providers of organizational development in the community?

Based on United Way First Call for Help's (FCFH) database (February 2005), there are 61 organizational development program providers operating from 68 different sites, 58 of which are

nonprofits and 3 are government. In addition to these providers, there are many private consultants and consultant firms that provide organizational development services to nonprofits.

**Capacity Building Question:** What kind of organizational development has the Organizational Assessment Committee supported in the last 12 month period?

United Way of Greater Cleveland's Organizational Assessment Committee supported proposals for training on specific activities such as marketing, volunteer management, financial management or fundraising; hiring a facilitator for a board or staff retreat; working with a consultant to develop personnel-related documentation for job descriptions, performance evaluation tools, or an updated personnel handbook; developing an agency operating plan; or other projects that *actively* engage the staff and/or board members in a process that enables the development of new skills and/or information that will help to strengthen and improve the agency.

**Capacity Building Question:** What is United Way of Greater Cleveland's Organizational Assessment Committee's criteria for determining which agencies can receive funding? How much funding is available from the Committee?

The Organizational Assessment Committee (OA) set aside funding for mini-grants up to \$7,000 each for staff development and technical assistance for UW partner agencies. In addition funding is available for group training or individual agency assistance. The total OA budget for FY 2006 was \$124,000, of which \$80,000 was committed for the mini-grants and \$16,500 for group training.

In addition to the OA grants noted above, United Way's contingency fund enables respondents from both United Way and non-UW 501(c) 3 health and human service agencies to request funding. The fund offers one-time only grants to be used for organizational capacity building. Grant consideration includes mergers, strategic planning, planning and analysis around issues, and/or the need to assess other organizational capacity issues. Grant requests cannot be used for deficit funding, special event support, and/or for day-to-day operational costs to administer an organization.

**Capacity Building Question:** Who in the community funds organizational development for health and human services? How much?

Respondents to the UW Capacity Building Strategies Input Survey indicated that providers receive the majority of their funding from fees for services, membership dues, foundations, United Way, and special funding sources. Locally, foundations provide additional support for organizational development, although this funding appears to vary year by year.

As of May 11, 2006, more than \$1.5 million in revenues for organizational development has been identified countywide. Approximately 61 percent of the identified revenues are from United Way of Greater Cleveland; the remaining 39 percent comes from foundations and other federated organizations.

**Capacity Building Question:** How do other United Ways handle organizational development funding?

One of the four United Ways that responded to the survey reported that it funds organizational development by funding technical assistance for outcome-based evaluation. Another reported that it currently funds organizational development through initiative funding. Two indicated they felt this service is as important to fund as other direct services, and the other two did not respond to this question. Three of the four respondents did not indicate whether they fund individual agencies or an umbrella agency for a coordinated approach, and one respondent indicated that it funds both. None of the respondents specified a recommended model for planning.

**Capacity Building Question:** What are the models for doing organizational development? How is effectiveness measured, and what evidence is there of the effectiveness of the models? What are the pros and cons of each model?

Considerations drawn from promising practices and/or lessons learned emphasize the following characteristics of successful organizational development endeavors: timely and planned, stakeholder-based, assessment-based, contextualized, customized, and learning-based (United Way of Greater Cleveland, 2005).

There are multiple frameworks to assist nonprofits with organizational development activities. For example, McKinsey's capacity framework requires nonprofits to define their mission, set forth a coherent set of actions to achieve the desired goals, build on the existing organizational capabilities, enhance the system and infrastructure, and ensure that the organization's cultures and values are reflected in all activities. This capacity framework pyramid emphasizes the importance of examining each element both individually and in relation to the other elements, as well as in context of the whole enterprise.

The Connolly and Lukas framework emphasizes governance, leadership, mission, strategy, program delivery, strategic relationships, resource development, and internal operations and management. Remove any one of them and the organization flounders or does not reach its full potential. Leadership and governance is the lubricant that keeps all the parts aligned and moving.

The Baker model for capacity building focuses on group or individual training of new knowledge, skills and attitudes specific to problem-solving, as well as direct consultation or coaching so that training lessons can be applied in the nonprofit's actual operations.

**Capacity Building Question:** How do we measure the incidental benefits of development assistance provided to the agencies that are the end-users of services?

Evaluating capacity building can be difficult. It is hard to develop measurements for assessing organizational effectiveness and management assistance success. It is especially difficult to do so for nonprofit organizations since, unlike for-profit companies, there is no financial bottom line to appraise. It is not feasible to employ such experimental methods as comparison group studies since there are too many variables that influence organizations over time. Linking capacity-building interventions to outcomes and ultimate social impact is not easy either. Given these barriers, it is not surprising that the consultants and trainers who work with nonprofit organizations have performed little rigorous evaluation of their capacity-building efforts. What

has been done has focused more on customer satisfaction and on process than on outcomes (McKinsey & Company, 2004).

Nonprofits use a number of assessment tools. However, many of these focus on inputs, not outcomes. Measurement of outcomes requires a clear definition of the service consumer, which is often the organization, not a direct-service client.

**Capacity Building Question:** What are the current needs for organizational development identified through other core service planning qualitative research?

Current needs as defined in United Way focus groups and key informant interviews (2005):

- Communication
- Executive coaching and management assistance to nonprofits
- Volunteer opportunities
- Board Development
- Consulting and educational services to nonprofits
- Technology
- Workforce Development
- Collaboration Building
- Empowering Neighborhoods/Increasing Sustainability

## I. FOREWORD

### INTRODUCTION

United Way of Greater Cleveland (UW), in partnership with the Cuyahoga County Board of Commissioners, has initiated a large scale core service planning process to generate data and engage in community-wide dialogue about the community's safety net of core service and consumer needs in the Greater Cleveland area. In addition, UW envisions this process as an opportunity to better understand its role in the community and its long-term capacity to improve the lives of Greater Clevelanders.

The primary goal of the Cuyahoga County core service research is to identify consumer needs and assess whether there are service gaps/duplications on a community-wide level. The findings from this research will guide future funding decisions at UW, and they will also be used to stimulate dialogue with other funders and groups in the community. United Way intends to continue funding a broad array of "safety net" services that are important to the Greater Cleveland area; but it is hoped that the research findings will guide how UW dollars could be dispersed to have the greatest impact on current realities, needs, and priorities in the Greater Cleveland community.

### METHODOLOGY

United Way of Greater Cleveland contracted with MCS Consulting Service, LLC, to conduct the core service research, which focuses on both the consumers served and services provided. (See Attachment 1 for list of members of the research team.) The research team has obtained information about each core service from multiple data sources. At the end of the research process there will be substantial information available for some services and less for others, which will provide a clearer picture of what information is available and where there are significant gaps.

The standard questions addressed in reports for core services other than the capacity building service reports are:

- Including public policies, what are the environmental influences that impact both service consumers and the capacity for service delivery?
- Who are the service consumers? What are the factors that lead to a need for services? How many consumers are there? How many have there been in the past several years and what factors influenced the historic trend line? What are the projected numbers for the future? What is their demographic profile? Where do they reside? How many are receiving services funded by the government and/or United Way?
- What is the philosophy that drives service delivery? Has it changed? What does the service consist of? Who provides the service?
- What are the funding sources? What are the annual revenues from government sources, federated fundraising organizations, foundations, and United Way of Greater Cleveland? What are the historic government funding trends and what is projected for the future? What is the reimbursement amount?
- What works and what doesn't work in service delivery?
- Are there service gaps, duplication, under-utilization?

The core services encompassed in the Capacity Building Investment Committee (advocacy, organizational development, planning/coordination/advisory groups, research, and volunteer development) required an alternative methodology for the following reasons:

- The core services in capacity building do not follow typical direct service patterns. Most capacity building core services are indirect services that often target other core services providers.
- Sometimes there is no consumer demographic tracking for capacity building core services.
- United Way First Call for Help does not gather call data for some of the capacity building core services.

As a result, the Capacity Building Investment Committee developed a unique set of questions for each core service. We have integrated the responses to these questions into the standard core service report outline and re-stated the question. The specific research questions addressed for organizational development are:

- What are the different types of organizational development that can be done? (For examples, see AIRS list.)
- What assistance do community health and human services have for organizational development?
  - Who are the providers of organizational development in the community?
  - Who funds them? How much?
  - How do other United Ways handle funding of organizational development?
- Best Practices
  - What are models for doing organizational development? How is effectiveness measured and what evidence is there of the effectiveness of the models? What are the pros and cons of each model?
  - How do we measure the incidental benefits of development assistance provided to the agencies that are the end-users of services?
- Relationship to other United Way organizational development efforts
  - What kind of organizational development has the Organizational Assessment Committee supported in the last 12 month period?
  - What are the committee's criteria for determining which agencies can receive funding?
  - How much funding is available?

The primary information sources used for this report are:

- Results of 20 focus groups with 159 direct service staff of United Way member and non-member agencies, and key informant interviews with 93 experts in their respective service areas (February 2005). Participants were asked about consumer populations that are increasing and those with unmet needs; they provided insight about specific service gaps and duplication as well as services they perceive to be outdated or under-utilized.
- United Way Program Report data for FY 2004 (July 2003 to June 2004): Each year United Way member agencies submit information to their respective investment committees on each funded core service they provide. Among other things, this information includes a demographic profile of the consumers served, consumers'

residence zip codes, and all revenue sources that support the service. The research team has aggregated this information for each core service.

- United Way - First Call for Help call data (2000 to 2004). United Way - First Call for Help (FCFH) provides a 24/7 information and referral service through its 211 telephone line. The research team analyzed data from its large database, which includes the names of service providers for most core services, the activities they provide, and the zip codes in which they are located and those they serve, number of calls received, and whether the need was met or unmet. Unmet needs are those for which there was no resource to refer to. Note that First Call for Help only collects information on some of the capacity building services.
- Literature reviews on service trends and issues as well as best practices, i.e., what works/what doesn't work in service delivery.
- Searches for information on public policies that currently impact consumers or service delivery where relevant.
- The United Way Capacity Building Strategic Input Survey solicited comparable United Ways across Ohio and the U.S. for information about how they handle funding of capacity building services. (See Attachment 2 for a copy of the survey entitled: United Way Capacity Building Strategies Input Survey.) Four United Ways (in Colorado, Louisiana, Missouri and Washington) responded to the surveys. Respondents were asked to answer the following questions specific to organizational development:
  - Do you provide organizational development services? Yes \_\_\_\_ No \_\_\_\_\_. If yes...
    - ◆ What are the different types of organizational development that you provide?
    - ◆ What need for assistance do health and human services in the community have for organizational development?
    - ◆ Who funds your organizational development services and at what level?
- The United Way Capacity Building Strategic Input Survey was also sent to 185 agencies that provided capacity building services and were listed in the First Call for Help database. Sixty-seven agencies responded:
  - Planning/Coordination/Advisory Groups (21 responses);
  - Organizational Development (12 responses);
  - Volunteer Development (11 responses);
  - Public Policy Advocacy (27 responses);
  - Case Advocacy (12 responses); and
  - Research (36 responses).

## II. THE CORE SERVICE ENVIRONMENT

### CORE SERVICE ENVIRONMENT

The success nonprofits have demonstrated in addressing social issues has generated increased demand for their services. The government sector is increasingly turning to nonprofits as potential service providers and partners in tackling the nation's most pressing social issues. Most of these issues—such as hunger, homelessness, or environmental conservation—will not be “solved” in a lifetime, and therefore will require strong organizations to continue addressing them. Nonprofits have an obligation to seek new and ever more effective ways to make tangible progress toward their missions, and this requires building organizational capacity (McKinsey & Company, 2004).

Additionally, external pressure for creating alliances including mergers, coordination of back-office services such as information technology and billing, and calls for increased accountability and ethics are demanding that nonprofit organizations be strategic in their collaborations, planning, and development.

There are multiple rationales supporting the need for nonprofit capacity building: organizational strength contributes to program effectiveness; capacity building produces stronger organizations, which helps individual nonprofits and the sector as a whole deploy scarce resources more effectively; and poorly run organizations may produce short-term results, but they rarely last in the long run (Light, 2004).

All too many nonprofits, however, focus on creating new programs and keeping administrative costs low instead of building the organizational capacity necessary to effectively and efficiently achieve their aspirations. This is not surprising, given that donors and funders have traditionally been more interested in supporting an exciting new idea than in building an organization that can effectively carry out that idea. This must change; both nonprofit managers and those who fund them must recognize that excellence in programmatic innovation and implementation are insufficient for nonprofits to achieve lasting results. Great programs need great organizations behind them. The only way to build a great organization is to build capacity (McKinsey & Company, 2004).

