

Core Service Report

Planning / Coordination / Advisory Groups

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>.

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SNAPSHOT

AIRS Code Level I: Organizational/Community/International Services (T)

AIRS Code Level II: Community Groups (TD)

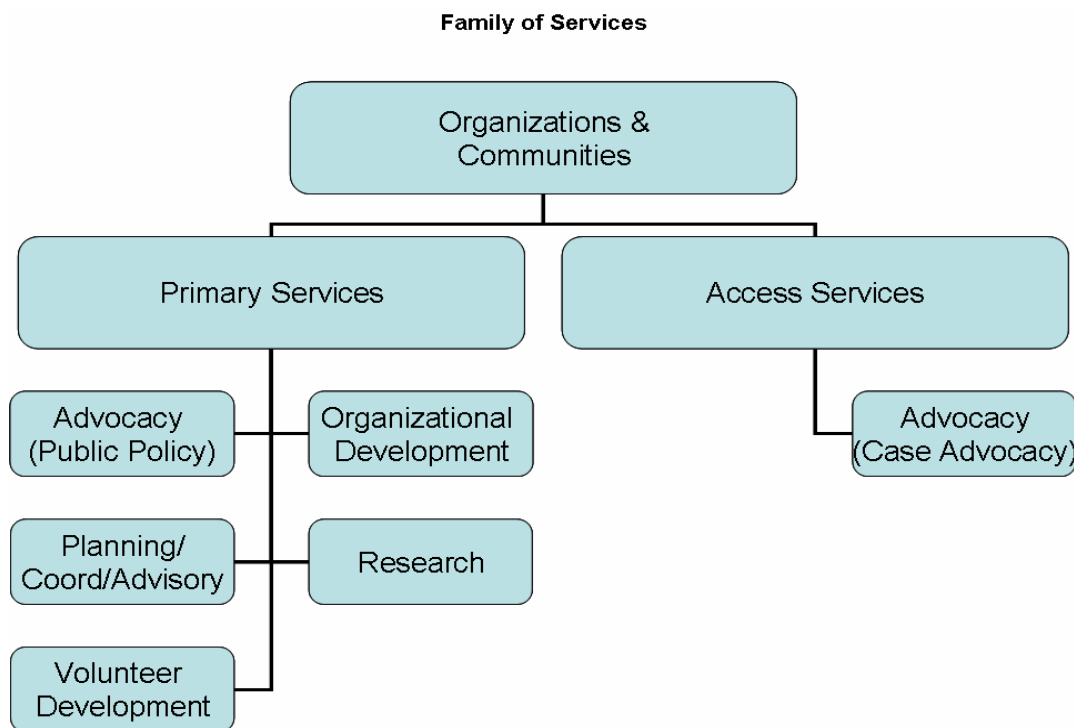
Core Service: Planning/Coordinating/Advisory Groups TD-650

Investment Committee: Capacity Building

Cluster: N/A

AIRS Definition: Commissions, committees, and other groups that provide advice and guidance for public and private organizations responsible for the provision of human 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 assist community agencies and organizations to coordinate the provision of human services in an efficient, non-duplicative way. Also included are entities composed of community agencies with an established networking relationship that provides a collaborative approach to addressing specific identified community needs and problems.

Planning/Coordinating/Advisory Groups 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.)



Core Service Environment

As nonprofit organizations play increasingly important roles in society, it becomes even more critical for them to perform effectively. In response, nonprofit managers have demonstrated a growing interest in management practices and principles; and traditional foundations and venture philanthropists have also professed a new commitment to investing in the organizational capacity of the nonprofits they fund (McKinsey and Company, 2001).

Core Service Consumers

The target population addressed in this core service report is health and human service provider organizations and/or collaborations of the same.

Core Service Definition

The definition of the core service for this report is: organizational planning that includes strategic planning, business planning, and community assessment.

Capacity Building Questions: What are the different types of organizational planning (e.g. strategic planning, planning at organizational transition points, community planning, etc.)?

Types of organizational planning include strategic, community process, financial, project, neighborhood, organizational, business, merger, and service planning. In addition, planning at organizational transition points, assessment of existing social conditions and problems; offering advice and guidance; developing and assisting in the implementation of specific strategies; coordinating the provision of human services in an efficient, non-duplicative way; and utilizing a collaborative network approach to addressing specific identified community needs and problems.

Capacity Building Questions: What is the frequency that planning assistance and support is needed?

Planning is mostly ongoing but varies in frequency by type of planning. Almost everything about building capacity in nonprofits (and in for-profits) takes longer and is more complicated than one would expect. One reason is that many organizations have traditionally underinvested in capacity, leaving them in need of improvement in virtually every area (McKinsey and Company, 2001).

According to “MAP for Non-profits” (McNamara, 2004c), the scheduling for the strategic planning process depends on the nature and needs of the organization and its immediate external environment.

Capacity Building Question: Who are the providers of planning/coordinating/advisory groups in the community?

Based on First Call for Help’s (FCFH) database (February 2005), there are 26 planning/coordinating/advisory group providers operating from 27 different sites, 7 of which are government, 17 nonprofit, and 2 “other.” In FY 2004 (July 2003 to June 2004), United Way funded three of these providers.

Capacity Building Question: What kind of organizational planning 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 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 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 supports both United Way and non-UW 501(c) 3 health and human service agencies. The fund is 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.

Capacity Building Question: Who funds providers of planning/coordinating/advisory groups? How much?

Local agency respondents to the Input Survey conducted for United Way’s core service planning indicated that their funding comes primarily from government contracts and grants. Federated funding sources included the Jewish Community Federation (JCF) and Catholic Charities. Multiple foundations (private and corporate) provided funding for planning with the largest funders including the JCF Endowment and Special Purpose Fund, The Cleveland Foundation, and the Jennings Foundation. In addition, United Way has been a significant contributor to funding for planning. Agencies also obtain funding through client fee-based services.

As of May 11, 2006, more than \$2.7 million in revenues for planning/coordinating/advisory groups has been identified countywide. Approximately 49 percent of the identified revenues are from United Way of Greater Cleveland; the remaining 51 percent is from foundations and other federated organizations.

Capacity Building Question: How do other United Ways handle planning/coordination/ advisory group funding?

Three of the four United Way survey respondents said they fund planning/coordinating/advising. One of the three did not discuss funding approaches, another funds this area by supporting coalitions, and the third indicated that it has historically funded “planning affiliates” in a separate manner from direct services. Three of the four did not indicate whether they fund individual

agencies or an umbrella agency for a coordinated approach and one indicated that it funds both. Two of the four indicated they believed that this service is as important to fund as other direct services and two did not respond. None of the respondents identified a recommended model for planning.

Capacity Building Question: What are the pros and cons of funding individual agencies vs. umbrella organizations for more coordination?

According to Seldon and Stead (2005), there are several important reasons that nonprofits can benefit from coordinated services. First, every new nonprofit requires significant time, expertise, and money to create infrastructure for fundraising, financial and human resources management, and governance. Second, the advent of Sarbanes-Oxley type regulations for nonprofits promises to substantially increase the administrative burden of 501(c)(3) status. Third, donors are voicing deep concern over the level of duplication in the nonprofit sector as well as frustration about the level of impact achieved by the capacity building dollars they have invested to date.

While there may be a need for coordinated services in some areas, utilizing coordinated services for the organizational planning process may have less impact. Every organization ends up developing its own model because it has unique goals and objectives (Seldon and Stead, 2005).

Capacity Building Question: What are the models for doing organizational planning?

McKinsey and Company (2001): The act of resetting aspirations and strategy is often the first step in dramatically improving an organization’s capacity. More than simply the sum of an organization’s activities, well-conceived strategies should build on a nonprofit’s core competencies, allocate resources to priorities, and help delineate its unique point of differentiation.

MAP for Nonprofits (McNamara, 2004b): To create an effective organizational plan, leaders should keep the following key points in mind: program should tie to the organization's mission; program planning should tie in with strategic planning; involve the board; conduct program planning as a team; planning should involve potential internal/external customers as much as possible; and should not worry about developing the perfect program plan.

Venture Philanthropy Partners (McNamara, 2004d): VPP has identified five basic models for organizations to use as a starting point in their planning process. An organization may also choose to integrate these models. The five models are: basic strategic planning, issue-based (or goal-based), alignment, scenario, and organic planning.

Balanced Scorecard Approach (Arveson, 1998): This approach clearly prescribes what organizations should measure to balance the financial perspective.

Capacity Building Question: How is effectiveness measured and what evidence is there of the effectiveness of the models?

Strategic Information Systems Planning (SISP): Planning systems exhibiting aspects of rationality (high comprehensiveness, high formalization, control focus, top-down flow), and adaptation (high participation, high consistency) are positively associated with planning effectiveness (Segars, Grover & Teng, 1998).

Inputs/Outcomes Approach to Measurement: Most organizations, with the exception of ones with evaluation staff and extensive long term consulting and research budgets, use an inputs > outcomes approach to measuring impact (Global Leaders for Tomorrow, 2003).

