

Great Cities Institute

University of Illinois at Chicago

BUILDING NON-PROFIT CAPACITY IN NORTH LAWNDALE

Phase I: The Current Capacity of North Lawndale
Non-profits

A Report to the Steans Family Foundation

February 28, 2005

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Executive Summary

Overview

The Steans Family Foundation engaged the Great Cities Institute (GCI) at the University of Illinois at Chicago (UIC) to explore the possibility for helping North Lawndale non-profits grow and be more effective through the creation of a Capacity-Building Co-operative. Informed by North Lawndale organizations and leaders, and situated in the community, a Co-Op would be a one-stop shop for resources such as training and technical assistance that would help organizations become more effective. Residents, non-profit staff, and community leaders would use the Co-op to receive training, share lessons learned with their peers, gather data specific to North Lawndale, access education and technical assistance resources at UIC and other institutions of higher learning in Chicago, and connect with funders and resource providers.

This report shares the results of an initial phase of research on the capacity of North Lawndale non-profits; two training workshops for non-profit staff; and the creation of an on-line information resource for North Lawndale non-profits and residents. The core of the report is an analysis of current information about the number, type, size and organizational characteristics of non-profit organizations engaged in the North Lawndale community. These data provide a snapshot of the current capacity of North Lawndale non-profits. Understanding current capacity is a first step toward determining the best way to support the development of that capacity. The report also includes results from the two training workshops, as well as printouts from a website that with information about North Lawndale community assets (in Appendix F).

Results

A framework that defines organization capacity along five components was used to guide the research. The five components include resource capacity, organizational capacity, programmatic capacity, networking capacity, and political capacity. This model was useful in that it could be applied to a wide range of groups and lent itself well to measurement. The framework was the basis of two tools -- a mailed survey, and a mailed assessment instrument. A total of 412 organizations were mailed either a survey or both a survey and an assessment. Forty-eight organizations responded to the survey, while twenty eight responded to the assessment.

The sample of respondents to the survey and assessment indicates that North Lawndale has a base of very well established organizations (nearly one-third are over 20 years old) with large staff numbers that primarily provide social services to residents. However, there is also a more diverse set of non-profits that are less than 10 years old that may need

to shore up their long-term sustainability. More research is needed to understand the specific capacity-building needs of both sets of non-profits.

Some specific highlights of the data include:

- *The established organizations are large in budget and employees.* Many of these organizations are established service providers with annual budgets of over \$750,000 (48%) and the median staff size of the respondents was 14 full time employees.
- *Respondents are primarily service providers responding to key needs in the community.* The most common services provided (40% or more of respondents providing) include youth development, family services, and employment and training.
- *Respondents relied on a variety of funding sources.* Some key funding sources include foundations (74%), city agencies (59%), individuals (48%), and state agencies (41%).
- *Respondents engage in strategic planning.* Most groups have a strategic plan (78%) created with staff and board involvement.
- *Organizations have training needs that can be met by Great Cities Institute training offerings.* Respondents indicated they have strong training needs in the areas of program design and evaluation, marketing/visibility, fundraising, and technology.
- *There was a high level of internet connectivity among our sample.* Fifty-seven percent of respondents have a website, and eighty percent have internet access. However, there was also a need for computers (46%) and updated software (42%).
- *Groups collaborate at a high level.* Fifty-three percent collaborate with seven or more other organizations, however, the capacity-enhancing benefits that they gain from these collaborations were unclear.

Participants in the grant-writing and technology courses experienced significant improvements in knowledge between pre- and post-testing (35% and 22% respectively). The experience with both courses revealed a need to not only offer non-profits training on the technical aspects of grant-writing and technology, but also revealed that understanding how to implement what one has learned needs to be a key aspect of capacity-building training. The feedback in both courses indicated a level of comfort with the fundamental issues of each topic, such as being able to articulate a clear message for a grant, or understanding the need for a technology plan. However, the participants felt challenged by the implementation steps of each topic, or the steps of turning concept into a useful product. The key implication of this lesson is that any capacity-building effort should include experiential learning as a central component.