Nonprofits' tendency to favor programming makes perfect sense. Most nonprofits are founded by intensely motivated individuals promoting a new idea—a different approach, method, or system to address some pressing social need. In the case of Samaritan Inns, for example, the programmatic innovation was the focus on post-rehabilitation housing and counseling for addicts. Of necessity, the start-up phase for many nonprofits revolves around testing, refining, and implementing the new idea, with the majority of the organization's resources dedicated to that task. In addition, many nonprofits aspire to achieve their missions in the not-too-distant future, so why should they invest in capacity? Finally, building capacity can be difficult, time-consuming, and expensive in the

short run, and most nonprofit managers would prefer to spend their dollars on programs (McKinsey & Company, 2004).

Nonprofits' capacity building efforts have also been hampered by their simple lack of knowledge. Inspiration and new ideas are rife in areas such as fundraising; nonprofits can access bodies of literature, the experiences of other organizations, and a robust specialty consulting market for guidance. However, when it comes to nonprofit capacity building, there is no shared conceptual framework or approach that can be applied widely across the sector (McKinsey & Company, 2004).

Building capacity (organizational development) involves a broad spectrum of activities that assist nonprofits with basic functions such as financial and human resource management, strategic planning, and supporting healthy organizational cultures. The activities' goal is to strengthen the infrastructure of the organization to better serve the community. It refers to an organization's ability to achieve its mission and sustain itself over the long term. Tom Backer of the Human Interaction Research Institute frames it more simply, "Capacity building is whatever works. It is whatever happens to an organization that makes it better able to achieve its mission" (United Way of Greater Cleveland, 2005).

Venture Philanthropy Partners (2005) suggest there are seven elements to capacity building, all of which are closely connected:

- *Aspirations*: mission, vision and goals.
- *Strategy*: purpose and objectives, core competencies and prioritized resources.
- *Organizational Skills*: strategic planning, marketing, fundraising, program development and execution.
- *Human Resources/People*: professional staff, volunteers and board members.
- *Systems and Infrastructure/Formal and Informal Operating Processes*: how things work.
- *Organizational Structure*: governance, roles and responsibilities.
- *Culture*: core values, beliefs and behavioral norms; also performance orientation.

One national organization, Alliance for Nonprofit Management, is a professional association of individuals and organizations devoted to improving the management and governance capacity of nonprofits. In February 2004, there were 382 memberships, plus 332 additional organizational contacts, for a total of 714 members. Eighty-three percent of members provide consulting services to nonprofit organizations. Based upon a survey of members, 36 percent of respondents indicated that they work with a total of 15,842 nonprofits each year; therefore, if all organizations had responded to the survey, Alliance for Nonprofit Management estimates that their members work directly with approximately 44,000 nonprofits each year.

The Alliance reported a large increase in demand for capacity building services in 2003 compared to 2002. In addition, there was a 67 percent demand increase for fundraising/income generation. Additional areas showing an increase in demand included board development/governance, strategic planning/business planning, and leadership/mentoring/ coaching (Alliance for Nonprofit Management, 2004).

A major challenge to capacity building is measuring the effectiveness of the process and end benefits to the organization. Just as program outcome measurement is relatively new to the

nonprofit sector, evaluating its internal functions is even more foreign. Considerations drawn from promising practices and/or lessons learned emphasize the following characteristics:

- *Timely and planned*: incorporated from the beginning of the process, encourages linking assessment and data collection as organizational changes are implemented.
- *Stakeholder based*: ownership defining effectiveness (outcomes), how effectiveness is identified (indicators) and methods for measuring (tools).
- *Assessment based*: collect baseline information to measure progress against.
- *Contextualized*: address socio-economic and political context of the changes as well as funder support and staff retention issues.
- *Customized*: based on the stakeholder defined desired changes.
- *Learning-based*: focus on continuous learning and practices that evolve the organization toward greater effectiveness (United Way of Greater Cleveland, 2005).

Building capacity does not just happen. Looking at an organization holistically takes leadership, planning, and support throughout the entire organization. The priority—and funding—for most organizations is program delivery, not administration. Typically, there is little understanding that strengthening the whole organization can contribute to achieving its mission. For this reason, board and/or staffs may find it difficult to put scarce resources into building organizational capacity (United Way of Greater Cleveland, 2005).

Organizational development is a multidimensional effort that includes public relations, networking, professional skills development, organizational assessments and evaluations, and board/staff development. Given the myriad of components involved, service providers could benefit from formal training, executive coaching, management assistance, and consulting and educational services.

### **III. THE CORE SERVICE CONSUMERS**

#### **DEFINITION OF TARGET CONSUMERS**

The targeted consumers for this report are human service organizations and other groups.

#### **REALIZED ACCESS TO SERVICE**

Note that organizational development providers funded by United Way reported actual consumers for this service likely because of United Way's reporting requirements. This differs from the definition in the section above.

In FY 2004, the organizational development providers funded by United Way served 1,726 persons. The available data suggests that the majority of these clients (51 percent) were female, Caucasian (65 percent), and between the ages of 55 and 74 (78 percent). More specifically, 46 percent of the clients were between the ages of 65 and 74, while 32 percent of the clients were between the ages of 55 and 64. Following Caucasians, African Americans (16 percent) represented the second largest race or ethnic group to seek organizational development services, and Asians (3 percent). (See Attachment 3.) Two percent were Hispanic.

Twenty percent of United funded consumers resided in Cleveland and 56 percent in the suburbs; the rest were unknown. (See Attachment 4.)

## IV. CORE SERVICE DELIVERY

### CORE SERVICE DEFINITION

The core service definition for this report is management consulting services in the area of program planning, development, administration and/or evaluation; or that relate to specific technical facets of operation including board development, community economic development, community organizing, conference planning, facility administration, fiscal administration, fund disbursement and allocations, fund raising, personnel management, public relations, resource system development, service planning and delivery, or strategic planning.

### BACKGROUND ON CORE SERVICE

**Capacity Building Question:** What are the different types of organizational development that can be done (e.g. AIRS list)?

As referenced in the previous section, there are many and diverse component pieces of organizational development. The following program descriptions were obtained from the Alliance for Information and Referral Services (AIRS) and provide a context for the different types of organizational development activities necessary for nonprofit capacity building.

*Board Development* assists with the selection and effective utilization of a board of directors or advisory group, including targeting prospective board members, current board members, chief executive officers, staff, corporations with nonprofit board service programs, funding organizations, management service organizations, training personnel, or consultants working in the nonprofit sector.

*Conference /Convention Planning Services* assist groups or organizations with sponsoring a local, state/provincial, regional, national or international conference, trade show or convention by helping with hotel and group travel arrangements, public relations, securing meeting and exhibit space, catering, local visitor information, program planning and implementation, and conference and workshop evaluation.

*Credentialing Program Development and Management* aids the development, implementation, management, and evaluation of an accreditation, certification, or licensing program by specifically helping individuals and/or organizations prepare and apply for licensing, certification, or accreditation status.

*Ethics in Organizational Management* assists in developing and implementing standards of ethical conduct as well as providing information and guidance regarding any of a wide variety of contemporary ethical issues. Possible topics include: board ethics and accountability, computer and information ethics, environmental ethics, governmental ethics, legal ethics, media ethics, medical ethics, military ethics, religious ethics, science ethics, sports ethics, etc.

*Facility Administration/General Operations* help with the acquisition, planning, constructing, expanding or managing the utilization of a physical plant in order to most effectively provide for the delivery of services; or help in arranging for security, supervising the management of basic utilities (heating, electricity, air conditioning and sanitary arrangements) and other similar tasks.

*Financial Management Services* assist with consultation, training, or contractual services for those needing assistance in effectively planning and managing their financial affairs, including assistance in budget formulation, budget review and fiscal accountability as well as help in selecting, installing, and managing a cost-effective and efficient accounting system.

*Fundraising and Resource Development* helps raise money to support programs and services or raise money on behalf of other organizations as a service; assists unincorporated organizations achieve fiscal sponsorship in order to obtain funding; and ensures that organizations understand and comply with federal, state/provincial and local charitable solicitation regulations when implementing fundraising plans.

*Human Resources Management Services* aid in the engagement and effective utilization of professional, paraprofessional, and/or clerical staff to achieve program goals and objectives.

*Information Technology Management* aids in evaluating information technology needs, as well as developing an IT plan and obtaining the needed hardware, software, telecommunication systems, Internet access, web site development, network management, and support services required to support the mission and goals of their agency.

*Legal Decision-Making Assistance* assists with the understanding of local, state/provincial, and federal laws relating to an organizations/businesses and the necessary compliance requirements.

*Marketing Services* help with conducting market research studies to identify a customer base as well as assist with analyzing the competition and effectively positioning, pricing, marketing, packaging and distributing products and services.

*Networking /Relationship Building* aids groups with developing and/or participating in coalitions, collaborations, community engagement programs, community organizing projects, advocacy efforts, strategic alliances, and other cooperative working relationships in which participating organizations have a common mission and an interest in improved efficiency, increased ability to obtain grant funding, a stronger voice in advocacy, and an improved ability to serve their clients.

*Organizational Assessment and Evaluation* assists with implementing evaluation studies and selecting or devising evaluation tools with the objective of improving overall effectiveness and efficiency.

*Organizational Planning and Development* aids in planning and developing activities to improve overall effectiveness and efficiency by helping identify and utilize promising practices, assessing and implementing business diversification strategies, writing effective business plans, conducting feasibility studies, ensuring effective internal communication, building organizational capacity, managing self-contained projects, developing and delivering effective programs and services, and engaging in a strategic planning process that will provide a blueprint for achieving their mission.

*Professional Skills Development Services* help executive staff, managers, supervisors, and line staffs develop the skills they need to function more effectively in the workplace.

*Public Relations* help with enhancing the organization's public image with current and potential service recipients and customers, donors and grant makers, government offices, the media, special target audiences and/or the community at large.

*Volunteer Program Development/Implementation Assistance* aids in planning, implementing, managing and/or evaluating the use of volunteer personnel, including assessing organizational readiness for a volunteer program, marshalling staff support, identifying and/or developing appropriate roles or positions for the effective use of volunteers, devising strategies for the recruitment and selection of volunteer personnel, planning and implementing training and supervision for volunteer staff and putting into place a meaningful volunteer recognition program.

**Capacity Building Question:** What assistance do health and human services in the community have for organizational development?

United Ways surveyed through the UW Capacity Building Strategies Input Survey were asked to indicate the assistance available in the community for organizational development. The areas of assistance identified included formal training for public relations, media, and general communication; executive coaching and management assistance to nonprofits (e.g., board development, staff development, etc.); networking; optimizing volunteer opportunities; obtaining referrals of business executives to nonprofit boards; and consulting and educational services to nonprofits.

Local consumers and providers were asked, via the UW Capacity Building Strategies Input Survey, about the types of organizational development services they either use or provide. Responses included public relations, community relations/enhancement, networking, professional skill development, organizational assessment and evaluation, board and staff development, technical assistance, community organizing, neighborhood development/improvement, small business development, leadership training, financial training, social skills training, and advocacy skill building.

**Capacity Building Question:** Who are the providers of organizational development in the community?

*United Way First Call for Help Call Data*

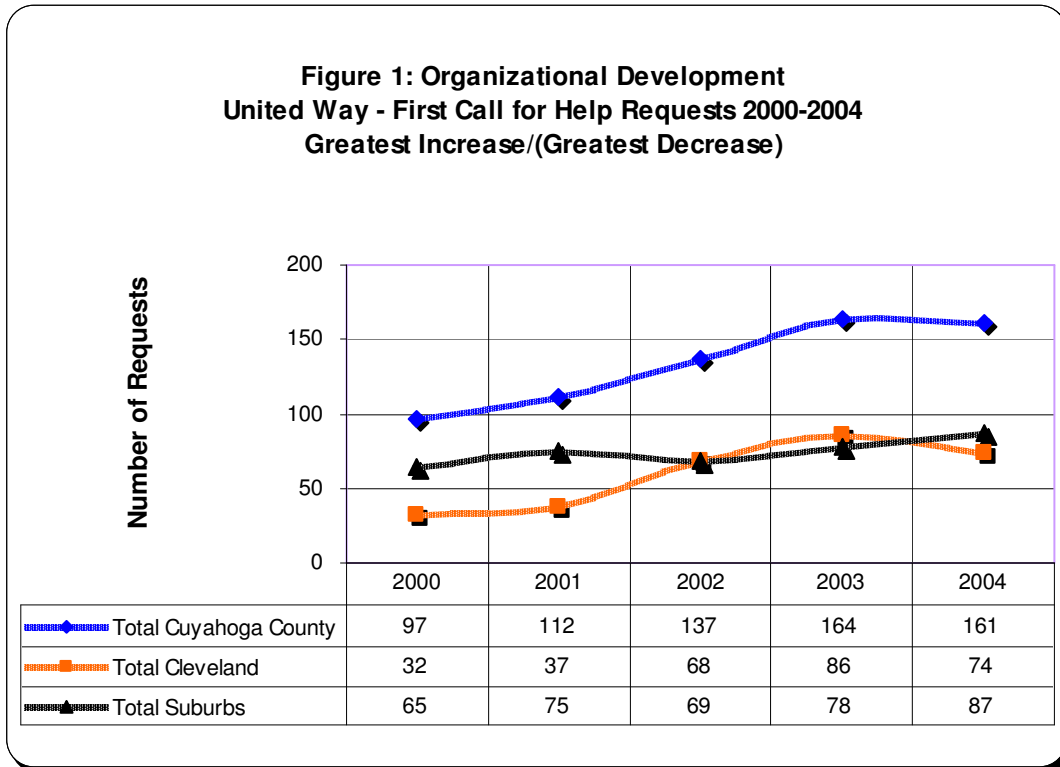
Based on United Way First Call for Help's (FCFH) database (February 2005), there are 61 organizational development program providers operating from 68 different sites, 58 of which are nonprofits and 3 are government. As is noted, the majority of organizational development service providers in Cuyahoga County are nonprofit organizations, with the exception of the following government agencies: City of Cleveland Heights Department of Community Services, Cleveland State University's Marshall College of Law, and Cuyahoga Community College's Unified Technologies Center. (See Attachments 5 and 6.) Not all providers listed in FCFH's database meet the definition of organizational development proposed for this report. Some would be considered community organizing; others include volunteer services, health care prevention, and scholarship programs. In addition to the nonprofit organizations in the FCFH data base, there are many private consultants and consultant firms that provide organizational development services to nonprofits.