Most strategic plans fail to deliver their goals because there is insufficient focus on implementation, in particular, insufficient attention by the leadership team on the management of strategic change. This risk can be managed by implementing a strategic change leadership team that is focused on the implementation of each element of the strategic plan (Adamson, 2003).

Capacity Building Question: What assistance do health and human services organizations need for planning?

Local agency respondents to the United Way Capacity Building Strategies Input Survey and participants in the United Way of Greater Cleveland's core service planning focus groups and key informant interviews (2005) identified needs for organizational planning in the following areas: funding, resources for consultants, limited time, utilization of new models, development of templates, use of community data, using planning techniques (individual and strategic), and developing a big picture strategic plan.

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 planning/coordination/advisory groups are:

- What are the different types of organizational planning that can be done (e.g. strategic planning; planning at organizational transition points, etc.)?
 - What is the frequency that planning assistance and support is needed?
- What assistance do health and human services in the community need for planning?
 - Who are the providers of planning in the community?
 - Who funds them? How much?
- Best Practices
 - What are models for doing organizational planning?
 - How is effectiveness measured and what evidence is there of the effectiveness of the models?
 - What are the pros and cons of funding individual agencies vs. umbrella organizations for more coordination?
 - How do other United Ways handle funding of planning/coordination/advisory groups?
- Relationship to Other United Way Organizational Planning Efforts
 - What kind of organizational planning has the Organizational Assessment Committee supported in the last 12 month period?
 - What are the committee's criteria for 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

As nonprofit organizations play increasingly important roles in society, it becomes even more critical for them to perform effectively. In response, nonprofit managers have demonstrated a growing interest in management practices and principles that will help them build high-performing organizations rather than just strong programs. Traditional foundations and venture philanthropists have also professed a new commitment to investing in the organizational capacity of the nonprofits they fund (McKinsey and Company, 2001).

Typical organizational development skills include the following:

- Performance management:
 - Performance measurement; and
 - Performance analysis and program adjustments.
- Planning:
 - Monitoring of landscape;
 - Strategic planning;
 - Financial planning/budgeting;
 - Operational planning; and
 - Human resources planning.
- Fund-raising and revenue generation:
 - Fund-raising; and
 - Revenue generation.
- External relationship building and management:
 - Partnership and alliances development and nurturing; and
 - Local community presence and involvement.
- Other organizational skills:
 - Public relations and marketing;
 - Influencing of policy-making;
 - Management of legal and liability matters; and
 - Organizational processes use and development.

Planning, coordinating, and advising are a few of the important organizational skills necessary for optimal functioning of an organization. These skills work in combination with other types of organizational development to provide a strong foundation for organizational capacity. An organization that fails to allocate resources such as time and money to planning, coordinating, and advising often fails to effectively develop or execute strategic plans, build strong advisory boards, manage transitions successfully, or design and execute sustainability plans. United Way of Greater Cleveland includes planning, coordinating, and advising specifically in its organizational assessment process and views these activities as critical to optimal organizational functioning.

According to McKinsey and Company (2001), many nonprofit boards or managers often run into obstacles while seeking to build capacity. For example, the nonprofit culture tends to glorify program work over “back-office” functions or even higher-level institutional functions such as strategic planning. In fact, in many for-profit and nonprofit organizations, “planning” is seen as something that distracts from important day-to-day activities. In addition, many nonprofit managers are generally skeptical about the relevance of business practices to nonprofit organizations (McKinsey and Company, 2001).

III. THE CORE SERVICE CONSUMERS

TARGETED CORE SERVICE CONSUMERS

The targeted consumers for this core service report are health and human service provider organizations and/or collaborations of the same.

REALIZED ACCESS TO SERVICE

Realized access to service is represented by the numbers of consumers actually served. It includes the actual number of consumers reported by agencies funded by United Way and by government funders from which it was possible to obtain data. Thus, it is an underestimate of actual numbers of consumers receiving service.

In FY 2004, providers funded by United Way reported serving 18 organizations through the planning/coordinating/advising program. No demographic or zip code data was available. (See Attachments 3 and 4.)

IV. CORE SERVICE DELIVERY

CORE SERVICE DEFINITION

For this report, the core service is defined as organizational planning that includes strategic planning, business planning, and community assessment.

BACKGROUND ON CORE SERVICE

Capacity Building Questions: What are the different types of organizational planning that can be done (e.g. strategic planning, planning at organizational transition points, community planning, etc.)?

Types of Organizational Planning

When asked what types of planning they provide, the local agency United Way Capacity Building Strategic Input Survey respondents indicated the following: strategic planning, community process/planning, financial planning, project planning, neighborhood planning, organizational planning, business planning, merger planning and service planning.

In addition to the survey responses indicated above, the AIRS Taxonomy utilized by United Way of Greater Cleveland identifies additional planning processes often utilized by agencies that provide planning for health and human services. These include planning at organizational transition points, assessment of existing social conditions and problems, offering advice and guidance, developing and assisting in the implementation of specific strategies, coordinating the provision of human services in an efficient, non-duplicative way, and utilizing a collaborative network approach to addressing specific identified community needs and problems.

Three of these planning approaches are discussed below:

- Strategic Planning;
- Business Planning; and
- Community Assessment.

Strategic Planning

Simply put, strategic planning determines where an organization is going over the next year or more, how it is going to get there, and how it will know whether it got there or not. The focus of a strategic plan is usually on the entire organization, while the focus of a business plan is usually on a particular product, service, or program.

There are a variety of perspectives, models, and approaches used in strategic planning. However, the way that a strategic plan is developed often depends on factors such as the nature of the organization's leadership and culture as well as the complexity of the organization's environment, the size of the organization, and the expertise of planners. Among the multiple strategic planning models, there is goals-based planning, issues-based planning, and organic planning. Scenario planning is another, although some would assert that it is more a technique than a model.

- *Goals-based strategic planning* is the most common model and starts with a focus on the organization's mission, vision, and/or values; goals to work toward the mission; strategies to achieve the goals; and action planning (who will do what and by when).
- *Issues-based strategic planning* often starts by examining issues facing the organization, strategies to address those issues, and then develops action plans.
- *Organic strategic planning* might start by articulating the organization's vision and values and then develop action plans to achieve the vision while adhering to those values.

Some planners prefer a particular approach to planning, e.g., appreciative inquiry. Plans are scoped to one to three years, and some even to five to ten years into the future. Some include only top-level information; others have detailed action plans. Length can also vary.

Quite often an organization's strategic planners already know much of what will go into a strategic plan (this is true for business planning, too). However, development of the strategic plan helps clarify the organization's plans and ensures that key leaders are all "on the same script." The planning process is far more important than the strategic plan document.

Business Planning

Business planning is often conducted when:

- Starting a new venture (organization, product or service);
- Expanding a current organization, product or service;
- Buying a current organization, product or service; and
- Working to improve the management of a current organization, product or service.

"MAP for Nonprofits" (McNamara, 2004b) suggests that there are a wide variety of business plan formats. The particular format and amount of content included in a plan depends on the complexity of the organization, product, or service, and on the demands of those who will use the plan for decision making (e.g., an investor, funder, management, board of directors, etc.).

Overall, the content of a business plan typically aims to describe:

- The venture (new or current organization, product or service), often including its primary features, advantages and benefits;
- What the organization wants to do with it (buy it, expand it, etc.);
- The justification of the plan to demonstrate credibility (e.g., results of research that indicate the need for what the organization wants to do);
- Marketing plans, including research results about how the venture will be marketed (e.g., who the customers will be, any specific groups (or targets) of customers, why they need the venture (benefits they seek from the venture), how they will use the venture, what they will be willing to pay, how the venture will be advertised and promoted, etc.);
- Staffing plans, including what expertise will be needed to build and provide the venture on an ongoing basis;
- Management plans, including how the expertise will be organized, coordinated, and led; and
- Financial plans, including costs to build the venture, costs to operate the venture, expected revenue, budgets for each of the first several years into the future, when the venture might break-even (i.e., begin making more money than cost).

The plan can also include a wide variety of materials in appendices, such as a description of the overall organization, its other products and/or services, its current staff, etc.

Community Assessment

Often in a planning process, a group has reached some internal agreement about its overall purpose. They may share a vision or have a written mission statement. They may have identified a problem or a need they think should be addressed. But before the group feels comfortable finalizing its goals and action plan, it sometimes needs to check with the larger community it is part of. The organization itself constitutes a community as well as the target groups it serves (McNamara, 2004b).

There are different terms used under the general category of community assessment: environmental scan, SWOT (strengths, weaknesses, opportunities, and threats), stakeholder analysis, as well as terms such as “key informant interviews,” “normal group process,” and “community forum.” All of these seek to learn more about the environment of the organization.