Next Steps

The need to do additional research presents the GCI and Steans partnership with an opportunity to connect the work done in this phase to a longer-term effort to grow the capacity of non-profits in North Lawndale. Adding to this opportunity is the recent award of a HUD New Directions grant to GCI, the focus of which is the North Lawndale community. Under the New Directions grant, GCI has committed to offering non-profit management courses to a cohort of 20 non-profit organizations in North Lawndale. GCI has envisioned a plan for subsequent phases of research and planning that results in the creation of the Co-op during a third phase. An outline of the key elements of subsequent phases of work follows.

Phase II: Understanding the Capacity Needs of Non-Profits in North Lawndale (April-August 05)- This phase would focus on enriching the data collected in Phase I with the goal of developing fuller assessments of the needs of non-profits in North Lawndale. With Steans support, GCI would:

- continue the survey and assessment process initiated in Phase I by targeting types of organizations with low response rates to the survey and assessment;
- in-depth interviews of executive directors of North Lawndale non-profits (20-25);
- further development of the Knowledgebase website,
- focus groups with other executive directors (5 focus groups with 5-8 participants); and
- a second round of CNM courses, offered as an in-person and online mixed format.

Phase III – Building a Capacity-Building Co-op Pilot (August-December '05)
–This would be the beginning of a joint effort between the UIC, Steans, other funders, and the North Lawndale community to provide coordinated capacity-building resources to North Lawndale non-profits. The structure of this partnership would be driven by the analysis of data collected in Phases I and II. At a minimum the key features should include:

- selection of twenty North Lawndale organizations to participate in a pilot of the capacity-building Co-op;
- participants in a custom set of non-profit management courses tailored to their needs as a group (funded by the HUD grant);

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- appropriate engagement of other units within the College of Urban Planning and Public Affairs (CUPPA) and UIC to make a wide range of research and technical assistance available to the twenty organizations in the Co-op pilot;
- the collaboration of Steans, GCI, and other engaged units within the University work to bring in other foundations and funding sources to support the Co-op with grants and other resources;
- a formal evaluation of the short-term impact of the pilot on the 20 organizations;
- on-going development and maintenance of the Knowledge Base website with a hand off to a community partner at the end of the phase; and
- the transition of responsibility for the management of the Co-op in the community, either as a new entity, or within an existing entity.

Phase III work could continue as a long-term partnership between UIC and Steans. As the Co-Op begins to draw in other sources of support and other resources, it may become less dependent upon Steans support.

1 Introduction and Overview

1.1 Purpose

This report shares results of research on North Lawndale non-profits, *two* training workshops for non-profit staff, and the creation of an on-line information resource for North Lawndale non-profits and residents. The Great Cities Institute (GCI) at the University of Illinois at Chicago (UIC) completed this research with a grant from the Steans Family Foundation. The core of the report is an analysis of a baseline compilation of current information about the number, type, size and organizational development and capacity of non-profit organizations engaged in the North Lawndale community. These data provide a snapshot of the current capacity of North Lawndale non-profits. Understanding current capacity is a first step toward determining the best way to support the development of that capacity. Steans may use the data to develop programming and resources that are tailored to the identified needs of the Lawndale-based organizations. The Report will summarize the research to date, provide a summary of the outcome of the Fall/Winter Capacity Building Intensives and provide a project *summary* and recommendations for next steps for implementation of Phase II of the Capacity Co-op. The report also includes printouts of the Knowledge Base website, an online resource of assets in the North Lawndale community.

1.2 Background

GCI and SFF have mutual interests in developing organizational capacity and increasing civic engagement at the grassroots level. The mission of GCI is one of “civic engagement”. By creating, disseminating and applying interdisciplinary knowledge in Community Development, Metropolitan Sustainability, Workforce Development, and Professional Education, the Institute works to improve the quality of life in metropolitan Chicago and other national and international urban areas. The Steans Family Foundation (SFF) concentrates its grant making and programs in North Lawndale, a revitalizing neighborhood on Chicago’s West Side. By dedicating time, money, expertise, and advocacy, the foundation works in partnership with local residents and institutions to build and enhance the North Lawndale community.

1.2.1 Shared Vision and History of GCI and SFF Partnership

It should be noted that GCI and SFF have a significant history of collaboration. In 2001, SFF sponsored a cohort of 30 North Lawndale executive directors to participate in the On-Line Certificate in Nonprofit Management program. In 2002, SFF sponsored 15 North Lawndale executive directors to participate in the same program. The program was tailored to address the specific needs of North Lawndale organizational leaders, and included courses in fundraising and marketing, board development, strategic planning, operations and finance.