United Way - First Call for Help call data shows an increase in the number of total requests for organizational development programs in the county: from 97 in 2000 to 161 in 2004 (66

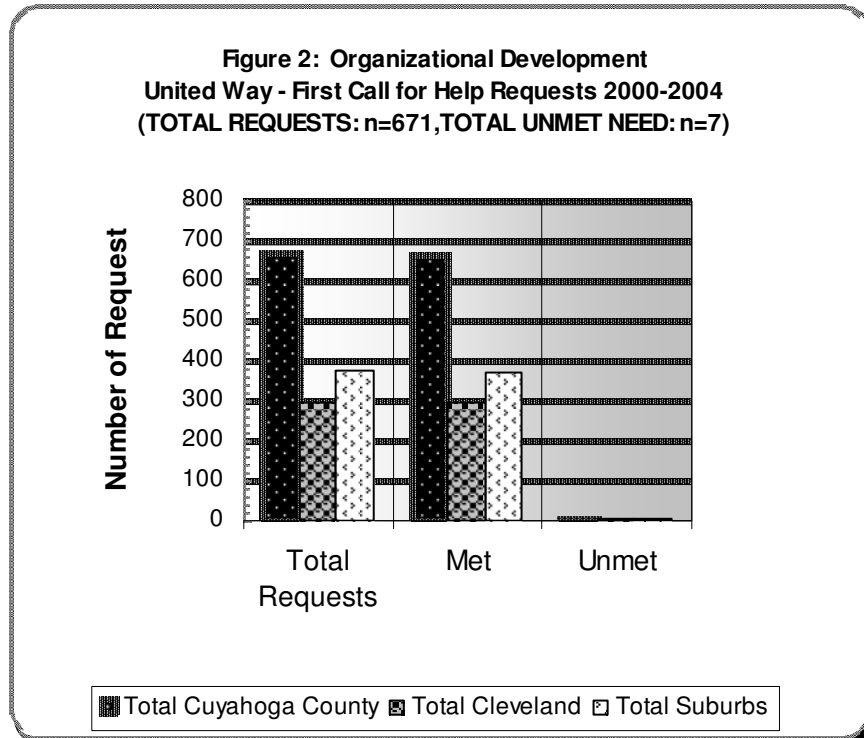
percent), with an 131 percent increase in Cleveland (32 to 74 requests) and a 34 percent in the suburbs (65 to 87 requests). (See Figure 1.) Calls came from the majority of Cuyahoga County zip codes with the following experiencing the highest average number of calls from 2000-2004:

- 44105 (Cleveland/Garfield Hts, Newburgh Hts) – 8 calls;
- 44102 (Cleveland/Brooklyn) – 7 calls; and
- 44104 (Cleveland) – 6 calls.

(See Attachment 7.)



Over the same five-year period, United Way - First Call for Help had 671 requests for information about organizational development programs. Of these requests, they were able to make referrals to 99 percent of callers; however, less than one percent of all Cuyahoga County callers and less than one percent of suburban callers had an unmet need, meaning there was no agency to which to refer the caller. (See Figure 2 and Attachment 8.)



*Relationship to Other United Way of Greater Cleveland Organizational Development Efforts*

**Capacity Building Question:** What kind of organizational development has the United Way Organizational Assessment Committee supported in the last 12 month period?

United Way of Greater Cleveland’s Organizational Assessment Committee recognizes that all nonprofit organizations need help from time to time to function more effectively and that dollars for staff development and technical assistance are often limited in agency budgets—and in many cases are non-existent.

Examples of appropriate proposals include training on specific activities such as marketing, volunteer management, financial management or fundraising; hiring a facilitator for a board or staff retreat; working with a consultant to develop personnel related documentation such as job descriptions, performance evaluation tools, or an updated personnel handbook; developing an agency operating plan; or other projects that *actively* engage the staff and/or board members in a process that enables them to develop new skills and/or information that will help to strengthen and improve the agency. Operational support and capital expenditures are not considered an appropriate use of the grant.

**Capacity Building Question:** What is United Way of Greater Cleveland’s Organizational Assessment Committee’s criteria for which agencies can receive funding? How much funding is available from the United Way Community Assessment Committee?

The Organizational Assessment Committee (OA) set aside funding for mini-grants up to \$7,000 each for staff development and technical assistance to help UW partner agencies increase their capacity to lead, manage, and direct their organization and to provide stronger services to the community. In addition, funding is available for group training or individual agency assistance.

The total OA budget for FY 2005 was \$75,000, and \$124,000 for FY 2006. From the FY 2006 funding, approximately \$80,000 was committed for the mini-grants and \$16,500 for group training.

In addition to the OA grants noted above, United Way’s contingency fund enables it to respond flexibly to requests for funding support from both United Way and non-UW 501(c)3 health and human service agencies. In addition, United Way can collaborate with other funders and policy-makers when the requested funds will be utilized to address critical community needs requiring timely action.

The contingency fund was designed for one-time-only grants to be used for organizational capacity building. Grant consideration includes mergers, strategic planning, planning and analysis around issues such as technology or fund raising, and/or the need to assess other organizational capacity issues. Grant requests cannot be used for deficit funding, special event support, and/or for day-to-day operational costs.

Interested parties submit a letter of request for contingency funds to United Way’s Community Investment Division. The letter includes:

- A description of the proposed program/project;
- Need for the program and/or the UW critical issue;
- Evidence to support identified need and anticipated future trends;
- Mechanism for evaluation;
- Description of funding beyond United Way grant;
- Amount of request and program and organizational budgets; and
- 501(c)3 certification, current audit and board list.

The Organizational Assessment Committee has a strong need to understand how the grants have helped build capacity within the organizations receiving these grants. Therefore, if the grant period is greater than 6 months, the committee requires all grantees to submit a written interim report half-way through the grant period and at the end of the grant period (maximum 12 months). The grant disbursement includes a brief set of questions, and a final financial report summarizing how the grantee used the funds is also due at the end of the grant.

**FUNDING OF CORE SERVICES**

**Capacity Building Question:** Who in the community funds organizational development for health and human services? How much?

Funding is a major drawback to capacity building. Just as most agencies concentrate on programming, most funders still think of capacity building as “paying for infrastructure and administration” and prefer to fund new projects and/or direct services instead. It is only recently that foundations and other grant makers are beginning to see that an investment in strengthening an organization will increase the organization’s sustainability and ability to make valuable contributions to the community (United Way of Greater Cleveland, 2005).

Supporting the building of the nonprofit infrastructure is becoming more and more important. In the wake of September 11<sup>th</sup>, 2001, people were reminded of the critical services and assistance nonprofit groups provide when this large network of organizations was among the first responders. The organizations that make up the nonprofit sector include many of the nation’s

hospitals and universities, almost all of its orchestras, a large portion of its environmental advocacy and civil rights organizations, community organizations, children’s service organizations, and community health facilities. The U.S. nonprofit sector contains approximately 1.2 million organizations, generates more than \$670 billion (9 percent of the gross domestic product) annually, and employs nearly 11 million people (Gibson and McCambridge, 2004).

Additional reasons for supporting the funding of the nonprofit infrastructure are:

- The nonprofit sector is facing increasingly serious challenges and complexity that demand a stronger infrastructure.
- A healthy sector cannot be successful without an adequate infrastructure behind it.
- Support for infrastructure leverages foundations’ investments.
- Investments in infrastructure can help improve nonprofit effectiveness.
- Funding can help generate and test new ideas and thinking, which can help improve nonprofit performance.
- Support sends the message that foundations care about and are willing to contribute toward creating a positive legal, regulatory, and political climate for nonprofits (Gibson and McCambridge, 2004).

Local agency respondents to the UW Capacity Building Strategies Input Survey indicated that providers received the majority of their funding for development from fees for services, membership dues, foundations, United Way, and special funding sources.

Locally, foundations provide additional support for organizational development, although this funding appears to vary from year to year. (See Table 1.) Often allocations are for one-time capacity building efforts and are not ongoing funding streams for local service providers. Foundations, in addition to those listed below, provide smaller organizational development grants.

**Table 1: Foundation Funding Sources for Organizational Development**

Source	2002	2003	2004
Abington	N/A	\$25,000	\$15,000
Bruening	N/A	N/A	N/A
Cleveland Foundation	\$50,000	\$45,375	N/A
Deaconess	N/A	N/A	\$25,000
Eaton	\$1,000	N/A	N/A
Ellie	\$4,100	N/A	N/A
First Energy	N/A	N/A	N/A
Joyce	N/A	N/A	\$404,500
Mandel	N/A	N/A	N/A
O’Neill	N/A	\$30,000	N/A
Prentiss	N/A	\$55,000	\$55,000
Sisters of Charity	N/A	\$25,000	N/A

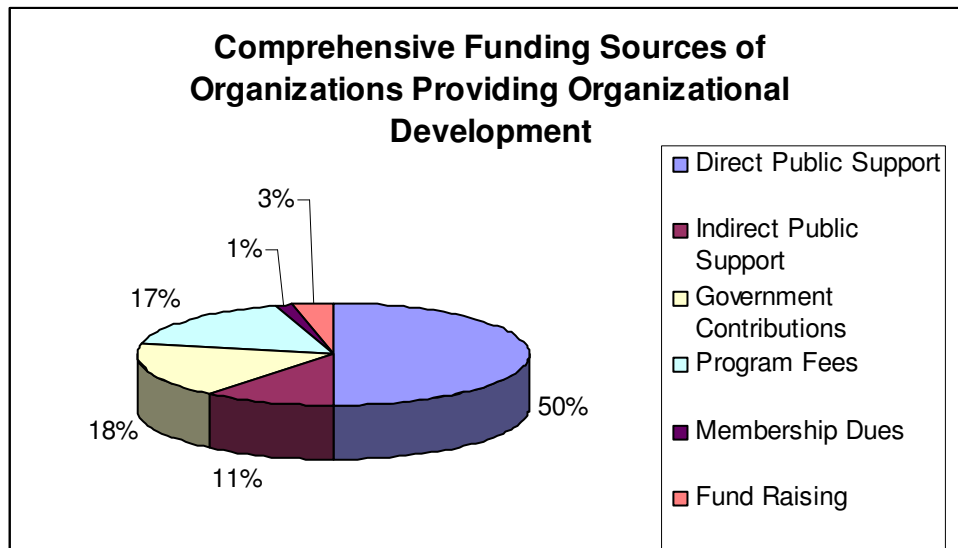
Sources: Respective foundation’s annual report or 990

A primary difficulty in obtaining funding information related to organizational development (or any of the capacity building core services) is that many of these dollars fall under categories

other than capacity building, thus are not uniquely identifiable. For instance, The Cleveland Foundation recently provided a great deal of support for local organizations through its Successful Aging Initiative. While many of those dollars went toward building organizational capacity, the dollars were not reported in this way. As a result, the numbers provided above may be a substantial underestimate of dollars available for organizational development. However, it is a beginning attempt to understand the complexities of identifying both providers and funding for these services in Cuyahoga County.

One final way funding for organizational development was identified included reviewing organizational 990s and identifying funding streams. After a thorough review of the 990s of service providers identified in the United Way – First Call for Help database, the following was determined. Agencies providing organizational development received the majority of their funding from direct public support (50 percent), and nearly equal percentages from government contributions (18 percent) and program fees (17 percent). Organizations received another 11 percent from indirect public support and approximately four percent from combined income from membership dues and fundraising efforts. (See Figure 3.)