- An *environmental* scan seeks to identify the most important factors in the broader community that could affect an organization.
- *SWOT* is a method for identifying internal strengths and weaknesses of an organization or community and anticipating external opportunities or threats.
- *Stakeholder analysis* is based on the assumption that there are certain key people who either are most likely to be impacted by the plan or who hold the resources to determine whether or not the plan will be implemented. A study of stakeholder expectations and concerns can be an important guide to a planning group before it finalizes its goals.

An assessment can identify:

- The trends that can impact the issue being addressed;
- The resources available to help with planning and implementation;
- The level of community support or opposition likely to be encountered; and
- The preferred actions that stakeholders already favor.

There are several data sources and methods for gathering information for an assessment:

- Secondary (already existing) data sources;
- Surveys (phone, mail, or door-to-door);
- Key informants (including stakeholders or a panel of experts);
- Group discussions; and
- Community forums.

Another method used to conduct a community assessment is asset mapping or capacity building. Rather than focusing on negative problems in the community, an alternative approach is to focus on the community’s assets and the capacities and skills a community can use to improve its situation. Asset mapping examines a community’s well-being based on the resources provided by local institutions, such as schools or businesses; community associations, such as churches, parks, neighborhood clubs, or cultural groups; and individual residents in the community, such as seniors, youth groups, artists, etc. Once a community identifies its assets, it can begin to rebuild the

relationships among the institutions and associations that can best address problems (Kretzmann and McKnight, 1997).

Capacity Building Questions: What is the frequency that planning assistance and support is needed?

The majority of the local agencies responding to the United Way Capacity Building Strategic Input Survey suggested that planning is mostly ongoing but varies in frequency. Table 1 below provides a summary of how often those responding to the survey indicated participating in these activities.

Table 1: Types and Frequency of Planning/Coordinating/Advising Services, February 2005

Type of Planning	Frequency	Comments
Community Process Planning	Ongoing	Generally meets quarterly
Financial Planning	Ongoing	Monthly to quarterly
Merger Planning	Occasionally	As needed
Neighborhood Planning	Ongoing	Generally meets monthly
Organizational/Business Planning	Ongoing	
Project Planning	Ongoing	As needed
Service Planning	Ongoing	Weekly
Strategic Planning	Ongoing	Generally quarterly or annually

Source: United Way Capacity Building Strategic Input Survey, February 2005

Almost everything about building capacity in nonprofits (and in for-profit companies) takes longer and is more complicated than one would expect. One reason is that organizations have traditionally underinvested in capacity, leaving them in need of improvement in virtually every area. The sad fact is that few recognize the extent of their predicament, a failing also common to capacity builders and donors. There are few quick fixes when it comes to building capacity, and in many cases it is unrealistic and often counterproductive for capacity builders to demand immediate results, reported quarterly (McKinsey and Company, 2001).

When Should Strategic Planning Be Done?

According to “MAP for Nonprofits” (McNamara, 2004c), the scheduling for the strategic planning process depends on the nature and needs of the organization and its immediate external environment. For example, planning should be carried out frequently in an organization whose products and services are in an industry that is changing rapidly. In this situation, planning might be carried out once or even twice a year, and done in a very comprehensive and detailed fashion (i.e., with attention to mission, vision, values, environmental scan, issues, goals, strategies, objectives, responsibilities, time lines, budgets). On the other hand, if the organization has been around for many years and is in a fairly stable marketplace, planning might be carried out once a year with only certain parts of the planning process, for example, action planning (objectives, responsibilities, time lines, budgets, etc.) updated each year. Consider the following guidelines:

- Strategic planning should be done when an organization is just getting started. (The strategic plan is usually part of an overall business plan, along with a marketing plan, financial plan and operational/management plan.)
- Strategic planning should also be done in preparation for a new major venture, for example, developing a new department, division, major new product, or line of products.
- Strategic planning should also be conducted at least once a year in order to be ready for the coming fiscal year. (The financial management of an organization is usually based on a year-to-year, or fiscal year, basis). In this case, strategic planning should be conducted in time to

identify the organizational goals to be achieved at least over the coming fiscal year, resources needed to achieve those goals, and funding needed to obtain the resources. These funds are included in budget planning for the coming fiscal year. However, not all phases of strategic planning need to be fully completed each year. The full strategic planning process should be conducted at least once every three years. As noted above, these activities should be conducted every year if the organization is experiencing tremendous change.

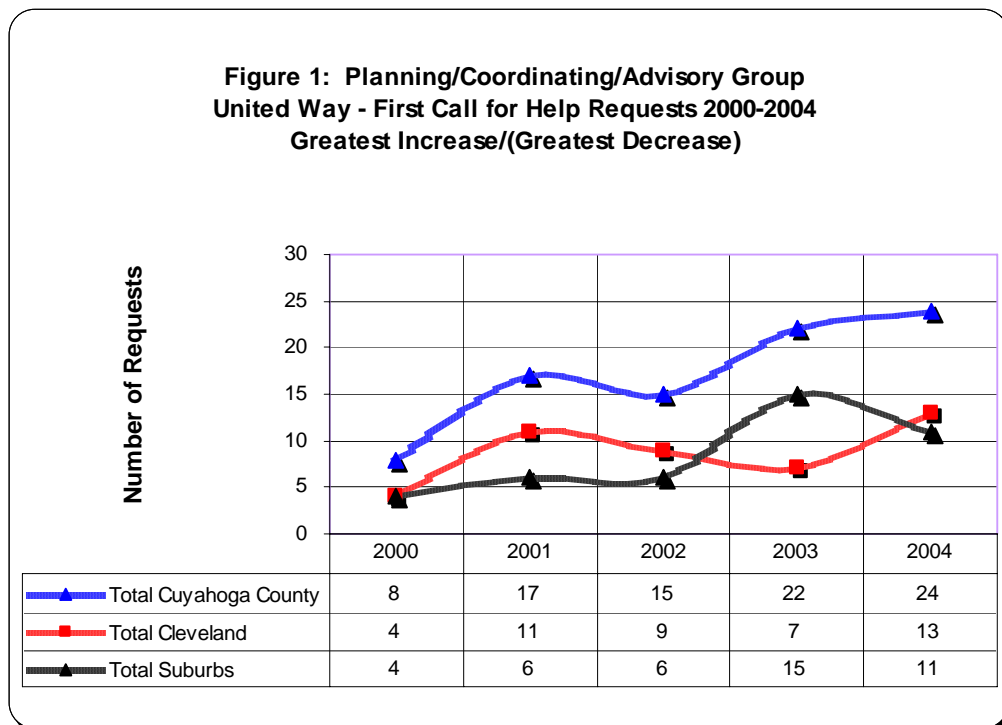
- Action plans should be updated each year.
- Note that during implementation of the plan the progress of the implementation should be reviewed by the board at least quarterly. Again, the frequency of review depends on the extent of the rate of change in and around the organization.

Capacity Building Question: Who are the planning/coordinating/advisory provider groups in the community?

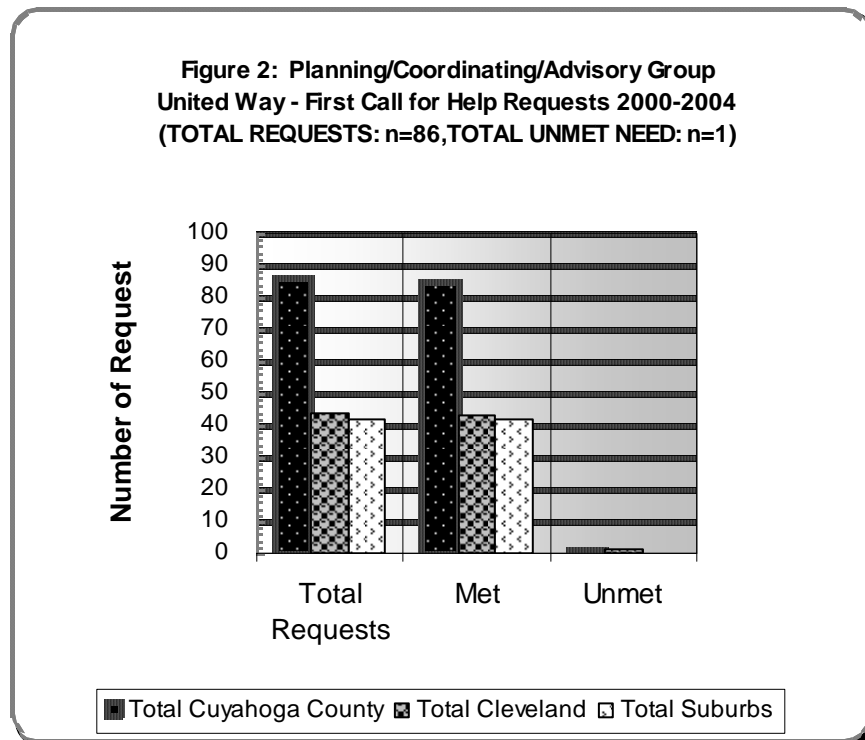
First Call for Help Call Data

Based on First Call for Help’s (FCFH) database (February 2005), there are 26 planning/coordinating/advisory provider groups operating from 27 different sites, 7 of which are government, 17 are nonprofit, and 2 are “other.” In FY 2004 (July 2003 to June 2004), United Way funded three of these providers. (See Attachments 5 and 6.)