July 2004 marked the beginning of a partnership between GCI and SFF, in cooperation with a broad cross section of North Lawndale organizational leaders to gather current information about nonprofit organizations in North Lawndale and to develop a North Lawndale Nonprofit Knowledge Base. GCI would 1) survey and assess existing nonprofit and faith-based organizations in North Lawndale 2) conduct training for non-profit leaders in two areas: program planning/proposal writing and technology applications to nonprofit management/operating systems. Data gleaned from these processes would be used to create a GIS map of North Lawndale assets, and to inform SFF grant making and capacity building. The website will be initially hosted by GCI, and will eventually serve as a central location for community and organizational data, on-line resources to improve organizational effectiveness. Community based organizations will have access to information about the state of the North Lawndale community and organizational development processes. Over time, Organizations will have the ability to share lessons learned with peers, and to better determine the capacity of their organizations to grow and become more effective. The project began in July, 2004 and was completed in February, 2005. A team that included GCI staff, former GCI staff member Kate Pravera, and Valerie F. Leonard, an established consultant who is also a North Lawndale resident, completed all research and deliverables.

1.2.2 Process leading to funding of Community Capacity Co-op proposal

SFF has been engaged in North Lawndale since 1995. Over the years they have identified a number of organizations with great knowledge of the community, strong visions for their organizations and innovative programs and services. However, the need to build organizational and leadership capacity among North Lawndale organizations remains one of the greatest barriers to sustainable organizational growth and impact to the community.

While SFF has invested approximately \$10,000,000 in North Lawndale since its inception, the Foundation realizes that grant making alone will not guarantee success. The Foundation must play a role in the development of non-profits. In recent years, this role has taken the form of a wide range of support to develop grassroots leadership and organizational capacity including training for professional education for staff of North Lawndale non-profit organizations. These efforts have had positive results, however, there has not been a comprehensive approach to capacity building for organizational growth and development commensurate with the demand for services and the need to develop organizational infrastructures to support these services.

Steans has engaged UIC to explore one possibility for helping North Lawndale non-profits grow to be more effective, a Capacity-Building Co-operative. The Co-op would be informed by North Lawndale leaders, and ideally, would become a one-stop shop to address the community's capacity building needs. Community leaders would access training in subjects of particular benefit to their respective organizations, share lessons

learned with their peers, gather **GIS** and statistical information specific to North Lawndale, connect with education and technical assistance resources at UIC and other institutions of higher learning in Chicago, and be put in contact with a broad range of capacity building resources at the national, state, county, city and community levels. North Lawndale leaders would be in a better position to leverage capacity building dollars provided by the Foundation in a cost effective way.

1.3 Summary of Project Goals, Design and Timeline

The project goals design and timeline are summarized in Table 1 below:

Table 1. Project Summary.

GOALS	DELIVERABLES	INDICATORS/ OUTCOMES	ACTUAL OUTCOMES/DATES
<p>Research: Survey Nonprofits to develop a multi-faceted strategy for surveying and assessing the universe and capacity of nonprofit, faith-based organizations in the North Lawndale community.</p>	<ul style="list-style-type: none"> • Database with profiles of North Lawndale nonprofits to be published on-line • GIS map of North Lawndale nonprofits • Report analyzing findings of survey and organizational assessment • Nonprofit Knowledge Base Website 	<ul style="list-style-type: none"> • 95% of nonprofits in North Lawndale will complete the basic survey and contribute their organizational profile to the Nonprofit Knowledge Base. ¹ • Baseline compilation of current information about the number, service type, and stages of organizational development and capacity of North Lawndale nonprofits will be developed. 	<ul style="list-style-type: none"> • 25% of all known organized and informal nonprofits and churches in North Lawndale have completed the basic survey and contributed to the Non-profit Knowledge Base. (12/31/04) • Baseline compilation of current information about the number, <i>location, service sector (versus stage of development)</i>, service type, and capacity of North Lawndale nonprofits has been developed. (2/28/05)

¹ This goal was later clarified to be consistent with the method of a mailed survey. While an estimated ninety-five percent of North Lawndale non-profits were sent the survey, a smaller percentage was expected to actually respond to that survey.