**Figure 3:**



Source: 990s

**Capacity Building Question:** How do other United Ways handle organizational development funding?

The UW Capacity Building Strategies Input Survey asked the following questions of other United Ways in Ohio and across the U.S.:

- 1) Do you fund this area?
- 2) How do you approach funding this area?
- 3) Do you fund individual agencies or an umbrella agency for a coordinated approach?
- 4) Do you feel this service is as important to fund as other direct services?
- 5) Are there any models you recommend?

One of the four United Ways that responded to the survey reported that it funds organizational development by funding technical assistance for outcome-based evaluation. Another United

Way reported that it currently funds organizational development through initiative funding. Two United Ways indicated that they felt this service is as important to fund as other direct services, and the two others did not respond to this question. Three of the four respondents did not indicate whether they fund individual agencies or an umbrella agency for a coordinated approach, and one respondent indicated that it funds both individual and umbrella agencies. None of the respondents specified a recommended model for planning.

Three respondents provided additional comments regarding approaches to funding capacity building core services. Their responses are provided in full below:

*Through the resource investment process we consider two types of investments. One is investing in programs that deliver direct services to individuals and families and address basic human needs and crisis services as well as prevention programs. The other investment is in efforts to influence community change or systems of services. The latter category is where programs focusing on advocacy, planning, etc. would fall. Both types of investments are essential to advance the resource investment plan vision and goals. Unfortunately, the second category does not appear to be fairing as well in our allocation process and allocation teams have recommended that we reconsider how we fund these indirect programs.*

*Our funding of these areas is not as specific as our direct service areas. We are funding these areas primarily through partnerships and coalitions.*

*Our Safety Net sites remained relatively unchanged when we rolled out Impact. The vast majority of our funding goes to direct services. Impact funding is small and typically one-time funding to support coalitions in the kind of work they do be it planning/coordination or advocacy. So, in that sense we value direct services above Impact work...*

## IDENTIFIED REVENUES

As of May 11, 2006, more than \$1.5 million in revenues for organizational development has been identified countywide. This includes information from foundations; federated fundraising organizations; regional, county, and municipal government; and United Way. (See Table 2.)

Approximately 61 percent of the identified revenues are from United Way of Greater Cleveland; the remaining 39 percent comes from foundations and other federated organizations.

**Table 2: Identified Annual Revenue for Core Services: Countywide and United Way of Greater Cleveland Organizational Development, 2003/2004.**

Funder	Period	A		B	
		Identifiable Total Dollars County-wide		Total Dollars UW-Funded Agencies (Actual FY2004)	
		Amount	% of Total (A)	Amount	% of Total (B)
<b>Total - Contributions and dues (less UW designations)</b>				358,055	14.25%
Abington Foundation, The		15,000			
Deaconess Community Foundation		25,000			
Joyce Foundation, The		404,580			
Prentiss Foundation, Elisabeth Severance		55,000			
Other Private Foundations - Not Elsewhere Classified				61,264	
<b>Total - Foundations &amp; Trusts</b>		<b>499,580</b>	<b>32.24%</b>	<b>61,264</b>	<b>2.44%</b>
<b>Total - Special Events - Growth</b>				<b>9,400</b>	<b>0.37%</b>
Catholic Charities Service Corporation				713,800	
Combined Federal Campaign				4,665	
Jewish Community Federation		100,000			
United Black Fund of Greater Cleveland		8,000			
<b>Total - Federated Fundraising Organizations</b>		<b>108,000</b>	<b>6.97%</b>	<b>718,465</b>	<b>28.60%</b>
All Other Funding - Not Elsewhere Classified				80,260	
<b>Subtotal Other Govt Funding Sources</b>		<b>0</b>	<b>0.00%</b>	<b>80,260</b>	<b>3.19%</b>
<b>Total - Contracts/grants from government organizations</b>		<b>0</b>	<b>0.00%</b>	<b>80,260</b>	<b>3.19%</b>
<b>Total - Membership dues under \$150</b>				<b>50,870</b>	<b>2.02%</b>
<b>Total - All Other Revenue</b>				<b>67,500</b>	<b>2.69%</b>
<b>Total - Prior Period balances/interfund transfers</b>				<b>224,689</b>	<b>8.94%</b>
<b>Subtotal Non - UWGrCle Support</b>		<b>607,580</b>	<b>39.21%</b>	<b>1,570,503</b>	<b>62.51%</b>
<b>Total - UWGrCle investment committee allocation</b>		<b>941,961</b>	<b>60.79%</b>	<b>941,961</b>	<b>37.49%</b>
<b>Subtotal UWGrCle Support - 4001, 4701 &amp; 4703</b>		<b>941,961</b>	<b>60.79%</b>	<b>941,961</b>	<b>37.49%</b>
<b>Total Support/Revenue</b>		<b>1,549,541</b>	<b>100%</b>	<b>2,512,464</b>	<b>100%</b>

**REIMBURSEMENT/COST**

The cost of capacity building varies dependent on the complexity of the organization and whether the agency chooses to develop a plan on its own or work in partnership with a consultant. The organization may choose to approach the process piecemeal over a lengthy timeline or to holistically assess the entire organization. Just the assessment and planning piece may range from a few thousand dollars to more than \$40,000, with even more resources needed for implementation. Even if an organization decides to develop a plan internally, it still needs added resources to cover dedicated staff time for planning, research, and implementation (United Way of Greater Cleveland, 2005).

Contracts between organizations and private consultants for organizational development are based on negotiated rates.

## V. WHAT WORKS; WHAT DOESN'T

**Capacity Building Question:** What are the models for doing organizational development? How is effectiveness measured and what evidence is there of the effectiveness of the models? What are the pros and cons of each model?

### *Models/Best Practices*

Doherty & Mayer (2003) describe organizational capacity as “an organization’s core skills and capabilities, such as leadership, management, finance and fundraising, programs and evaluation, in order to build the organization’s effectiveness and sustainability.” They view capacity building as the process of assisting an individual or group with identifying and addressing issues, as well as gaining the needed insights, knowledge, and experience to solve problems and implement change.

Many nonprofits need assistance with improving their organization. A document entitled “Echoes from the Field” was prepared by Innovation Network, Inc. in conjunction with the Environmental Support Center and outlined the guiding principles that enable providers of capacity building services. The document defines providers, whether individuals or organizations, as trainers and consultants. The information was based upon a study of capacity building providers’ services to grassroots groups working on environmental and social justice issues. However, the overall results can apply to any nonprofit (Jacobs, 2001).

Their overall findings showed that a combination of core capacity building principles and certain key provider skills that make for the most effective capacity-building (Jacobs, 2001).

### Nine Principles of Capacity-Building:

1. Every organization is capable of building its own capacity – a successful provider understands that its client is in charge of its own capacity building, allowing nonprofits to participate in the process.
2. Trust between the organization and the provider is essential.
3. An organization must be ready for capacity-building – it must be open to change, be able to clearly define their mission, and be prepared to commit the necessary time and resources.
4. Ongoing questioning means better awareness – the most successful providers constantly ask questions and encourage change.
5. Team and peer learning are effective capacity-building tools.
6. Capacity-building should accommodate different learning styles (e.g., verbal vs. visual, etc.).
7. Understand that every organization has its own history and culture, and take that into account when shaping the organization.
8. All people and all parts of an organization are interrelated.
9. Capacity-building takes time (Jacobs, 2001).

### Four Qualities of Effective Providers:

1. They have a level of expertise and knowledge that makes a difference in the quality of the service they offer.
2. They are always learning, formally and informally.
3. They have and use a network to refer clients.
4. They are proactive (Jacobs, 2001).

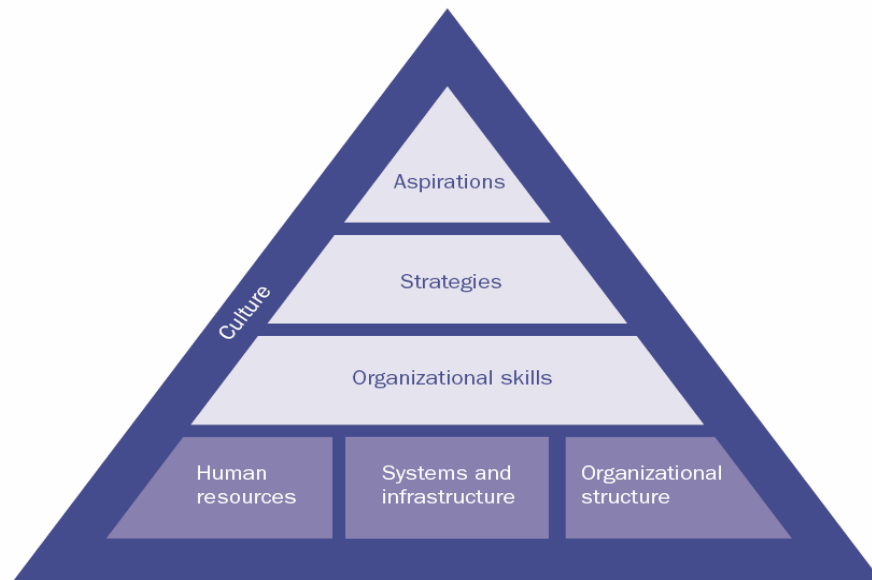
Most effective elements:

- Up-front assessment;
- Fully inclusive of the community;
- Agreed upon theory of change;
- Variety of organizational models;
- Customized values match (the capacity builder should truly care about the mission of the organization);
- Peer learning (organizations helping each other);
- Competent systems are in place;
- The process is timely and enough time is spent on the process;
- Evaluation of the capacity building is completed; and
- Capacity builders are knowledgeable (Block, 1999).

*The McKinsey and Company Capacity Framework*

The capacity framework of McKinsey and Company (2004) defines nonprofit capacity in a pyramid of seven essential elements:

- Higher-level elements: aspirations, strategy, and organizational skills;
- Foundational elements: human resources, systems and infrastructure, and organizational structure; and
- Cultural element that connects all the others.



Source: McKinsey and Company (2004)

Each of these elements in the McKinsey and Company model is defined as follows:

- *Aspirations*: an organization’s mission, vision, and overarching goals that collectively articulate its common sense of purpose and direction.
- *Strategy*: the coherent set of actions and programs aimed at fulfilling the organization’s overarching goals.

- *Organizational Skills*: the sum of the organization’s capabilities, including such things (among others) as performance measurement, planning, resource management, and external relationship building.
- *Human Resources*: the collective capabilities, experiences, potential and commitment of the organization’s board, management team, staff, and volunteers.
- *Systems and Infrastructure*: the organization’s planning, decision making, knowledge management, and administrative systems, as well as the physical and technological assets that support the organization.
- *Organizational Structure*: the combination of governance, organizational design, inter-functional coordination, and individual job descriptions that shapes the organization’s legal and management structure.
- *Culture*: the connective tissue that binds the organization together, including shared values and practices, behavior norms, and most important, the organization’s orientation towards performance.

The capacity framework pyramid emphasizes the importance of examining each element both individually and in relation to the other elements, as well as in context of the whole enterprise. These emphases reflect a key finding of the research: many nonprofits tend to think capacity building is limited to “technical assistance” or improving the effectiveness of functions at the bottom of the pyramid—human resources or organizational structure, for example. In fact, case studies suggest that the greatest gains in social impact came when organizations engaged in capacity building and organizational development efforts that were aligned within the pyramid. Certainly, nonprofits need not attempt to fix all of the elements of capacity at once—such an effort would undoubtedly lead to institutional paralysis for the duration of the project. By the same token, they must be aware that capacity building cannot be undertaken in isolation (McKinsey & Company, 2004).

*Connollay and Lukas*

Connollay and Lukas (2002), detail six components of capacity:

1. Governance and Leadership;
2. Mission, Vision, and Strategy;
3. Program Delivery and Impact;
4. Strategic Relationships;
5. Resource Development; and
6. Internal Operations and Management.

An organization’s mission, vision, and strategy are the driving forces that give the organization its purpose and direction. Program delivery and impact are the nonprofit’s primary reasons for existence, just as profit is a primary aim for many for-profit companies. Strategic relationships, resource development, and internal operations and management are all necessary mechanisms to achieve the organization’s ends. Remove any one of them and the organization flounders or does not reach its full potential. Leadership and governance is the lubricant that keeps all the parts aligned and moving.

The model also suggests the need for constant feedback from the external environment and routine monitoring of program audience and outcomes to inform mission and strategy. Assessing nonprofit organizations and planning intervention strategies requires examining each element separately, in relation to the others, and within the organization’s overall context (Connollay and Lukas, 2002).