FCFH call data shows an increase in the number of total requests for planning/coordinating/advising services in the county: from 8 in 2000 to 24 in 2004 (200 percent increase) with a 225 percent increase in Cleveland (4 to 13 requests) and a 175 percent in the suburbs (4 to 11 requests). (See Figure 1.) The highest average number of calls during 2000-2004 came from 44115 (Cleveland). (See Attachment 7.)



Over the same five-year period, First Call for Help had 86 requests for information about planning/coordinating/advising services for organizations. Of these requests, they were able to make referrals to 99 percent of callers, with only one call reported as unmet need, meaning there was no agency to which to refer the caller. (See Figure 2 and Attachment 8.)



Capacity Building Question: What kind of organizational planning has the 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 in order 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.

In response to this need, the organizational assessment committee set aside \$56,000 to provide mini-grants to help UW partner agencies tap into the kind of assistance that will help the agency staff and/or board increase its capacity to lead, manage, and direct the organization, and to provide stronger services to the community.

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 to help 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 the 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 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 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. The contingency fund had \$107,028 for FY 2005 and \$75,000 for FY 2006. 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 to run an organization.

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. A final financial report summarizing how the grantee used the funds is due at the end of the grant.

FUNDING OF CORE SERVICES

Capacity Building Question: Who funds providers of planning/coordinating/advisory groups? How much?

Local agency respondents to the United Way Capacity Building Strategic Input Survey indicated that their funding comes primarily from government contracts and grants. The Cuyahoga County Department of Children and Family Services, the Council for Economic Opportunities of Greater Cleveland, the Department of Public Health, Community Development Block Grants, and the U.S. Department of Housing and Urban Development (HUD) were the primary government funders. Federated funding sources included the Jewish Community Federation (JCF) and Catholic Charities. Multiple foundations (private and corporate) provided funding for planning, with the largest funders including the JCF Endowment and Special Purpose Fund, The Cleveland Foundation, and the Jennings Foundation. For a list of identified government and foundation funding see Tables 2 and 3 below.

Table 2: Government Funding for Planning/Coordinating/Advising, Cuyahoga County, 2002-05

Government Source	2002	2003	2004	2005
Community Development Block Grant	\$369,616	N/A	N/A	N/A
Council of Economic Opportunities of Greater Cleveland	\$2,276,070	N/A	N/A	N/A
Cuyahoga County Department of Children & Family Services	\$2,815,324	N/A	N/A	N/A
U.S. Department of Housing and Urban Development	N/A	N/A	N/A	\$297,269
Department of Health	\$989,772	N/A	N/A	N/A
Ohio Department of Education	\$165,443	N/A	N/A	N/A
Cuyahoga County Board of Commissioners	\$192,459	N/A	N/A	N/A

Source: UW Program Revenue Report Data
N/A=Not Available

Table 4: Identified Annual Revenue for Core Services: Countywide and United Way of Greater Cleveland Planning/Coordinating/Advisory Groups, 2003/2004.

Funder	Period	A		B	
		Identifiable Total Dollars Countywide		Total Dollars UW-Funded Agencies (Actual FY2004)	
		Amount	% of Total (A)	Amount	% of Total (B)
Total - Contributions and dues (less UW designations)			0.00%	13,540	0.29%
Abington Foundation, The		50,000			
Cleveland Foundation, The				25,000	
Deaconess Community Foundation		30,500			
Jennings Foundation, Martha Holden		686,386			
McGregor Foundation, The		15,000			
Nord Family Foundation, The		10,000			
O'Neill Foundation, The William J. and Dorothy K.		40,000			
Saint Ann Foundation		25,000			
Wean Foundation, The Raymond John		2,500			
Other Private Foundations - Not Elsewhere Classified		25,000		66,000	
Cleveland Indians Foundation				60,000	
Total - Foundations & Trusts		884,386	32.27%	151,000	3.19%
Total - Special Events - Growth			0.00%	358,878	7.57%
Jewish Community Federation		500,000		2,466,879	
United Black Fund of Greater Cleveland		9,000			
Total - Federated Fundraising Organizations		509,000	18.57%	2,466,879	52.06%
Department of Housing and Urban Development				182,398	
Subtotal Federal Government			0.00%	182,398	3.85%
Total - Contracts/grants from government organizations			0.00%	182,398	3.85%
Private Pay/Fee for Service				139,740	
Total - Program Service Fees				139,740	2.95%
Total - Investment Income				75,695	1.60%
Total - All Other Revenue				3,068	0.06%
Subtotal Non - UWGrCle Support		1,393,386	50.84%	3,391,198	71.57%
Total - UWGrCle investment committee allocation		1,347,076	49.16%	1,347,076	28.43%
Subtotal UWGrCle Support - 4001, 4701 & 4703		1,347,076	49.16%	1,347,076	28.43%
Total Support/Revenue		2,740,462	100%	4,738,274	100%

Capacity Building Question: How do other United Ways handle funding of planning/coordination/advisory groups?

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

- Do you fund planning/coordinates/advisory groups?
- How do you approach funding in this area?
- Do you fund individual agencies or an umbrella agency for a coordinated approach?
- Do you believe that this service is as important to fund as other direct services?
- Are there any models you would recommend?

Three of the four United Way respondents said that they funded planning/coordinates/advisory groups. One of the three did not discuss how it approaches funding; another funds this area by supporting coalitions to do the work via impact funding; and the third United Way indicated that it has historically funded “planning affiliates” in a separate manner from direct services and now considers them under an issue area with direct service programs. Three of the four respondents did not indicate whether they funded individual agencies or an umbrella agency for a coordinated approach and one respondent indicated that it funded both individual and umbrella agencies. Two of the four indicated they felt this service is as important to fund as other direct services and two individuals did not respond to this question. None of the respondents identified 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...

V. WHAT WORKS; WHAT DOESN'T

Capacity Building Question: What are the pros and cons of funding individual agencies vs. umbrella organizations for more coordination?

According to Seldon and Stead (2005), there are several important reasons nonprofits can benefit from coordinated services. First, every new nonprofit requires significant time, expertise, and money to create infrastructure for fundraising, financial and human resources management, and governance. Often nonprofit leaders possess abundant programmatic vision and experience but have little expertise in building institutions. Lacking the resources and/or the knowledge to do this properly, leaders take time away from critical mission-related work to piece together inadequate organizational infrastructures. Weak infrastructure then becomes a barrier to organizational effectiveness.

Second, the advent of Sarbanes-Oxley type regulations for nonprofits promises to substantially increase the administrative burden of 501(c)(3) status. The Sarbanes-Oxley Act, also known as the Public Company Accounting Reform and Investor Protection Act of 2002, came into force in July 2002 and introduced major changes to the regulation of corporate governance and financial practice. It is named after Senator Paul Sarbanes and Representative Michael Oxley, who were its main architects, and it set a number of non-negotiable deadlines for compliance. Created to rebuild public trust in the corporate community in the wake of corporate and accounting scandals, the federal legislation that has become known as the Sarbanes-Oxley Act requires publicly traded companies conform to new standards in financial transactions and audit procedures. There are likely to be implications of this policy that will affect nonprofits. Developing adequate fiscal and governance practices may soon be a matter of life or death to charities—a challenge many are ill equipped to meet.

Third, donors are voicing deep concern over the level of duplication in the nonprofit sector, as well as frustration about the level of impact achieved by the capacity building dollars invested to date. Mordecai Lee of the University of Wisconsin-Milwaukee recently went so far as to make this grim prediction: “Based on the growth trends in the number of American nonprofits, I’m suggesting that within the next ten years there will be a systemic collapse of the sector.” This potential crisis demands sector-wide and regional responses. Corporations have been aggressively adopting shared services and outsourcing models for years. In these cases, an internal (shared services) or external (outsourcing) organization provides services to multiple divisions or corporations, respectively, to reduce overhead and improve service (Seldon and Stead, 2005).

While there may be a need for coordinated services in some areas (primarily financial planning), utilizing coordinated services for the organizational planning process may have less impact. As previously stated, every organization ends up developing its own model because it has unique goals and objectives (Seldon and Stead, 2005).

Capacity Building Question: What are the models for doing organizational planning?

What Works

Four models of organizational planning are discussed:

- McKinsey and Company;
- MAP for Nonprofits;
- Venture Philanthropy Partners; and
- Balanced Scorecard Approach.

McKinsey and Company

There is little information about what works and what does not in building organizational capacity in nonprofits. This is largely due to the sector's historic inattention to capacity building, which has not been adequately supported by funders and has been of secondary importance to nonprofit managers trying to deliver programs and services to the people who need them. This situation is changing, and more funders are dedicating attention and financial support to organizational capacity (McKinsey and Company, 2001).