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GOALS	DELIVERABLES	INDICATORS/ OUTCOMES	ACTUAL OUTCOMES/DATES
<p>Research: Survey Nonprofits to develop a multi-faceted strategy for surveying and assessing the universe and capacity of nonprofit, faith-based organizations in the North Lawndale community. (continued)</p>		<ul style="list-style-type: none"> ▪ Access to information on assessed needs of nonprofit organizations will allow for targeted assistance. 	<ul style="list-style-type: none"> • Access to information on assessed needs of nonprofit organizations in aggregate (vs. results from individual organizations) will allow for targeted assistance by organizational type and capacity need. (2128105)
<p>Courses: training to application</p>	<ul style="list-style-type: none"> • Program Planning for Proposal Writing Session, 8 weeks, 10 organizations in emerging/growth stage. 	<ul style="list-style-type: none"> ▪ Increased proficiency in designing programs for grant proposals; preparing an annual fund development plan and increased revenue from proposal writing over next two years as measured by pre-posttest instrument. 	<ul style="list-style-type: none"> • Increased proficiency in designing programs for grant proposals as measured by pre-posttest instrument (12/31/05) Applicants have gained 26 points, or a 35% increase in their post tests as compared to their pre-test results. • Ability to prepare an annual fund development plan and increase revenue from proposal writing over next two years (To be determined over next 2 years)

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<i>GOALS</i>	DELIVERABLES	INDICATORS/ OUTCOMES	ACTUAL OUTCOMES/DATES
<p><u>Courses:</u> training to application (continued)</p>	<ul style="list-style-type: none"> • Application of Technology to Operating Systems, 8 weeks, 10 organizations to growth/mature stage • Follow up sessions on-site 	<ul style="list-style-type: none"> • Effective use of technology in management and operations (as measured by pre and posttest) 	<ul style="list-style-type: none"> • Effective use of technology in management and operations (12/31/05) Applicants have gained 18 points, or a 22% increase in their post tests as compared to their pre-test results. • Development of technology plans for the organization. Two of five organizations have completed technology plans (12/31/05) • Follow up assessment tools in lieu of on-site assessments, in the interest of time. Follow ups will be continued in Phase II. (2nd Qtr. 2005)

2 Outcomes: Research

The research portion of Phase I included the research design, data collection, and website creation tasks. This section outlines the goals, the methodology, and the outcomes of the research' portion of Phase I.

2.1 Goal

The overall goal of Phase I is to establish a baseline set of data knowledge base about non-profit organizations in the North Lawndale community that will guide and inform the Steans Family Foundation in fulfilling its mission over the next three to five years, and to collect data that would support the creation of the Capacity Co-op in 2005.

2.1.1 Objectives

The objectives key to achieving the above goal are:

- To survey all known nonprofit organizations in North Lawndale, using a mutually agreed upon instrument;
- To assess non-profit organizations in North Lawndale using a variety of tools to identify their age/stage of development and the capacity of their systems for governance, management, programs, finances and operating systems;
- To draw upon additional sources of demographic and related information available to the public, such as Form 990;
- To conduct an analysis of the North Lawndale nonprofit community that will lead to the identification of critical issues and definition a problem statement;
- To draw upon the newly created Knowledge Base to establish goals, strategies, priorities and outcomes for the proposed Capacity Co-op.

2.2 Phase I Methodology

The methodology for the research component of Phase I created a process that allowed for community input, but was also systematic and rooted in sound theory. This section outlines the community input process, framework used, and research design for the research component of Phase I.

2.2.1 Community Outreach

To ensure community input and buy-in at every stage of the project, SFF convened the Capacity Co-op Advisory Group (Advisory Group), formerly known as the Circle of Influence. The Advisory Group is a diverse group of leaders of North Lawndale nonprofit organizations representing many of the various quality of life sectors, including beautification, affordable housing, health and human services, education and youth development. A listing of the participants is included as Appendix A. The ad hoc group meets on an as-needed basis.

2.2.2 Alternative Organizational Capacity Assessment Frameworks

To collect a baseline set of data that provided a snapshot of non-profit capacity in North Lawndale, the team scanned literature on organizational development in search of an appropriate framework of growth and capacity. The project team evaluated a number of

frameworks and assessment tools. This included the Wilder Nonprofit Life Stage Assessment, the Enterprise Foundation Organizational Assessment for Nonprofits and the Glickman-Servon Model for Capacity Building.