### *Baker, Bleg, and Groves*

Tom Baker and his colleagues are leading a study in partnership with the Alliance for Nonprofit Management. The study is meant to look at innovative and nontraditional approaches to capacity building. From this study, they have prepared an integrated model for capacity building services to nonprofit organizations. The three components of the model are:

- Group or individual training on new knowledge, skills, and attitudes specific to problem-solving aimed at increasing organizational capacity.
- Direct consultation or coaching so lessons from training can be applied in the actual operations of the nonprofit.
- Peer-networking via meetings, site visits, e-mails, and phone calls (Baker, Bleg, and Groves, 2004).

### *Evaluation Methods*

**Capacity Building Question:** How do we measure the incidental benefits of development assistance provided to the agencies that are the end-users of services?

### *McKinsey and Company*

Evaluating capacity building can be difficult. It is hard to develop measurements for assessing organizational effectiveness and management assistance success. It is especially difficult to do so for nonprofit organizations since, unlike for-profit companies, there is no financial bottom line to appraise. It is not feasible to employ such experimental methods as comparison group studies since there are too many variables that influence organizations over time. Linking capacity building interventions to outcomes and ultimate social impact is not easy either. Given these barriers, it is not surprising that consultants and trainers who work with nonprofit organizations have performed little rigorous evaluation of their capacity building efforts. What has been done has focused more on customer satisfaction and on process than on outcomes (McKinsey & Company, 2004).

Depending on the specific circumstances, evaluations of organizational development (capacity building activities) can be conducted by the nonprofit organization itself, a management assistance provider, foundation staff, or an external evaluator. The decision about who conducts an evaluation should be based on available skills and resources, the ability to be objective, and how the findings will be used. Evaluation can usually be conducted on many levels from usage, to short-term outcomes, to long-term impact (McKinsey & Company, 2004).

The following chart exhibits the continuum of a capacity building evaluation (McKinsey & Company, 2004):

Exhibit 2: Continuum of Capacity-building Evaluation			
	Evaluation Level	Evaluation Questions Addressed	Evaluation Methods
<p style="text-align: center;">Less meaningful Easier to measure Shorter term</p> <p style="text-align: center;">↑</p> <p style="text-align: center;">↓</p> <p style="text-align: center;">More meaningful Harder to measure Longer term</p>	<b>ACTIVITY/ENGAGEMENTS (the capacity-building process, such as training or consulting)</b>		
	<b>Attendance/Usage/Participation</b> ■ Number of participants and organizations served; and engagement duration	■ How many and what types of people and organizations used the services, which services did they use, and what was the extent of their usage?	■ Counting, documenting, and describing participants' characteristics and usage rates.
	<b>Quality of Service</b> ■ Degree of program excellence	■ To what extent do the services reflect best practices and current knowledge? ■ How relevant were the services? ■ How satisfied were participants with the services? What did they like and dislike about them?	■ Identification of best practices and determination if programs incorporate them. ■ Direct observation of service. ■ Customer satisfaction surveys. ■ Exit interviews with participants after engagements.
	<b>SHORT-TERM OUTCOMES (the direct result of capacity-building engagements on individual participants)</b>		
	<b>Cognitive Change</b> ■ Learning or knowledge acquisition	■ What did the participants learn as a result of the capacity-building activities, and how did they do so?	■ Observation of training and consulting process. ■ Interviews and surveys of participants about self-reported learning (including pre- and post-test and/or comparison group studies).
	<b>Affective Change</b> ■ Shift in attitude or emotion	■ To what extent and how have the attitudes and beliefs of participants, staff members, or community members' changed regarding the problem or issue being addressed?	■ Self-perception surveys (including pre- and post-test and/or comparison group studies). ■ Focus groups, interviews, and participant observation.
	<b>Behavioral Change</b> ■ Altered behavior	■ To what extent and how did the participants, organization, or communities apply what was presented during training sessions and advised during consulting engagements? What have they done differently?	■ Interviews, surveys (including pre- and post-test and/or comparison group studies), and focus groups with participants and their colleagues. ■ Observations of participants.
	<b>LONG-TERM OUTCOMES (the longer-term outcomes related to the organization, the organization's clients, and the community)</b>		
	<b>Organizational management and governance</b>	■ How did overall organizational management capacities (i.e., governance, leadership, management, fundraising, human resource development, financial management, communication, community outreach, etc.) improve as a result of the capacity-building engagement?	■ Interviews and focus groups with Board, staff, community partners, and collaborators. ■ Review of financial and operational data. ■ Monitoring of progress on strategic plan implementation. ■ Administration of organizational assessments (including longitudinal or pre- and post-test organizational assessments).
	<b>Programmatic (organizational level)</b>	■ In what ways (directly and/or indirectly) was the quality of programs and services improved? ■ In what ways was program capacity increased (scale, reach, or extent of impact on target population)?	■ Interviews with staff who deliver programs, especially focusing on their perceptions about the "critical" organizational resources that they needed and did or did not have to support their work. ■ Surveys and focus groups with clients, to gather in-depth information about what it was about the engagement and organization that led them to feel satisfied or not. ■ Performance information about program operations.
<b>Programmatic (organization's clients level)</b>	■ What cognitive, affective, and/or behavioral changes have constituents shown as a result of receiving programs and services? ■ How have the organization's constituents' lives improved?	■ Surveys of and focus groups and interviews with constituents, focusing on outcomes. ■ Observation of constituents. ■ Interviews or focus groups with those in the community that have observed constituents.	
<b>Community</b>	■ How have nonprofit organizations improved, on the whole, in a given community? ■ How has the performance of nonprofits in addressing community challenges improved? ■ How have changes in organizational management and governance and program delivery affected the community? ■ What impact have these changes had on the community? To what extent have community conditions improved? a	■ Periodic collection of organizational assessments of nonprofits in the community. ■ Surveys of all nonprofit organizations in a given community. ■ Review of resource acquisition in a given community (new grants, contracts, individual donations, etc.) through audits or surveys. ■ Monitoring networking/collaboration activities in a community. ■ Review of evaluation data collected by nonprofit organizations. ■ Longitudinal community studies to monitor changes in indicators of community conditions.	

### *The McKinsey and Company Capacity Assessment Grid*

The McKinsey Capacity Assessment Grid (2004) is a tool designed to help nonprofit organizations assess their organizational capacity. The grid should be used in conjunction with the capacity framework, which explains the seven elements of organizational capacity and their components. The grid asks the reader to score the organization on each element of organizational capacity by selecting the text that best describes the organization's current status or performance. The framework and the descriptions in the grid were developed based on McKinsey's collective experience as well as the input of many nonprofit experts and practitioners. The grid may be used by nonprofit managers, staff, board members, and external capacity builders and funders with the following objectives:

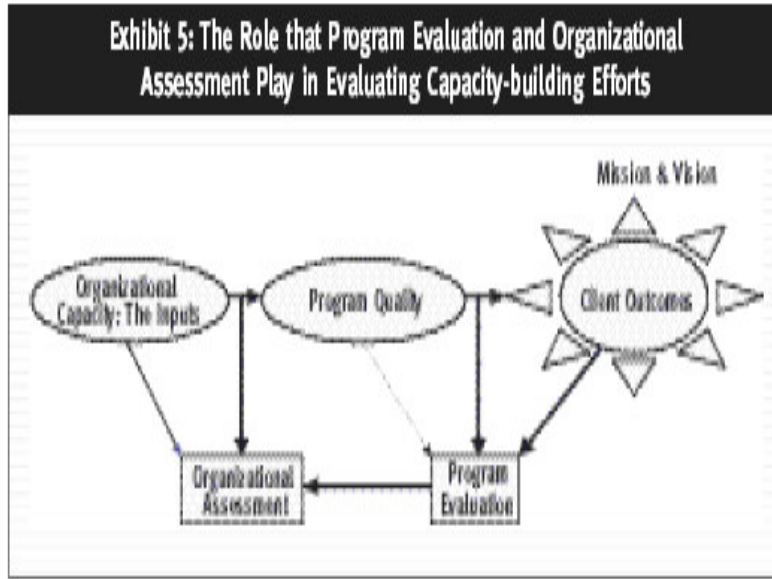
- To identify those particular areas of capacity that are strongest and those needing improvement;
- To measure changes in an organization's capacity over time; and
- To draw out different views within an organization regarding its capacity; different responses to the grid among staff, board members and funders, for example, can be a valuable discussion-starter within an organization.

Organizational development skills that can be assessed with this grid include performance management, planning (e.g., strategic, financial, operational, human resource), fund-raising and revenue generation, external relationship building and management, public relations and marketing, influence of policy-making, staffing, board composition and volunteers. Organizations can perform the self-assessment before organizational development to identify their strengths and weaknesses and afterward to determine growth in these areas.

### *Logic Model*

A logic model is a pictorial representation of why and how a capacity-building effort will happen. It serves as the evaluation framework from which all evaluation questions, data collection tools, methodologies, and data analyses are derived and it provides a frame of reference for testing assumptions and having a dialogue about ways to make improvements. This approach begins by spelling out the program's inputs, activities, outputs, and outcomes. Often this information is obtained from the program's key stakeholders (McKinsey & Company, 2004).

After articulating evaluation questions and determining how success will be measured, an evaluation work plan needs to be developed that specifies evaluation methods. The work plan should designate how and when strategies and outcomes will be assessed and the cost breakdown for each evaluation method. Next, the methods needed to collect the information must be identified. By employing a combination of tools, both quantitative and qualitative, progress toward goals can be reliably measured. Quantitative techniques, such as surveys, frequently use standardized measures that fit diverse opinions and experiences into predetermined response categories. Qualitative methods—such as focus groups, interviews, and case studies—provide greater depth and detail. A combination of program evaluation and organizational assessment is critical for evaluating capacity-building efforts, as shown in the chart below (McKinsey & Company, 2004).



Source: McKinsey and Company (2004)

*Local Initiatives Support Corporation (LISC)*

During its 24-year history, LISC has worked with more than 2400 community development corporations, providing them with capital, technical expertise, training, and information. LISC makes \$115 million in loans annually and provides more than \$25 million in capacity building grants. For capacity builders to evaluate the results of their work with nonprofits, LISC took on a capacity mapping initiative (CapMap). CapMap uses an asset-based approach to identify where an organization is in its development. The model looks at nine capacity areas and identifies common milestones that organizations pass as they become more sophisticated in each. This allows LISC’s organizational development staff to identify strategies to move an organization from one stage of measurable performance to the next (Alliance for NonProfit Management, 2003).

*Nonprofit Organizational Assessment Tool*

The University of Wisconsin extension published the Nonprofit Organizational Assessment Tool, which can be found on-line as part of the Nonprofit Management Education Center’s Learner Resource Center. One part of the tool was designed to facilitate group discussion, which should include board members, staff, volunteers, and service recipients. The tool outlines several indicators the group can use to identify the amount of improvement they think is needed for each indicator, and provides sample action plans for improvement (Lewis, 2004). For examples of these indicators, refer to Attachment 9.

*United Way of Greater Cleveland*

United Way of Greater Cleveland developed a twenty-one-indicator assessment that looks at agency infrastructure in four different areas: 1) mission, organizational information and strategic direction; 2) fiscal and risk management; 3) governance and board activities; and 4) miscellaneous items such as licensure, IT, etc. The purpose of the assessment is to build capacity and improve management systems for health and human service organizations in the greater Cleveland area. The first assessment was completed in the spring of 2004 and UW received multiple inquiries from non-United Way agencies and funders about the process. UW budgeted \$75,000 in FY 2005 to assist agencies identified through the assessment.

## VI. GAP ANALYSIS

**Capacity Building Question:** What are the current needs for organizational development identified through other core service planning qualitative research?

*Current Needs as Defined in United Way Focus Groups and Key Informant Interviews (2005)*  
Coordinated focus groups provided key thoughts around current organizational development needs both in general and related to specific core service groups. Their feedback included:

### Communication

Quite a few respondents indicated a desire for better communication across a wide variety of areas, including public relations, media exposure, communication with the public and decision-makers, and interagency communication.

*In many NPOs, the staff responsible for PR/media relations wears several hats and may have had no formal or informal training. Ongoing affordable resources and opportunities for skill development, networking and exposure to media representatives are essential.*

*Capacity building in terms of enhancing our communication between agencies and government entities and making sure that the infrastructure of shared information is as efficient as it possible can be would be effective.*

### Executive coaching and management assistance to nonprofits

Many of the respondents felt executive coaching and management assistance for nonprofits are needed.