To these ends, McKinsey and Company (2001) conducted case studies of 13 nonprofit organizations that have engaged in capacity building efforts within the past decade. These groups span the spectrum of size and mission from The Nature Conservancy (\$780 million in revenues, 3,000 employees) to the school improvement organization Powerful Schools (\$700,000 budget, 14 staff). In keeping with Venture Philanthropy Partner's focus, about half of the organizations studied were involved in youth services or education. Each organization had also completed or was in the process of completing a substantial capacity building exercise, and these exercises were driven by a range of capacity builders from venture philanthropists to consultants to the organizations themselves.

The first lesson is that the act of resetting aspirations and strategy is often the first step in dramatically improving an organization's capacity. The nonprofits in this study that experienced the greatest gains in capacity were those that undertook a reassessment of their aspirations (their vision of what the organization was attempting to accomplish in the next phase of its development) and their strategy. It is important to emphasize that a new aspiration or strategy can only be transformative if it is then used to align the other aspects of organizational capacity. If done thoroughly, this alignment process provides a tight institutional focus and a road map for the organization's use with both internal and external audiences that will help keep everyone on track during the long and difficult process of building capacity (McKinsey and Company, 2001).

If a nonprofit's aspirations describe at a high level what the organization wishes to achieve (its purpose and objectives), strategy represents the means for reaching those aspirations. Optimally, organizations will implement strategies that are coherent, well integrated, and linked directly to their major goals. More than simply the sum of its activities, well-conceived strategies should build on a nonprofit's core competencies, allocate resources to priorities, and help delineate its unique point of differentiation. Capacity building efforts focusing on the strategy component have typically sought to align an organization's strategies with its aspirations. This exercise serves a dual purpose: on the one hand, it can play a useful role in helping eliminate programs of limited mission impact, while on the other it allows organizations to take advantage of changed circumstances or new opportunities. But strategies also have been aligned with the rest of the organization (skills,

human resources, and so forth) to ensure the greatest chance of making a positive social impact (McKinsey and Company, 2001).

The most important goal for an organization's planning process is to generate the plan that fits them and enjoys buy-in from the management team, staff, board, and other key stakeholders. The plan can be successful only if it has its organization's ownership, if its vision is one that the organization can stand behind, if key stakeholders enthusiastically support the plan, and if strategic challenges and operational issues have been thought through in a way that will make the vision attainable (McKinsey and Company, 2001).

MAP for Nonprofits

According to MAP for Nonprofits (McNamara, 2004b), in creating an effective organizational plan, leaders should keep the following key points in mind:

- *Program should tie to the organization's mission.* Each program should be strongly associated with the organization's overall mission. That is, the organization's executive leaders should work from the mission to identify several major goals that must be reached and that, in total, will reach the mission. If an idea for a program comes up at some time other than during strategic planning, executive leaders must ask themselves if the program is really appropriate for the organization.
- *Program planning should tie in with strategic planning.* Depending on the nature of the organization, strategic planning typically includes a review of the organization's vision, mission, values, overall strategic issues and strategic goals (each of which, in some organizations, becomes a program), and strategies to reach the goals (strategies to reach its goals often are the roadmap for how to meet its goals). Because the program planning must be tied to the nature of the organization's mission, program planning should be closely tied with the organization's strategic planning as well. Typically, at a point right after the strategic planning process has identified strategic goals and issues, a team of planners can draft a framework for how goals can be met.
- *Involve the board.* A major responsibility of a board is to set strategic direction for the organization. Boards should be highly involved in authorizing and guiding initial direction for programs. Therefore, boards should be involved in strategic planning of programs. (Admittedly, many experienced executive directors might argue that they actually drive the board to conduct strategic planning. Many experienced executive directors, consultants, and other practitioners believe that ultimately it's the working relationship of the board and executive director that determines the success of an organization.)
- *Conduct program planning as a team.* The executive director, key planners, relevant personnel, and major customers (internal or external) should be involved in program planning. ("Relevant personnel" are those who lead programs or other departments that will integrate or coordinate with the new program being planned.) Often, initial plans for a program are suggested to the executive director and professional staff. Program planning is often initiated as part of the organization's overall strategic planning process and so is conducted by the strategic planning team, which should be comprised of the board, the executive director, employees, and key customers (internal or external) as much as possible.

- *Planning should involve potential internal/external customers as much as possible.* One can embark on a wonderful program planning process with all the right parts, but if key customers (internal or external) are not involved to provide perspectives from the program user's point of view, the organization may build a beautiful ladder—to the wrong roof. Involve customers (internal or external) in initial ideas about a program, discuss perceived unmet need among those customers (internal or external), and ask how they would like the need to be met. Run a final draft of the program plan past a couple of key customers (internal or external). (Note that this involvement of customers (internal or external) is a critical aspect of the marketing process.)
- *Don't worry about developing the perfect program plan.* If the organization involves the right people, and if everyone participates wholeheartedly and reflects on their experiences, then the organization will develop the “perfect” plan. The organization remains the only real expert on its own planning. Outside consultants and facilitators can be brought in, but each planning decision is ultimately up to the organization members. The “perfect” program plan will meet the nature and needs of the organization.

Venture Philanthropy Partners (VPP)

According to Venture Philanthropy Partners (VPP) (McNamara, 2004d), there is no one perfect strategic planning model for each organization. Each organization ends up developing its own model of strategic planning, often by selecting an existing model and modifying it as they go about developing their own planning process. VPP has identified five basic models for organizations to use as a starting point in their planning process. An organization may also choose to integrate these models. The five models include: basic strategic planning, issue-based (or goal-based), alignment, scenario, and organic planning.

- **Model One - Basic Strategic Planning**

This very basic process is typically followed by organizations that are extremely small, busy, and have not done much strategic planning before. The process might be implemented in year one of the nonprofit to get a sense of how planning is conducted, and then embellished in later years. The basic strategic planning process includes:

 - *Identify purpose (mission statement).* This is the statement(s) that describes why the organization exists, i.e., its basic purpose.
 - *Select the goals the organization must reach if it is to accomplish its mission.* Goals are general statements about what must be accomplished to meet the organization's purpose, or mission, and address major issues facing the organization.
 - *Identify specific approaches or strategies that must be implemented to reach each goal.* The strategies are often what will change the most as the organization eventually conducts more robust strategic planning.
 - *Identify specific action plans to implement each strategy.* These are the specific activities that each major function (for example, department, etc.) must undertake to ensure it is effectively implementing each strategy. Objectives should be clearly worded to the extent that people can assess whether the objectives have been met or not.
 - *Monitor and update the plan.* Planners regularly reflect on the extent to which the goals are being met and whether action plans are being implemented.

- Model Two - Issue-Based (or Goal-Based) Planning

Organizations that begin with the basic planning approach as described above often evolve to using this more comprehensive and more effective types of planning:

 - External/internal assessment to identify “SWOT” (strengths and weaknesses and opportunities and threats);
 - Strategic analysis to identify and prioritize major issues/goals;
 - Design of major strategies (or programs) to address issues/goals;
 - Design/update of vision, mission and values (some organizations may do this first in planning);
 - Establishment of action plans (objectives, resource needs, roles and responsibilities for implementation);
 - Recording issues, goals, strategies/programs, updated mission and vision, and action plans in a strategic plan document, and attached SWOT, etc.;
 - Development of the yearly operating plan document (from year one of the multi-year strategic plan);
 - Development and authorization of the budget for year one (allocation of funds needed to fund year one);
 - Conducting the organization’s year-one operations; and
 - Monitoring/reviewing/evaluating/updating the strategic plan document.

- Model Three - Alignment Model

The overall purpose of this model is to ensure strong alignment between the organization’s mission and its resources to effectively operate the organization. This model is useful for organizations needing to fine-tune strategies or find out why they are not working. An organization might also choose this model if it is experiencing a large number of issues around internal efficiencies.

 - Outline the organization’s mission, programs, resources, and needed support.
 - Identify what’s working well and what needs adjustment.
 - Identify how these adjustments should be made.
 - Include the adjustments as strategies in the strategic plan.

- Model Four - Scenario Planning

This approach might be used in conjunction with other models to ensure that planners truly engage in strategic thinking. The model may be useful, particularly in identifying strategic issues and goals.

 - Select several external forces and imagine related changes that might influence the organization, e.g., change in regulations, demographics, etc. Scanning the newspaper for key headlines often suggests potential changes that might affect the organization.
 - For each change in a force, discuss three different future organizational scenarios (including best case, worst case, and OK/reasonable case) that might arise with the organization as a result of each change. Reviewing the worst-case scenario often provokes strong motivation to change the organization.
 - Suggest what the organization might do, or potential strategies, in each of the three scenarios to respond to each change.
 - Detect common considerations or strategies that must be addressed to respond to possible external changes.