The Wilder Nonprofit Life Stage Assessment was designed to provide insights into the growth stages of organizations and to provide benchmarks against which organizations may gauge their growth and development.*The tool was tested by a number of nonprofit managers from organizations of varying backgrounds in North Lawndale. The consensus was the Wilder tool was possibly too long (8 pages) and complicated to expect a significant response rate from grassroots nonprofit managers.

The second alternative was to administer a modified version of the Enterprise Foundation's Organizational Assessment for Community-Based Nonprofits.³ A modified version of the questions from the Enterprise Foundation tool was reviewed with the Capacity Co-op Pilot Advisory Group, who indicated that the tool was too long (7 pages) and contained language not easily understood by inexperienced grassroots practitioners. There was also a sense from the Group that the tool would not be relevant to measuring the capacity of block clubs and informal organizations.

Another model was considered by the team is based on an effort to measure non-profit capacity. Modeling the capacity of CDCs, Glickman and Servon break down capacity into five distinct components – resource, organizational, programmatic, networking, and political capacities.⁴ The Glickman-Servon model allows the multiple dimensions of capacity to be measured separately. Applying this model to non-profits generally, allows for the very realistic possibility that different types, ages, and sizes of non-profit have different components that are key to their capacity and success. The fact that this model could be applied to a wide range of non-profits and that it had built-in elements of measurement made it easily adaptable for the purpose of this research.

The North Lawndale assessment tool was developed to include questions that touch upon each of the five components of capacity. Given time constraints, and the desire to increase the possibility of getting a sufficient response rate, the tool was limited to two pages. There was general agreement among SFF, GCI and the Advisory Group that the abbreviated tool should be supplemented with focus groups and individual interviews to get more in-depth information concerning capacity needs of North Lawndale organizations. This would occur in the next phase of the research.

² This document is a publication of the Wilder Foundation and is available on the Wilder Foundation website at: <http://www.wilder.org/pubs/inventory/lifestages.html>.

³ This document is a publication of the Enterprise Foundation and is available on the Enterprise Foundation website at: <http://www.enterprisefoundation.org/resources/>.

⁴ From "More than Bricks and Sticks: Five Components of Community Development Corporation Capacity" by Norman J. Glickman and Lisa J. Servon. Housing Policy Debate Fall 1999-Volume 1 Issue 3, Fannie Mae Foundation.

Table 2: Adapting the Glickman-Servon Framework.

Component	Definition
Resource Capacity	The ability of a non-profit to attract, manage, and maintain adequate funding to meet its objectives. Non-profit success, in part, is dependent on the ability to generate and acquire resources through grants, contracts, loans and other means.
Organizational Capacity	The capability of non-profit internal operations determines its ability to succeed. Several variables affect organizational capacity: <ul style="list-style-type: none"> • management style and skills of its staff (especially the ability and experience of its executive director); • size and experience of the organization; • roles played by its board of directors; • organization's fiscal capacity (its ability to manage money); and • ability to develop staff through ongoing training and other mechanisms.
Programmatic Capacity	The ability to conceive, develop, implement, manage, and evaluate programs. Although types of services provided by non-profits vary, all non-profits serve a purpose that requires programmatic activity.
Network Capacity	The ability of a non-profit to interact and work with other institutions, both within and outside the community. Non-profits can build capacity by networking with other community-based organizations, private firms and philanthropic, educational and political actors.
Political Capacity	The ability to credibly represent its residents and to effectively advocate on their behalf in the larger political arena. Political capacity also involves the ability to involve residents in determining needs and shaping policy. Political capacity may not be equally relevant to all types of non-profits.

2.2.3 Survey and Assessment Design

The “universe” of known North Lawndale-based nonprofit organizations includes 412 unduplicated names from combined sources: the Steans Family Foundation grantee mailing list (excluding recipients of the Neighborhood Grants), the Lawndale Symphony of Services Directory, a list of North Lawndale churches and faith-based organizations, a search of the public records and an informal listing of other known organizations. These

organizations include educational and health care institutions, block clubs, formal and informal associations, churches and auxiliaries of schools and parks.