*Small nonprofit organizations could benefit from learning how to develop their boards and how to effectively use available resources. Another need is evaluating social programs and their effectiveness.*

*Agencies have to become more efficient and work with fewer resources and smaller budgets.*

### Volunteer opportunities

The respondents generally affirmed the value of volunteers, but also described their organizations as making less than extensive use of this resource. They described some of the primary barriers to the use of volunteers:

*Volunteers require significant training and ongoing supervision to be effective, and many organizations lack the resources to provide this support.*

*Theoretically, we could use volunteers everywhere, but we don't have the capacity to manage them.*

Government regulations, particularly the Health Information Portability and Accountability Act (HIPAA), were said to be a major barrier to the use of volunteers in the mental health system because its intensive protections for confidentiality sometimes become impossibly cumbersome.

Reportedly, some organizations have reduced and even eliminated their utilization of volunteers for this reason.

One participant noted that,

*People think of volunteers as “free,” but volunteers are not “free” because there are significant costs associated with agency use of volunteers. Volunteers usually need extensive training and ongoing support in order to be effective, and staff resources are necessary to achieving this level of support.*

Nonetheless, this group member and others emphasized the potential value for clients that can be achieved by effective use of volunteers.

Respondents were asked where and how they could use more volunteers in their services and they said they would like to use more volunteers (i.e., having student volunteers, clerical support during the day, and fundraising help), but one respondent had concerns about confidentiality issues and the other was concerned about finding knowledgeable people with the necessary time and skills.

*It is very difficult for agencies in this service area to work with volunteers. There are a number of rules and regulations that have to be followed when using volunteers, and it is less complicated to work without volunteers.*

*We have mandates that say you have to have volunteers but with all regulations it is impossible to use them.*

At the other end of the continuum is the need for better education, support, and rewards for the volunteers.

### Board Development

According to focus group and key informants, small nonprofit organizations could benefit from learning how to develop their boards and how to effectively use available resources. In addition, the nonprofit and health sectors need boards of directors that are better educated as to how to do business effectively as a governing body. They should use the data provided and additional research to deliver better services.

*Organizations should examine who is on their board of trustees. There is also a need for more influential members from the community to serve on the boards.*

*...their boards are made up, of community people responsible to the communities they are serving, and unfortunately until you get some heavy hitters on your board of trustees, you’re not going to be able to access assets in the corporate world, private money and so on...*

### Consulting and educational services to nonprofits

Many organizations would like to hire consultants to assist with organizational development but are unable to fund them. Many organizations do not have staff trained to facilitate organizational

development efforts internally or recognize that their staff is already overwhelmed with other responsibilities.

Some emphasized the need for specialists who could train their staff and tutors. Specific needs mentioned were special education strategies and “affordable in-service” programs.

*The community needs to be provided with educational services. If there are coalitions among agencies to provide job and skills training to individuals (such as those who have dropped out of high school), then there could be a foundation of agencies which would provide educational services to the community.*

One respondent felt it would be worthwhile for United Way to undertake some continuing education course or program of training before they undertake their activities.

*This would help them understand what program evaluation means, and what kinds of programs or program evaluations exist.*

Specific areas of training and education were desired in the following areas:

- Medicaid and non-Medicaid providers;
- Standards of care for health care systems and mental health systems;
- Evaluating social programs and their effectiveness; and
- Establishing or evaluating an organization’s strategic plan, marketing, and staffing.

### Technology

Key informants identified the importance of the proper utilization of technology and leveraging technology to an organization’s advantage.

*Taking advantage of the availability of technology and being more efficient and spending wisely would be valuable.*

One informant also thinks organizations like United Way should work with the planning entities on getting agencies assistance in IT and fiscal development.

*If you have “x” amount of dollars, give those dollars to the entities that do that work. With the IT development, that is a huge area for organizations and we are talking about agencies that are working with antiquated equipment. Fund those kinds of things. Fund where we need a case manager, without asking the questions: Why do you need a case manager? I don’t think the right kinds of questions are being asked to maximize the available private dollars that are out there.*

### Workforce Development

Capacity building is needed with regard to how to create more cost effective measures for staff development and education.

*The shortage of highly qualified staff and the high turnover of the staff could be eliminated, but additional funding would be needed. The Case Western University Mandel School of Applied Social Sciences School has a grant that will provide a student \$17,000 towards a Masters Degree and the Cuyahoga County Mental Health Board would pay the remainder of the costs.*

*The biggest thing in capacity building is the need for more case workers. Agencies “were hit hard by the county’s early retirement buyout program” and lost about 50 percent of its total workforce.*

*There is a need for initial training or retraining and the establishment of required services from agencies.*

*Attracting quality workers is an issue. To do so, salaries must be commensurate with the job they have to do. However, salary is not the only thing to consider. Research done by the Cuyahoga County Long Term Care Workforce Initiative led to the development of a list of best practices for the long term care workforce. It included salary, benefits, career advancement opportunities, different types of compensation, employee recognition, etc.*

*If there are coalitions among agencies to provide job and skills training to individuals (such as those who have dropped out of high school), then there could be a foundation of agencies which would provide educational services to the community.*

### Collaboration Building

The concepts of interagency and interdisciplinary collaboration and coordinated systems of care were brought out by focus group and key informants time and time again.

Feedback included the need for collaborations in every capacity possible—“*true collaborations, not smokescreen collaborations.*”

The key informants think that United Way could do this and small nonprofit organizations should collaborate “*to make this happen.*” This collaboration could begin to address helping executives and administrators make decisions that could help make their agencies more effective.

*Implementation of the system of care orientation to serving children and families is a vitally important goal. This orientation has the potential to substantially increase the appropriateness and effectiveness of services.*

*One respondent emphasized the importance of addressing families’ housing and employment problems, and that the coordination of services should be improved.*

Empowering Neighborhoods/Increasing Sustainability

Some respondents felt that creating a model that could be used for nonprofit organizations in the community is another way to build capacity. This could also help ensure sustainability for some of the services. Initially, service is sometimes funded through philanthropy, but there is a need to sustain the service and agencies.

*I think what we are trying to do in the neighborhood is to help the people themselves and trying to build capacity in the neighborhood by word of mouth. I see the neighborhood being empowered to take care of their neighborhood themselves. I think that this is going to be an effective way. I think by building up a community model, that's really what I'm talking about a real effective way to build capacity to achieve goals.*

There is also a desire for more development of neighborhood senior centers. Agencies are now taking a business approach to recruiting perspective MBA graduates to re-vitalize an organization.

*...need a change in leadership, new blood ... there's a lot of room for growth.*

## VII. SUMMARY

The following are the major findings from the research on organizational development:

- Organizational development is becoming increasingly more important as society and its government officials come to rely more and more on the nonprofit sector to address society's perennial problems such as homelessness, hunger, unemployment, etc.
- Broad spectrums of activities exist to assist nonprofits with basic functions such as financial and human resource management, strategic planning, and supporting healthy organizational cultures. The goal of these activities is to strengthen the organization's infrastructure to better serve the community. By implementing these activities, an organization's ability to achieve its mission and sustain itself over the long term is enhanced.
- Based on United Way First Call for Help's (FCFH) database (February 2005), there are 61 organizational development program providers operating from 68 different sites.
- In addition to the FCFH data base providers, there are many private consultants and consultant firms that provide organizational development services to nonprofits.
- United Way's Organizational Assessment (OA) grants budget for FY 2006 was \$124,000.
- In addition to the OA grants noted above, United Way's contingency fund enables United Way to respond flexibly to requests for funding support from both United Way and non-UW 501(c) 3 health and human service agencies.
- Providers received the majority of their funding from fees for services, membership dues, foundations, United Way, and special funding sources.
- As of May 11, 2006, more than \$1.5 million in revenues for organizational development has been identified countywide.
- Multiple frameworks exist to assist nonprofits with their organizational development activities.
  - McKinsey's capacity framework requires nonprofits to define their mission, set forth a coherent set of actions to achieve the desire goals, build on the existing organizational capabilities, enhance the system and infrastructure, and ensure the organization's cultures and values are properly reflected in all activities.
  - The Connollay and Lukas framework emphasizes governance, leadership, mission, strategy, program delivery, strategic relationships, resource development, and internal operations and management. Remove any one of them and the organization flounders or does not reach its full potential. Leadership and governance is the lubricant that keeps all the parts aligned and moving.
  - The Baker model for capacity building focuses on group or individual training of new knowledge, skills, and attitudes specific to problem-solving, as well as direct consultation or coaching so that training lessons can be applied in the nonprofit 's actual operations.
- Current needs as defined in United Way focus groups and key informant interviews (2005) are: communication, executive coaching and management assistance to nonprofits, volunteer opportunities, board development, consulting and educational services to nonprofits, technology, workforce development, collaboration building, and empowering neighborhoods/increasing sustainability,

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# ATTACHMENTS

## Attachment 1: Researcher List

# MCS CONSULTING SERVICE

### CORE SERVICE RESEARCH TEAM

#### Co-Lead Consultants

Marlene C. Stoiber, Ph.D. President, MCS Consulting Service, LLC  
Bette S. Meyer, M.A.

#### Research Team

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Thanks to **The Center for Community Solutions** for providing multiple sources of information.

**Attachment 2: United Way Capacity Building Strategies Input Survey**

**UW Capacity Building Strategies Input Survey**

Name of Respondent \_\_\_\_\_

Organization \_\_\_\_\_

Please take a few moments to provide us with your feedback related to any of the following services you provide: 1) planning/ coordinating/advising, 2) organizational development, 3) volunteer development, 4) advocacy, and how you utilize research in these services. Your answers will only be shared in an aggregate form and no identifying information will be made available.

Describe your organizational type (e.g. division of a social service agency, a nonprofit social service agency, an ad hoc community group, membership, etc.)?

**Section 1: Planning/Coordinating/Advisory Groups**

**AIRS DESCRIPTION:** Governing boards, advisory boards, commissions, committees and other groups that provide advice, guidance and, in some cases, formal oversight, for public and private organizations that are responsible for the provision of services to the community; that assess existing social conditions and problems and develop and assist in the implementation of specific strategies for meeting the human service needs of the community; and/or which assist community agencies and organizations to coordinate the provision of services in an efficient, nonduplicative way. Also included are entities that are composed of community agencies which have an established networking relationship that provides a collaborative approach to addressing specific identified community needs and problems.

Do you provide planning, coordinating or advising services? Yes \_\_\_\_ No \_\_\_\_

If no, please skip to section 2

If yes...

- Please list the different types of organizational planning, coordinating, advising that you provide (e.g. strategic planning, planning at organizational transition points, etc.)? To whom?
- Please describe the planning, coordinating and advising assistance you provide.
- What is the frequency that each of the following is needed (planning, coordinating and advising assistance and support)?
- What needs for assistance do health and human services organizations in the community have for planning, coordinating and advising?
- Who funds your planning, coordinating or advising and at what level?

## **Section 2: Organizational Development**

**AIRS DESCRIPTION:** Programs that strengthen and support human service organizations, small businesses and other groups and enhance their capacity to deliver products and services by providing management consulting services in the area of program planning, development, administration and/or evaluation; or which relate to specific technical facets of operation including board development, community economic development, community organizing, conference planning, facility administration, fiscal administration, fund disbursement and allocations, fund raising, personnel management, public relations, resource system development, service planning and delivery or strategic planning.

**Do you provide organizational development services? Yes \_\_\_\_ No \_\_\_\_**

**If no, please skip to section 3.**

**If yes...**

- What are the different types of organizational development that you provide?
- What need for assistance do health and human services in the community have for organizational development?
- Who funds your organizational development services and at what level?

## **Section 3: Volunteer Development**

**AIRS DESCRIPTION:** Programs that seek to maximize the effective utilization of volunteer resources in the community and which encourage the participation of individuals who want to offer their services and work on a full or part time basis without remuneration in one of the human service fields.

**Do you provide volunteer development services? Yes \_\_\_\_ No \_\_\_\_**

**If no, please skip to section 4.**

**If yes...**

- What is the focus of your volunteer development?
- Who funds your volunteer development services and at what level?
- What are the trends in volunteer development services?
- What are the current needs and issues relative to volunteer development?

### **Section 4: Public Policy Advocacy**

**AIRS DESCRIPTION:** Programs that seek to influence legislation in order to benefit specific interest groups or achieve specific social, political or environmental goals; or which intercede on behalf of individuals and/or groups to ensure that they receive benefits and services to which they are entitled and their rights guaranteed by law are protected and enforced. Most advocacy programs do not utilize attorneys and are therefore not qualified to offer legal opinions or represent their clients in court.

**Do you provide public policy advocacy? Yes \_\_\_\_ No \_\_\_\_**

**If no, please skip to section 5.**

**If yes...**

- What is your advocacy focus (neighborhood; local, state, federal government)?
- What is your advocacy content area (e.g. health, education, etc.)?
- Who funds your advocacy efforts and at what level?
- How do you establish your advocacy agenda?
- Are there advocacy duplications in the community? Gaps? Please explain.
- What evidence are you aware of to suggest that there is a return on investment for advocacy efforts?
- What are barriers for nonprofit organizations engaging in public policy advocacy?
  - What are the legal limitations?
  - Describe any conflicts between funders and advocacy groups.
  - Please describe any other barriers.