- Select the most likely external changes to affect the organization (e.g., over the next three to five years) and identify the most reasonable strategies the organization can undertake to respond to the change.
- **Model Five - “Organic” (or Self-Organizing) Planning**

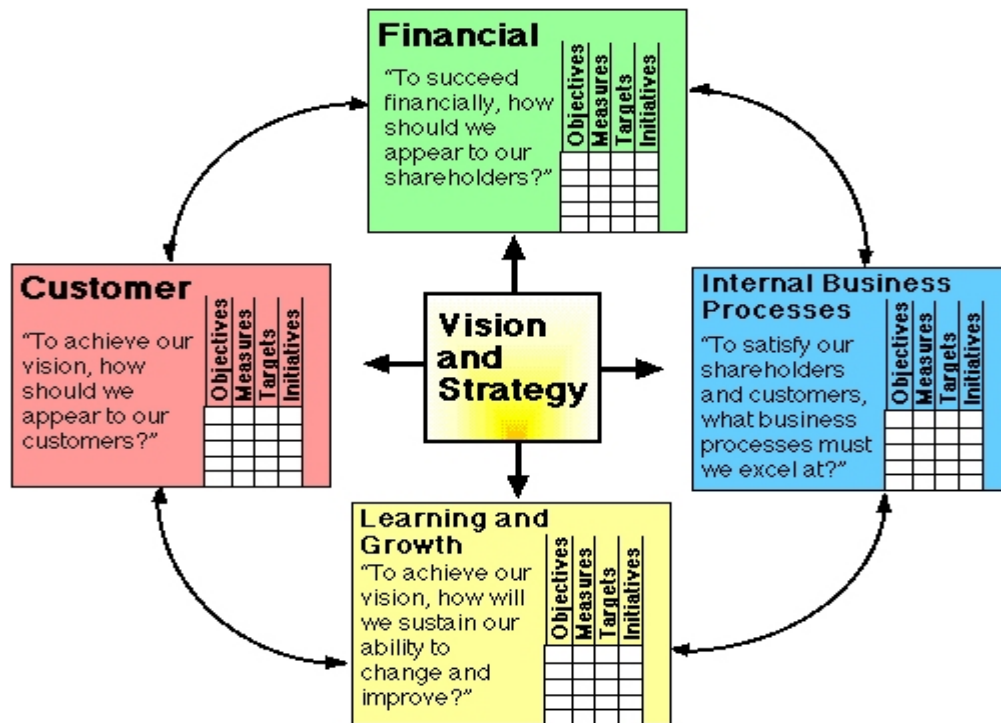
Another view of planning is similar to the development of an organism (i.e., an “organic,” self-organizing process). Self-organizing requires continual reference to common values, dialoguing around these values, and continued shared reflection around the systems and current processes.

 - Clarify and articulate the organization’s cultural values using dialogue and storyboarding techniques.
 - Articulate the group’s vision for the organization using dialogue and storyboarding techniques.
 - On an ongoing basis, e.g., once every quarter, dialogue about what processes are needed to arrive at the vision and what the group is going to do about those processes.
 - Be mindful that this type of naturalistic planning is never really “over” and that, rather, the group needs to learn to conduct its own values clarification, dialogue/reflection, and process updates.
 - Be very, very patient.
 - Focus on learning and less on method.
 - Ask the group to reflect on how the organization will portray its strategic plans to stakeholders, etc. who often expect the “mechanistic, linear” plan formats (McNamara, 2004d).

Balanced Scorecard Approach

A new approach to strategic management was developed in the early 1990's by Drs. Robert Kaplan (Harvard Business School) and David Norton (Averson, 1998). They named this system the “balanced scorecard.” This approach clearly prescribes what companies should measure in order to balance the financial perspective. It provides feedback around both the internal business processes and external outcomes in order to continuously improve strategic performance and results.

The balanced scorecard suggests that the organization be viewed from four perspectives (the learning and growth perspective, the business process perspective, the customer perspective, and the financial perspective). It furthermore assumes that organizations develop metrics, collect data, and analyze it relative to each of these perspectives. (See figure below.)



©Paul Arveson, 1998

The balanced scorecard methodology builds on some key concepts of previous management ideas such as total quality management (TQM), including customer-defined quality, continuous improvement, employee empowerment, and—primarily—measurement-based management and feedback. The balanced scorecard incorporates feedback around internal business process *outputs*, as in TQM, but also adds a feedback loop around the *outcomes* of business strategies. This creates a "double-loop feedback" process in the balanced scorecard.

Capacity Building Question: How is effectiveness measured and what evidence is there of the effectiveness of the models?

Two methods of measuring effectiveness are discussed:

- Strategic Information Systems Planning (SISP); and
- Inputs/Outcomes Approach to Measurement.

Strategic Information Systems Planning (SISP)

Improving strategic information systems planning (SISP) remains a critical concern of both practitioners and academics. To date, a rather large number of studies have examined or proposed analytical techniques, frameworks, and tools for developing strategic plans. As a direct consequence of this emphasis, methodologies have often become the basis for characterizing the entire process of SISP within the information systems literature. Recent theoretical work suggests that such characterizations are unnecessarily narrow and that planning activities within

organizations can be more accurately conceptualized as systems of behaviors, agendas, or process dimensions. Working within this contemporary theoretical perspective, the findings of this study suggest that SISP can be operationalized along distinct dimensions of *comprehensiveness* (extent of solution search), *formalization* (rules and procedures to guide activities), *focus* (creativity or control), *flow* (top down, bottom up), *participation* (number and variety of planners), and *consistency* (frequency of planning cycles). Similar to previous theoretical work and case studies, higher order factor modeling of these dimensions suggests that planning systems exhibiting aspects of *rationality* (high comprehensiveness, high formalization, control focus, top-down flow), and *adaptation* (high participation, high consistency) are positively associated with planning effectiveness (Segars, Grover & Teng, 1998).

Inputs/Outcomes Approach to Measurement

Most organizations, with the exception of ones with evaluation staff and extensive long-term consulting and research budgets, use an inputs > outcomes approach to measuring impact. Most donors measure the impact of their giving based on the ability of each grantee, or a group of grantees, to deliver concrete measurable outcomes based on clear inputs. Most experts agree that organizations have failed to invest in the infrastructure necessary to measure complex, long-term attempts at constructive change on a systems level (Global Leaders for Tomorrow, 2003).

What Doesn't Work

Most strategic plans fail to achieve their goals because there is insufficient focus on implementation, in particular, insufficient attention by the leadership team on the management of strategic change. This risk can be managed by implementing a strategic change leadership team. This team needs to focus on the implementation of each element of the strategic plan. It is responsible for appointing sub-groups to carry out specific tasks and assignments. The team reports to the CEO or the board and must hold itself responsible for setting the program and meeting the implementation targets (Adamson, 2004).

The responses to planning sophistication questions (Segars et al., 1998) seem to indicate that nonprofits recognize the importance and potential benefits of including planning in their organizational process. However, the fact that there are too few organizations performing sophisticated planning may be due to organizations' limited resources to devote to anything beyond the day-to-day requirements of a nonprofit. The results should, however, be viewed with caution as other factors may be at work. For example, smaller nonprofits may be less technologically sophisticated and therefore have less sophisticated planning and less impact on organizational success. Also, return-on-investment (ROI) is a difficult concept to apply to nonprofits. Segars et al. (1998) introduced one way of measuring ROI and asked nonprofits to relate it to their organization. It is possible that nonprofits haven't given much previous consideration to relationship between planning sophistication and organizational success.

VI. GAP ANALYSIS

Capacity Building Question: What assistance do health and human services organizations need for planning?

Local agency respondents to the United Way Capacity Building Strategies Input Survey and participants in United Way of Greater Cleveland’s core service planning focus groups and key informant interviews (2005) identified the following needs for organizational planning:

Funding

Many respondents expressed a need for additional funding that would enable them to focus on planning. Few of the respondents were receiving significant dollars earmarked for planning. Most were attempting to accomplish planning with existing dollars or staff and were not able to contribute much financially to the process.

Now, the nation faces what may be the biggest challenge to nonprofits in the past two decades. Cutbacks are widespread, service delivery demands are increasing due to the continuing slack economy, and we’re being told to “do more with less.” The logical extension of that argument, as one observer has said, is to do everything with nothing.

The standard definition of operating support is grants to cover the regular personnel, administrative and miscellaneous expenses of an existing program or project. Even that, to me, is too restrictive a definition promulgated by the industry of nonprofit organizational development experts. An alternative definition would be this: unrestricted support with no strings attached, where the organization gets to use the money as it sees fit—for basic operations, for specific program needs as they arise, for public policy advocacy activities.

Is anyone helping to serve the needs of the small programs that are largely run by volunteers, who don’t have huge budgets or strong boards of directors, or the ability to raise funds? The strength of the network is crucial and those little guys need our support as a community.

Consultants

Many organizations would like to hire consultants to assist with planning but are not able to fund them. Many organizations do not have staff trained to facilitate planning or recognize that their staff is already overwhelmed with other responsibilities. Others responded that having consultants who can handle specialized planning, such as financial planning or merger planning, is particularly useful.

Time

Nearly all of the respondents suggested that being allowed more time to plan is a primary need. Finding the time necessary to allot to planning is becoming more and more difficult for organizations, especially as many organizations are being asked to do more with fewer resources. Most agencies are already working with limited staff and overhead, and much of their resources are

focused on providing the services. Some agencies suggested that if the time allocated to a task was not billable or specifically funded, it was hard to be given approval for participating in planning activities.

New Models

A few respondents were interested in utilizing new models for planning. As the nonprofit industry continues to expand and mature, many more models of planning are being adopted and adapted from the business industry—including entrepreneurial approaches to competitive strategy, board management, implementing cooperative strategies, building interdisciplinary alliances, and developing viable financial strategies.

Additional areas of need identified by an expert key informant include establishing or evaluating an organization's strategic plan, marketing, staffing, and leveraging technology to an organization's advantage. Agencies are now taking a business approach to recruiting perspective MBA graduates to re-vitalize an organization.

Templates

As mentioned above, nonprofits have little time and resources they can dedicate to formal planning and are interested in utilizing templates of effective planning strategies. A few of the respondents mentioned a desire for templates that could help them plan effectively and save them the cost of hiring independent consultants to assist with planning. A couple mentioned that it would be nice to have a template developed by United Way that meets the requirements for the UW organizational assessment that could be available online and downloaded for planning and uploaded for reporting.

Community Data

Many of the respondents were interested in having easier access to community data. The primary sources for data identified in the Planning/Coordinating/Advising Strategies Input Survey included:

- Administration on Aging;
- Annie E. Casey Foundation;
- Campaign to Protect Ohio's Future;
- Case Western Reserve University;
- Center on Urban Poverty and Social Change, Case Western Reserve University;
- Cleveland Department of Public Health;
- Cleveland State University;
- Council for Economic Opportunities of Greater Cleveland;
- County Agencies;
- Cuyahoga County Board of Health;
- Family Coverage Coalition;
- Health Policy Institute of Ohio;
- PEW Commission;
- Policy Matters;
- Public Services Institute of Lorain County Community College;
- Scripps Gerontology Center, Miami University;
- State of Ohio;
- The Center for Community Solutions;
- The Maxine Goodman Levin College at Cleveland State University; and
- UHCAN Ohio.

Many of the respondents mentioned the barriers involved with utilizing the data. Barriers include the time it takes to look up information and interpret it for specific purposes, the timeliness of research for issues requiring quick response, limited funding for applied research, money needed for research and accessing research, limited staffing, and some issues of relevancy.

Recommended dissemination strategies include:

- Providing free reports with the data included;
- Translating data into digestible “bites” for consumers;
- Periodic presentations and discussion groups;
- Electronic (Internet and CD) access to data;
- Maps, graphs, tables;
- Providing training and the context for use of data;
- E-mail reports or links to reports;
- FAQ formats; and
- Info sheets/fact sheets.

Planning Techniques (Individual and Strategic)

Agencies would like to be aware of and become proficient in using a wide variety of planning techniques, both at the individual and the strategic levels. Smaller agencies indicated they generally rely on one or two individuals who possess knowledge and skills about multiple techniques. The larger agencies tend to have more individuals participating in a variety of planning activities and need to have many individuals who can use techniques ranging from service planning through organizational strategic planning. *“In an organization of our size, many people need planning skills. We utilize techniques from a single service to organizing wide strategic initiatives.”*

Big Picture Strategic Plan

Many participants felt that it is critical for more organizations to work together and be responsive to a “bigger picture” strategic plan.

The strategic plan would then specify where the funds would be directed. The funds could then be allocated to the various agencies that are achieving their objectives or addressing the goals and objectives of the strategic plan. Because of a bigger picture strategic plan, with each organization having their part, everybody would know what funding they are going to get in return for doing their part. Otherwise, the group sees a future where agencies would be run like for-profit businesses and being cost effective would supersede the objectives of providing services to those in need.

Over the next five years, respondents would like to see someone look at the “big picture plan” and develop a plan that everyone would buy into: a plan where there are partnerships, where there is money to do it, and where different organizations can unite so that there will be a positive change.

Creating a model that could be used for nonprofit organizations in the community is another way to build capacity at that level. This could also help ensure sustainability for some of the services. Service is sometimes initially 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 itself. I think that's 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.

VII. SUMMARY

The following are the major findings from the research on planning/coordinating/advisory groups:

- As nonprofit organizations play increasingly important roles in society, it becomes even more critical for them to perform effectively. In response, nonprofit managers have demonstrated a growing interest in management practices and principles, and traditional foundations and venture philanthropists have also professed a new commitment to investing in the organizational capacity of the nonprofits they fund.
- Almost everything about building capacity in nonprofits (and in for-profit companies) takes longer and is more complicated than one would expect. One reason is that organizations have traditionally underinvested in capacity, leaving them in need of improvement in virtually every area.
- There are 26 planning/coordinating/advisory group providers operating from 27 different sites, 7 of which are government, 17 are nonprofit, and 2 are “other.”
- United Way’s Organizational Assessment 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.
- Funding comes primarily from government contracts and grants. In addition federated funding sources and foundations (private and corporate) provide funding for planning. Agencies also obtain funding through client fee-based services.
- United Way has been a significant contributor to funding for planning. Funding generally is provided to federated organizations that are able to act as coordinators for multiple agencies as they relate to planning services.
- As of May 11, 2006, more than \$2.7 million in revenues for planning/coordinating/ advisory groups has been identified countywide.
- While there may be a need for coordinated services in some areas, utilizing coordinated services for the organizational planning process may have less impact. Every organization ends up developing its own model because it has unique goals and objectives.
- Four models of organizational planning are discussed:
 - *McKinsey and Company (2001)*. The act of resetting aspirations and strategy is often the first step in dramatically improving an organization’s capacity.
 - *MAP for Nonprofits*. Create an effective organizational plan, tie to the organization’s mission and program planning, involve the board, use a team approach, involve internal and external customers, and be aware that the goal is not developing a perfect plan.
 - *Venture Philanthropy Partners (2004)*. There is no one perfect model. Each organization develops its own model of strategic planning, often by selecting an existing model and modifying it as they go along in developing their own planning process.
 - *Balanced Scorecard Approach*. This approach provides a clear prescription as to what companies should measure in order to “balance” the financial perspective.
- Most strategic plans fail to deliver their goals because there is insufficient focus on implementation.
- The following areas had identified needs for organizational planning: funding , resources for consultants, limited time, utilization of new models, development of templates, use of community data, using planning techniques (individual and strategic), and developing a big picture strategic plan.

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ATTACHMENTS

Attachment 1: Researcher List

MCS

CONSULTING SERVICE

CORE SERVICE 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.

Attachment 3: Actual Consumer Demographics

Core Service: Planning/Coordinating/Advisory Groups TD-650		
	Actual Number/Percent of Consumers by Funding Source *	
	UW Program Report Data % Cuy Cnty Only	UW Program Report Data (%)
PERIOD	7/1/2003-6/30/2004	7/1/2003-6/30/2004
TOTAL	N/A	18 Organizations
GENDER		
Male		N/A
Female		N/A
Unknown Data**		N/A
Missing Data***		N/A
RACE		
White alone		N/A
Black or African American alone/combination		N/A
Asian alone/combination		N/A
American Indian and Alaska Native alone/combination		N/A
Native Hawaiian and Other Pacific Islander alone/combination		N/A
Some other race alone/combination		N/A
Unknown Data**		N/A
Missing Data***		N/A
HISPANIC		N/A
AGE		
0-4		N/A
5-9		N/A
10-14		N/A
15-19		N/A
20-34		N/A
35-54		N/A
55-64		N/A
65-74		N/A
75+		N/A
Unknown Data**		N/A
Missing Data***		N/A
HOUSEHOLD INCOME		
\$0-\$9,999		N/A
\$10,000-\$14,999		N/A
\$15,000-\$19,999		N/A
\$20,000-\$29,999		N/A
\$30,000 and above		N/A
Unknown Data**		N/A
Missing Data***		N/A
Total		N/A

Attachment 3: Actual Consumer Zip Codes (continued)

*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.