### **Section 5: Case/Individual Advocacy**

**Do you provide case/individual advocacy? Yes \_\_\_\_ No \_\_\_\_**

**If no, please skip to section 6**

**If yes...**

- Who is/are your target population(s)?
- How are you funded? How much funding is available to you?

- Are there duplications in case advocacy? Gaps? Explain.

### **Section 6: Research**

**AIRS DESCRIPTION:** Programs that gather, maintain and interpret information about the services utilization patterns within the community and provide data regarding duplication of service and service gaps for use by public and private planning bodies and service providers in their allocation decisions.

- Who in the community creates research relevant to health and human services?
- How are you using the research?
- What sources do you use?
- What barriers are there to using the research?
- What are the best strategies for disseminating relevant research to consumers and assuring that it is user-friendly?

**We thank you in advance for your prompt and informative response!**

**Please return your response, no later than September 9th, to:**

Jacqueline Kirby Wilkins, IntelliSolve, Inc.  
807 E. Washington Street, Suite 220, Medina, OH 44256  
Fax: 330-725-6328/E-mail: [intellisolve@zoominternet.net](mailto:intellisolve@zoominternet.net)

### Attachment 3: Actual Consumer Demographics

Core Service: Organizational Development TP		
		Actual Number/Percent of Consumers by Funding Source **
	Total Population (%)*	UW Program Report Data Cuy Cnty Only 83.2% (%)
PERIOD	12/31/2000	6/30/2004
<b>TOTAL</b>	<b>1,393,978</b>	<b>1,726</b>
<b>Percent</b>		
<b>GENDER</b>		
Male	47.2%	27.9%
Female	52.8%	51.3%
Unknown Data***		20.8%
Missing Data****		0.0%
<b>RACE*****</b>		
White alone	67.1%	64.8%
Black or African American alone/combo	27.9%	16.4%
Asian alone/combo	2.1%	2.6%
American Indian and Alaska Native alone/combo	0.7%	0.2%
Native Hawaiian and Other Pacific Islander alone/combo	0.1%	0.0%
Some other race alone/combo	2.1%	1.8%
Unknown Data***		14.1%
Missing Data****		0.0%
<b>HISPANIC*****</b>	3.3%	1.7%
<b>AGE</b>		
0-4	6.5%	0.0%
5-9	7.3%	0.0%
10-14	7.1%	0.0%
15-19	6.4%	5.3%
20-34	19.1%	0.4%
35-54	29.3%	1.8%
55-64	8.7%	32.4%
65-74	7.8%	45.9%
75+	7.8%	0.0%
Unknown Data***		14.1%
Missing Data****		0.0%
<b>INCOME*****</b>		
<b>Average Household Size</b>	<b>N/A</b>	<b>N/A</b>
\$0-\$9,999	11.3%	0.0%
\$10,000-\$14,999	6.9%	0.0%
\$15,000-\$19,999	6.7%	0.0%
\$20,000-\$29,999	13.6%	0.0%
\$30,000 and above	61.5%	100.0%
Unknown Data***		0.0%
Missing Data****		0.0%
<b>Totals</b>	<b>100.0%</b>	<b>100.0%</b>

Attachment 3: Actual Consumer Demographics (continued)

* U.S. Census 2000, SF1 (P1); SF4 (PCT144)
**Note: Consumers could be funded by more than one funding source; thus the columns are not necessarily mutually exclusive.
***Unknown Data - Represents data not collected by agency because no tracking system is available or type of service delivered makes it difficult (i.e., group presentations, telephone information and referral, and drop-ins). Also represents data not completed by clients either deliberately or inadvertently on intake forms.
****Missing Data - For United Way Data - represents computational errors or incorrect completion of online report. For all other data - represents data funder was unable to provide.
***** The race categories and data utilize US Census SF4 "Race Iterations," which allow for multiple races to be selected by census respondents. As a result, totals will add to > 100% of population. Universe is "Total Races Tallied." Except "White Alone," all racial categories are "... alone or in combination with some other race." This method isolates and minimizes the non-minority population ("White alone").
*****Hispanic - Amount in this field is from data provided by clients on intake forms and may not be accurate as clients may either deliberately or inadvertently provide incomplete data, or data may not be collected by the agency.
*****The U.S. Census reports income by household or family, not individuals. Estimates by income category were derived by applying the ratio of total county population (1,393,978) to total households (571,606) = 2.4. The number of households in each income category was multiplied by 2.4 to arrive at an estimate of individuals by income category. The assumption is that the average household size applies to each income category, which may result in more conservative estimates for children, and the "old old," which may actually have larger proportions of persons in the lower income categories.

### Attachment 4: Actual Consumer Zip Codes

Core Service: Organizational Development TP			
			Actual Number/Percent of Consumers by Funding Source **
Period	City/Town (% Cleveland)	Total Population (%)*	UW Program Report Data %
		1/1/2000-12/31/2000	7/1/2003-6/30/2004
<b>TOTAL</b>		<b>1,393,978</b>	<b>1,726</b>
44017	Berea	1.4%	0.6%
44022	Bentleyville	1.3%	1.4%
44040	Gates Mills/Mayfield Village	0.2%	0.3%
44070	North Olmsted	2.4%	2.1%
44101	Cleveland (100%)	0.0%	0.1%
44102	Cleveland/Brooklyn (95%)	3.7%	1.3%
44103	Cleveland (100%)	1.8%	0.8%
44104	Cleveland (100%)	2.1%	0.4%
44105	Cleveland/NewburghHts/GarfieldHts (75%)	3.9%	1.3%
44106	Cleveland/Cleveland Hts (60%)	2.3%	2.7%
44107	Lakewood/Cleveland	4.0%	3.2%
44108	Cleveland/Bratenahl (90%)	2.6%	1.6%
44109	Cleveland/Brooklyn Hts (98%)	3.3%	1.4%
44110	Cleveland/East Cleveland (98%)	1.9%	0.8%
44111	Cleveland (100%)	3.1%	1.7%
44112	East Cleveland/Cleveland	2.4%	1.2%
44113	Cleveland (100%)	1.4%	0.9%
44114	Cleveland (100%)	0.3%	3.1%
44115	Cleveland (100%)	0.6%	2.2%
44116	Rocky River	1.5%	1.4%
44117	Euclid/Cleveland	0.9%	0.8%
44118	ClevelandHts/UniversityHts/ShakerHts	3.2%	4.3%
44119	Cleveland/Euclid (50%)	1.0%	0.6%
44120	Shaker Hts/Cleveland	3.4%	2.6%
44121	University Hts/South Euclid	2.5%	2.4%
44122	Beachwood/Highland Hills/ShakerHts	2.5%	3.7%
44123	Euclid	1.3%	1.0%
44124	Pepper Pike/MayfieldHts/Lyndhurst	2.9%	2.1%
44125	Valley View/Garfield Hts	2.1%	1.2%
44126	Fairview Park/Cleveland	1.2%	0.9%
44127	Cleveland (100%)	0.6%	0.2%
44128	Warrensville Hts/Cleveland	2.4%	1.7%
44129	Brooklyn/Parma/Cleveland	2.1%	1.3%
44130	Parma/Cleveland	3.8%	2.3%
44131	Independence/Seven Hills/BrooklynHts	1.5%	2.0%
44132	Euclid	1.1%	0.6%
44133	North Royalton	2.0%	1.6%
44134	Parma/Cleveland	2.9%	1.4%
44135	Cleveland/Linndale (90%)	2.0%	1.2%
44136	Strongsville	3.1%	1.9%
44137	Maple Hts/Cleveland	1.9%	1.6%
44138	Olmsted Twp/Olmsted Falls	1.3%	0.8%
44139	Bentleyville/Glenwillow/Solon	1.6%	1.9%
44140	Bay Village	1.1%	1.0%
44141	Brecksville	1.0%	1.0%
44142	Brookpark/Cleveland	1.5%	0.5%
44143	Highland Hts/Richmond Heights	1.7%	1.6%
44144	Brooklyn/Cleveland	1.6%	0.6%
44145	Westlake	2.3%	1.8%
44146	Walton Hills/Oakwood/Bedford	2.3%	0.9%
44147	Broadview Hts	1.1%	1.0%
44149	Strongsville	0.0%	0.6%
	Unknown Cuyahoga County Zip Codes****		24.4%
	Missing****		0.0%
	Unknown ****		20.2%
	<b>Total Cuyahoga County*****</b>	<b>100.0%</b>	<b>100.0%</b>
	<b>Total Known Cleveland</b>	<b>37.1%</b>	<b>20.3%</b>
	<b>Total Known Suburbs</b>	<b>62.9%</b>	<b>55.3%</b>
	<b>Unknown &amp; Missing</b>		<b>20.2%</b>

Attachment 4: Actual Consumer Zip Codes (continued)

* U.S. Census 2000, SF1 (P1)
**Consumers could be funded by more than one funding source; thus the columns are not necessarily mutually exclusive.
***Unknown Data - Represents data not collected by agency because no tracking system is available or type of service delivered makes it difficult (i.e., group presentations, telephone information and referral, and drop-ins). Also represents data not completed by clients either deliberately or inadvertently on intake forms.
****Missing Data - represents computational errors or incorrect completion of online report.
***** Totals vary because of rounding.

**Attachment 5: Profile of Core Service Providers – 2005**

<b>PROFILE OF CORE SERVICE PROVIDERS - 2005</b>		
<b>Source: United Way - First Call for Help Refer Database February 2005</b>		
	Count	Sub-Count: UW-Affiliated
Total Number of Organizations	61	-
Number of Organizations by Type		
Nonprofit	58	-
For-profit	-	-
Government	3	-
Other	-	-
Total Number of Service Sites	68	-
Number of Service Sites per Organization		
1	55	-
2 – 5	6	-
6 – 10	-	-
11+	-	-
Geographical Location of Service Sites, by ZIP Code		
44017 - Berea	-	-
44022 - Bentleyville	-	-
44040 - Gates Mills/Mayfield Village	-	-
44070 - North Olmsted	-	-
44101 - Cleveland	-	-
44102 - Cleveland/Brooklyn	8	-
44103 - Cleveland	5	-
44104 - Cleveland	1	-
44105 - Cleveland/Newburgh Hts/Garfield Hts	1	-
44106 - Cleveland/Cleveland Hts	5	-
44107 - Lakewood/Cleveland	-	-
44108 - Cleveland/Bratenahl	2	-
44109 - Cleveland/Brooklyn Hts	2	-
44110 - Cleveland/East Cleveland	2	-
44111 - Cleveland	1	-
44112 - East Cleveland/Cleveland	1	-
44113 - Cleveland	7	-
44114 - Cleveland	8	-
44115 - Cleveland	11	-
44116 - Rocky River	-	-
44117 - Euclid/Cleveland	1	-
44118 - ClevelandHts/UniversityHts/ShakerHts	1	-
44119 - Cleveland/Euclid	-	-
44120 - Shaker Hts/Cleveland	2	-
44121 - University Hts/South Euclid	-	-
44122 - Beachwood/Highland Hills/Shaker Hts.	2	-
44123 - Euclid	-	-
44124 - Pepper Pike/Mayfield Hts./Lyndhurst	1	-
44125 - Valley View/Garfield Hts	-	-
44126 - Fairview Park/Cleveland	-	-
44127 - Cleveland	3	-
44128 - Warrensville Hts/Cleveland	2	-

Attachment 5: Profile of Core Service Providers – 2005 (continued)

<b>PROFILE OF CORE SERVICE PROVIDERS - 2005</b>		
<b>Source: United Way - First Call for Help Refer Database February 2005</b>		
	Count	Sub-Count: UW-Affiliated
44129 - Brooklyn/Parma/Cleveland	-	-
44130 - Parma/Cleveland	-	-
44131 - Independence/Seven Hills/Brooklyn Hts	-	-
44132 - Euclid	-	-
44133 - North Royalton	-	-
44134 - Parma/Cleveland	-	-
44135 - Cleveland/Linndale	-	-
44136 - Strongsville	-	-
44137 - Maple Hts/Cleveland	-	-
44138 - Olmsted Twp/Olmsted Falls	-	-
44139 - Bentleyville/Glenwillow/Solon	-	-
44140 - Bay Village	-	-
44141 - Brecksville	-	-
44142 - Brookpark/Cleveland	1	-
44143 - Highland Hts/Richmond Heights	-	-
44144 - Brooklyn/Cleveland	-	-
44145 - Westlake	-	-
44146 - Walton Hills/Oakwood/Bedford	-	-
44147 - Broadview Hts	-	-
44149 - Strongsville	-	-