Attachment 4: Actual Consumer Zip Codes

Core Service: Planning/Coordinating/Advisory Groups TD-650		
	City/Town (% Cleveland)	Actual Number/Percent of Consumers by Funding Source *
Period		7/1/2003-6/30/2004
TOTAL		18 Organizations
44017	Berea	0.0%
44022	Bentleyville	0.0%
44040	Gates Mills/Mayfield Village	0.0%
44070	North Olmsted	0.0%
44101	Cleveland (100%)	0.0%
44102	Cleveland/Brooklyn (95%)	0.0%
44103	Cleveland (100%)	0.0%
44104	Cleveland (100%)	0.0%
44105	Cleveland/NewburghHts/GarfieldHts	0.0%
44106	Cleveland/Cleveland Hts (60%)	0.0%
44107	Lakewood/Cleveland	0.0%
44108	Cleveland/Bratenahl (90%)	0.0%
44109	Cleveland/Brooklyn Hts (98%)	0.0%
44110	Cleveland/East Cleveland (98%)	0.0%
44111	Cleveland (100%)	0.0%
44112	East Cleveland/Cleveland	0.0%
44113	Cleveland (100%)	0.0%
44114	Cleveland (100%)	0.0%
44115	Cleveland (100%)	0.0%
44116	Rocky River	0.0%
44117	Euclid/Cleveland	0.0%
44118	ClevelandHts/UniversityHts/ShakerH	0.0%
44119	Cleveland/Euclid (50%)	0.0%
44120	Shaker Hts/Cleveland	0.0%
44121	University Hts/South Euclid	0.0%
44122	Beachwood/Highland	0.0%
44123	Euclid	0.0%
44124	Pepper Pike/MayfieldHts/Lyndhurst	0.0%
44125	Valley View/Garfield Hts	0.0%
44126	Fairview Park/Cleveland	0.0%
44127	Cleveland (100%)	0.0%
44128	Warrensville Hts/Cleveland	0.0%
44129	Brooklyn/Parma/Cleveland	0.0%
44130	Parma/Cleveland	0.0%
44131	Independence/Seven	0.0%
44132	Euclid	0.0%
44133	North Royalton	0.0%
44134	Parma/Cleveland	0.0%
44135	Cleveland/Linndale (90%)	0.0%
44136	Strongsville	0.0%
44137	Maple Hts/Cleveland	0.0%
44138	Olmsted Twp/Olmsted Falls	0.0%
44139	Bentleyville/Glenwillow/Solon	0.0%
44140	Bay Village	0.0%
44141	Brecksville	0.0%
44142	Brookpark/Cleveland	0.0%
44143	Highland Hts/Richmond Heights	0.0%
44144	Brooklyn/Cleveland	0.0%
44145	Westlake	0.0%
44146	Walton Hills/Oakwood/Bedford	0.0%
44147	Broadview Hts	0.0%
	Unknown Cuyahoga County Zip Codes**	0.0%
	Missing***	0.0%
	Unknown **	100.0%
	Total Cuyahoga County	0.0%
	Total Known Cleveland	0.0%
	Total Known Suburbs	0.0%
	Unknown & Missing	100.0%

Attachment 4: Actual Consumer Zip Codes (continued)

*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.

Attachment 5: Profile of Core Service Providers – 2005

PROFILE OF CORE SERVICE PROVIDERS - 2005		
Source: First Call for Help Refer Database February 2005		
	Count	Sub-Count: UW-Affiliated
Total Number of Organizations	26	3
Number of Organizations by Type		
Non-profit	17	3
For-profit	-	-
Government	7	-
Other	2	-
Total Number of Service Sites*	27	3
Number of Service Sites per Organization*		
1	25	3
2 – 5	1	-
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	2	-
44103 - Cleveland	-	-
44104 - Cleveland	-	-
44105 - Cleveland/Newburgh Hts/Garfield Hts	-	-
44106 - Cleveland/Cleveland Hts	1	-
44107 - Lakewood/Cleveland	-	-
44108 - Cleveland/Bratenahl	-	-
44109 - Cleveland/Brooklyn Hts	-	-
44110 - Cleveland/East Cleveland	-	-
44111 - Cleveland	-	-
44112 - East Cleveland/Cleveland	-	-
44113 - Cleveland	6	-
44114 - Cleveland	7	1
44115 - Cleveland	7	2
44116 - Rocky River	1	-
44117 - Euclid/Cleveland	-	-
44118 - ClevelandHts/UniversityHts/ShakerHts	-	-
44119 - Cleveland/Euclid	-	-
44120 - Shaker Hts/Cleveland	1	-
44121 - University Hts/South Euclid	-	-
44122 - Beachwood/Highland Hills/Shaker Hts.	-	-
44123 - Euclid	-	-
44124 - Pepper Pike/Mayfield Hts./Lyndhurst	-	-
44125 - Valley View/Garfield Hts	-	-
44126 - Fairview Park/Cleveland	-	-
44127 - Cleveland	1	-
44128 - Warrensville Hts/Cleveland	-	-

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

PROFILE OF CORE SERVICE PROVIDERS - 2005		
Source: First Call for Help Refer Database February 2005		
	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	1	-
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	-	-
44143 - Highland Hts/Richmond Heights	-	-
44144 - Brooklyn/Cleveland	-	-
44145 - Westlake	-	-
44146 - Walton Hills/Oakwood/Bedford	-	-
44147 - Broadview Hts	-	-
44149 - Strongsville	-	-

* Number of sites and geographic location of sites does not include data for two of the United Way funded providers as they were not on the FCFH database.

Attachment 6: Providers and Functions – 2005

Service Providers & Functions	
Source: First Call for Help Refer Database February 2005	
Agency	Services
AIDS Taskforce Of Greater Cleveland	Service Coordination
Alcohol And Drug Addiction Services Board Of Cuyahoga County	Research And Planning
Catholic Charities Health And Human Services - Emergency Assistance Services	Emergency Food And Shelter Management
Catholic Charities Health And Human Services - Parish And Community Ministries	Pro Life Services
Catholic Charities Services Corp.	Health And Human Service Delivery System Administration
Center For Community Solutions - The	Human Service Planning And Coordination
Center For Health Affairs	Hospital Association
Center For Mental Retardation	Consultation And Technical Assistance - MR/DD
Cleveland Reads	Coalition For Literacy
Cleveland/Cuyahoga County Office Of Homeless Services	Planning And Coordination Of Area Services For The Homeless
Community Challenge	Community Coalition On Substance Abuse
Cuyahoga County Community Mental Health Board	Mental Health Service Coordination And Funding
Cuyahoga County Dept. Of Justice Affairs	Planning/Coordinating - Crime Issues
Cuyahoga County Family And Children First Council	Planning And Expansion Of Services For Children/Families, Collaboration And Facilitation Of Services For Children, Planning And Coordination Of Services For Children/Families
Cuyahoga County Planning Commission	Regional Planning
Healthy Fathering Collaborative	Planning/Coordinating - Fathering Initiative
Jewish Community Federation of Cleveland	
Lutheran Metropolitan Ministry	Human Services Planning And Coordination
Neighborhood Centers Assn.	Community Organization
Northeast Ohio Areawide Coordinating Agency	Planning And Research - Transportation/Environmental Issues
Northeast Ohio Coalition For The Homeless	Coordination And Advocacy For Homeless Services
Starting Point For Child Care And Early Education	Community And Legislative Advocacy
Substance Abuse Initiative Of Greater Cleveland	Neighborhood Drug Abuse Prevention Strategies
United Neighborhood Centers Of America	Professional Association
University Hospitals Of Cleveland	Education/Consultation For Professionals - Perinatal Health
United Black Fund of Greater Cleveland	
Westside Industrial Retention And Expansion Network	Training

Bold represents agency funded by United Way for this service in FY 2004. The Jewish Community Federation and the United Black Fund did not show up in the FCFH list and were added as they were funded by United Way for this service in FY 2004.

Attachment 7: United Way - First Call for Help Planning/Coordinating/Advisory Group Requests – 2000-2004: Greatest Increase/Greatest Decrease

TD-650 Planning/Coordinating/Advisory Group								
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		
44115	Cleveland	1	5	4	0	3	200%	3
44105	Cleveland/NewburghHts/GarfieldHts	1	0	0	0	3	200%	1
44112	East Cleveland/Cleveland	1	0	1	1	3	200%	1
44107	Lakewood/Cleveland	0	0	0	1	2	N/A	1
44120	Shaker Hts/Cleveland	0	0	0	3	2	N/A	1
44110	Cleveland/East Cleveland	1	3	0	0	0	(100%)	1
44118	ClevelandHts/UniversityHts/ShakerHts	1	0	0	1	0	(100%)	N/A

**Total Cuyahoga County	8	17	15	22	24	200%	17
**Total Cleveland	4	11	9	7	13	225%	9
**Total Suburbs	4	6	6	15	11	175%	8

* 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

TD-650 Planning/Coordinating/Advisory Group					
First Call for Help Requests 2000-2004					
Unmet Need					
Zip Code		TOTALS 00-04			%
		Requests	Met	Unmet	Unmet
44115	Cleveland	13	12	1	8%
*Total Cuyahoga County		86	85	1	1%
*Total Cleveland		44	43	1	2%
*Total Suburbs		42	42	0	0%

FCFH DATA NOTES

Met = service request resulting in referral to an organization. (Does not mean agency was able to provide the service.)

Unmet = service request for which there was no referral.

Note: 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.

* 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.



**United Way of
Greater Cleveland**

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