**Attachment 6: Providers and Functions – 2005**

Organization	Service Provided
A Cultural Exchange	Community Services
American Foundation for Suicide Prevention – Northeast Ohio	Prevention programming and information
Applewood Centers – Main Site	Behavioral Healthcare Training
Arab American Community Center for Economic and Social Services in Ohio	Advocacy/Community Relations – Arab Americans
Business Advisors of Cleveland	Assistance/Development for Small Businesses
<b>Business Volunteers Unlimited (BVU)</b>	Board Training and Referral; Services for Nonprofits; Services for Businesses
<b>Catholic Charities Health and Human Services – Commission on Catholic Community Action</b>	Training in Social Justice Action
<b>The Center for Community Solutions</b>	Media-Public Relations Guide
Center for Mental Retardation	Consultation and Technical Assistance MRDD
Clark Metro Development Corporation	Community Organizing
City of Cleveland Heights – Department of Community Services – Division of Community Relations	Community Relations Enhancement /Neighborhood Improvement
Cleveland Neighborhood Development Commission	Networking for Community Organizers; Neighborhood Development
Cleveland Scholarship Programs	Scholarship Program Management
Cleveland Tenants Organization	Tenant Advocacy and Organizing
Cleveland State University – Marshall College of Law	Legal Services – Nonprofits
Collinwood and Nottingham Villages Development Corp.	Community Organizing
Convention and Visitors Bureau of Greater Cleveland	Tourism Development
Cudell Improvement – Main Site	Crime Prevention
Cuyahoga Community College – Unified Technologies Center – Workforce and Economic Development Division	Business Development
Detroit-Shoreway Development Organization	Community Organizing Assistance

Attachment 6: Providers and Functions – 2005 (continued)

Organization	Service Provided
Euclid-St. Clair Development Corp. – Main Site	Community Organizing
Fairfax Renaissance Development Corp.	Neighborhood Organizing Support
Garret Square Economic Development Corp.	Block Club Organizing Assistance
Glenville Development Corp.	Neighborhood Improvement
Hard Hatted Women	Technical Assistance to Unions and Employers
Harvard Community Services Center	Community Networking
Hessler Neighborhood Association	Neighborhood Association
Historic Gateway Neighborhood Corp.	Assistance with Neighborhood Improvement
Historic Warehouse District Development Corp.	Assistance with Neighborhood Improvement
Interact Cleveland – Main Site	Gun Violence Prevention Group
Jewish Community Center Mandel Building – Main Site	Conference Facility
Junior League of Cleveland – Main Site	Community Projects
Lee – Harvard Community Association	Community Organizing Assistance and Action
Lee-Seville-Miles Citizens Council	Neighborhood Advocacy and Organizing Assistance
Lexington-Bell Community Center	Neighborhood Improvement
Linking Employment Abilities and Potential – Main Site	Employment – Disabilities
Little Italy Redevelopment Corp.	Community Organizing
Mandel Center for Nonprofit Organizations	Nonprofit Organizations Development
May Dugan Center	Community Organizing/Improvement/Cultural Heritage
Merrick House – Main Site	Advocacy
Murtis H. Taylor Multi-Service Center – Main Site	Consultation -- MDC

Attachment 6: Providers and Functions – 2005 (continued)

<b>Organization</b>	<b>Service Provided</b>
Neighborhood Leadership Institute	Community Leadership Skills Training
Neighborhood Progress Incorporated	Training and Assistance for Community Organizing
Northeast Shores Development Corp.	Community Organizing
Northeastern Neighborhood Development Corp.	Community Organizing
Old Brooklyn Community Development Corp.	Block Club Organizing
Parkworks	Community Education/Gardening; Environment
Retired and Senior Volunteer Program of Greater Cleveland – Main Site	Volunteer Training for Professionals; Services to Nonprofits
Services for Independent Living	Consultation and Training – Disabilities/Disabled Access / TTY
Slavic Village Development	Community Leadership Training; Community Organizing
Society for Prevention of Violence	Social Skills Training and Violence Prevention Programming
Southwest Suburban RSVP	Volunteer Services
St. Clair Superior Neighborhood Development Corp.	Community Organizing/Involvement
Starting Point for Child Care and Early Education	Financial Assistance for Child Care Providers
Stockyard Redevelopment Organization	Neighborhood Improvement
Tremont West Development Corp.	Community Organizing
Union Miles Development Corp.	Community Organizing
United Negro College Fund	College Scholarship Administration
United Way of Greater Cleveland	Nonprofit Agency Accounting Services
Westside Industrial and Expansion Network	Manufacturing Assistance
Youth and Young Adult Ministry and Catholic Youth Organization (CYO) Office	Young Adult Ministry; Assistance for Adults who work with Adolescents

**Bold** represents agencies funded by United Way for this service. In addition to the 3 services highlighted above, United Way also funded the American Red Cross for this service in FY 2004. It does not show up in the FCFH database.

**Attachment 7: United Way - First Call for Help Organizational Development Requests – 2000-2004: Greatest Increase/Greatest Decrease**

TP Organizational Development								
United Way - First Call for Help Requests 2000-2004								
Greatest Increase/(Greatest Decrease)								
Zip Code		TOTAL REQUESTS					%Change* 00&04	Avg. # Calls 00-04
		2000	2001	2002	2003	2004		
44102	Cleveland/Brooklyn	1	8	6	11	10	900%	7
44104	Cleveland	1	1	9	10	8	700%	6
44146	Walton Hills/Oakwood/Bedford	1	4	5	4	6	500%	4
44123	Euclid	1	2	0	3	5	400%	2
44121	University Hts/South Euclid	1	7	3	2	3	200%	3
44112	East Cleveland/Cleveland	2	5	7	8	5	150%	5
44117	Euclid/Cleveland	2	0	0	2	5	150%	2
44107	Lakewood/Cleveland	4	5	4	5	9	125%	5
44119	Cleveland/Euclid	1	1	1	2	2	100%	1
44105	Cleveland/NewburghHts/GarfieldHts	4	5	10	12	8	100%	8
44131	Independence/Seven Hills/BrooklynHts	1	1	1	0	2	100%	1
44113	Cleveland	3	1	5	7	5	67%	4
44108	Cleveland/Bratenahl	3	1	3	4	5	67%	3
44110	Cleveland/East Cleveland	3	3	8	6	5	67%	5
44109	Cleveland/Brooklyn Hts	0	2	5	10	7	N/A	5
44125	Valley View/Garfield Hts	0	2	2	2	5	N/A	2
44103	Cleveland	0	2	3	3	4	N/A	2
44132	Euclid	0	3	0	1	2	N/A	1
44116	Rocky River	0	0	3	1	1	N/A	1
44136	Strongsville	0	3	1	1	1	N/A	1
44022	Bentleyville	2	1	1	1	0	(100%)	1
44040	Gates Mills/Mayfield Village	1	0	0	0	0	(100%)	0
44143	Highland Hts/Richmond Heights	3	2	4	3	0	(100%)	2
44134	Parma/Cleveland	3	0	3	1	1	(67%)	2
<b>**Total Cuyahoga County</b>		<b>97</b>	<b>112</b>	<b>137</b>	<b>164</b>	<b>161</b>	<b>66%</b>	<b>134</b>
<b>**Total Cleveland</b>		<b>32</b>	<b>37</b>	<b>68</b>	<b>86</b>	<b>74</b>	<b>131%</b>	<b>59</b>
<b>**Total Suburbs</b>		<b>65</b>	<b>75</b>	<b>69</b>	<b>78</b>	<b>87</b>	<b>34%</b>	<b>75</b>
* Extremely high percentages are due to low numbers.								
** These totals do not reflect the sum of the numbers above which are the zip codes reflecting the greatest increase or decrease. Rather, they are the total of calls from ALL zip codes many of which do not appear on this table.								

**Attachment 8: United Way - First Call for Help 2000-2004: Unmet Need**

TP Organizational Development					
United Way - First Call for Help Requests 2000-2004					
Unmet Need					
Zip Code		TOTALS 00-04			%
		Requests	Met	Unmet	Unmet
44129	Brooklyn/Parma/Cleveland	6	5	1	17%
44134	Parma/Cleveland	8	7	1	13%
44107	Lakewood/Cleveland	27	25	2	7%
44105	Cleveland/NewburghHts/GarfieldHts	39	37	2	5%
44111	Cleveland	23	22	1	4%
<b>*Total Cuyahoga County</b>		<b>671</b>	<b>664</b>	<b>7</b>	<b>1%</b>
<b>*Total Cleveland</b>		<b>297</b>	<b>294</b>	<b>3</b>	<b>1%</b>
<b>*Total Suburbs</b>		<b>374</b>	<b>370</b>	<b>4</b>	<b>1%</b>
FCFH DATA NOTES					
<p><b>Met</b> = service request resulting in referral to an organization. (Does not mean agency was able to provide the service.)</p> <p><b>Unmet</b> = service request for which there was no referral.</p> <p><b>Note:</b> Zip Codes shared by Cleveland and surrounding suburbs whose boundaries fall 50% and greater within the city of Cleveland are highlighted and totaled as Cleveland. Others are totaled as Suburbs.</p> <p>* These totals do not reflect the sum of the numbers above which are the zip codes reflecting unmet need in 2004. Rather, they are the total of calls from ALL zip codes some of which do not appear on this table.</p>					

### Attachment 9: Internal Procedure & Communication

#### Internal Procedures:

		None/ N.A.	Some	Much
1. The organization monitors trends in philanthropy and analyzes the diversity of their funding support. Is the organization dependent upon a limited number of income sources? Do your funding sources reflect changes in the "market place"?				
2. The organization periodically reviews its written strategic plan. Short and long term funding goals are defined in a 3-5 year plan.				
3. A common organizational vision has been created that builds consensus for mission and programs.				
4. The organization has established a recruitment and relationship building committee charged with developing, evaluating and monitoring resource development policies, practices, and goals. A resource development framework has been established.				
5. Budgets, and resource needs, are shared with and understood by board members, staff, and volunteers.				
6. Board members, the executive director, staff, volunteers, and established resource development committee all participate in the total fundraising process, including the identification of funding needs, cultivation, solicitation, donor "upgrades," and recognition. Their specific resource development responsibilities are communicated and understood.				
7. The organization has invested in technology that builds capacity for resource development.				

Attachment 9: Internal Procedure & Communication (continued)

		None/ N.A.	Some	Much
8. The organization does prospect research and maintains records of past giving that will assist with the cultivation and development of donors.				
9. Funds are raised in an ethical manner through activities that are consistent with the mission of the organization.				
10. The fundraising program is staffed (internal or outside fundraiser) and funded at a level consistent with the funding expectations.				

Attachment 9: Internal Procedure & Communication (continued)

**Communication:**

		None/ N.A.	Some	Much
1. The organization regularly evaluates how the community views the nonprofit.				
2. Marketing/communication efforts clearly communicate the organizations mission and funding needs. There is direct communications and relationships between information services or marketing with the funding needs of the organization.				
3. Budgets, and resource needs, are shared with and understood by board members, staff, and volunteers. Their roles in fundraising are clearly communicated and understood.				
4. Board members, staff and volunteers are provided orientation to concepts like the Engagement Continuum of fund raising, techniques for upgrading gifts, and solicitation techniques.				
5. The organization has developed programs that inform, educate and involve the public.				
6. The organization regularly recognizes established donors and focuses on individual donors.				
7. The organization is accountable to its donors and key constituencies and demonstrates stewardship through timely annual reports, budget updates, and accurate state and federal financial reports.				
8. The organization clearly communicates that it is the best organization to be doing what it is doing.				
9. The organization utilizes donor surveys to learn more about their donors.				

Attachment 9: Internal Procedure & Communication (continued)

**Sample Action Plans:**

Use the following format to begin formulating an action plan that would improve your organization's performance relative to a specific indicator listed above.

Indicator: ***Board members, staff and volunteers are provided orientation to concepts like the Engagement Continuum of fund raising, techniques for upgrading gifts, and solicitation techniques.***

Task	Time Line	Who	Will Do What	Evaluation Measure
<b>Task #1</b>	7 Days	Jim (chair), Claudette, and Jill	Review notes and the print materials from the <i>Resource Development - Unleashing Community Generosity</i> program.	# of resources identified that would assist the organization in improving it's fund raising techniques.
<b>Task #2</b>	14 days	Jim	Develop a short orientation session that teaches the fund raising techniques taught by Jimmie Alford.	Orientation outline completed Print materials identified Date established
<b>Task #3</b>	30 days	Staff/board - mtg. Called by Jim	Deliver orientation session at mutually agreed upon time.	Appropriate persons attend. Evaluations indicate an improved understanding of fund raising techniques

(Lewis, 2004)



**United Way of  
Greater Cleveland**

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[uws.org/CoreServicesPlanning](https://uws.org/CoreServicesPlanning)