Two tools were developed to collect data from North Lawndale non-profits. The survey tool was designed to capture data such as location, contact information, and the types of services provided. (Appendix B) The survey was also used to gauge interest in the development of the North Lawndale Knowledge Base Website and the types of services it should provide. Data gleaned from the survey are the basis for the on-line directory and have been included in the GIS mapping (Appendix F). The assessment tool was designed to gather information about the capacity of North Lawndale organizations (Appendix C).

Given the relatively large “universe” of 412 North Lawndale organizations, and the diversity of “nonprofits within the universe, some criteria were used for inclusion in our sampling frame. With the support of community leaders the decision was made that the responding sample for the assessment would be drawn from groups with 501 (c) (3) status, paid staffs, and formal missions. Informal organizations and churches were asked to complete the survey only. Mass mailings to each group were sent at the same time as follows:

Table 3: Survey and Assessment Tool Distribution

Survey and Assessment: More Established Groups (Known to have 501 (c) (3) Status)	Survey Only: Emerging Groups/Churches
1. Cover letter from David Perry with names of the Advisory Group in the left margin.	1. Cover letter from David Perry, with names of the Advisory Group in the left margin.
2. Organizational Survey Tool	2. Organizational survey tool.
3. Organizational Assessment Tool	3. Self-Addressed Stamped Envelope
4. Self-Addressed Stamped Envelope-Survey	
5. Self Addressed Stamped Envelope-Assessment	

Assessment tools were each given a unique numeric code to correspond to specific organizations for tracking purposes and to further ensure confidentiality.

2.2.4 The North Lawndale Knowledge Base Website

The purpose of the North Lawndale Knowledge Base Website is to provide a central location for data on North Lawndale, links to on-line capacity-building resources, a map of community assets, and opportunities for CBOs to share lessons learned about best practices as they relate to nonprofit management and capacity building. Another possible use for the site would be to facilitate community bartering of goods and services. The Knowledge Base is tied to a database derived from the survey and assessment results. A website shell has been built and is visible only to those who know its web address: <http://www.uic.edu/cuppa/gci/programs/profed/online/nlkb>. It is currently housed on the UIC server; however, the long-term goal should be for GCI to shift ownership and maintenance to a North Lawndale community partner. The Knowledge Base is intended to be a dynamic resource, adding new resources and community assets to its database on an ongoing basis. It will also be interactive, with searchable databases and customized maps. GCI has researched existing models with varying levels of interactivity and will continue to work with Steans and the community to develop it further.

After final approval from Steans, the web site go “live” on the internet and be actively marketed to the community. It is important to note that the Knowledge Base is a work in progress, and the product will continue to change over time, being responsive to cutting edge developments in nonprofit managements, changes in the North Lawndale environment, and input from the Advisory Group SFF and GCI.

2.2.5 GIS Mapping

The Knowledge Base site current hosts maps in a very basic format. The maps show the distribution of North Lawndale assets, and could easily be made to be more interactive and link to a myriad of data rich resources, including the US Census Bureau, Metropolitan Planning Council (MPC), Chicago Department of Planning, U.S. Department of Housing and Urban Development, Northeast Illinois Planning Council (NIPC) and the Chicago Housing Area Housing website. It should be noted that the more interactive the website, the higher the development and maintenance costs will become.

2.3 Survey and Assessment Findings

2.3.1 Response Rates

A total of 412 surveys were distributed, with 48 organizations responding. This translates into a response rate of **11.6%**. A total of 112 assessments were sent to established organizations, with 28 organizations responding. This translates into a

response rate of 25%. For a universe of this size, typical response rates to direct mail surveys are about 2%. A minimum response rate of 10% is necessary to ensure a statistically significant sample, which has been exceeded. The “universe” included 112 established organizations, 187 churches and 113 emerging and informal organizations that may or may not have a state charter, or tax exempt status. While the response rate is adequate for a universe of this size, GCI can employ other methods in future phases of work--phone surveys, in-person interviews, on-line surveys, etc, that may yield additional responses.

2.3.2 Organizational Survey

The survey was designed to glean data such as location, contact information, organization type, services provided and numbers of persons served per year. The data were entered into an Excel spreadsheet and exported into the North Lawndale Knowledge Base and support the on-line directory and asset map (Appendix F). The surveys were also used to estimate demand for the North Lawndale Knowledge Base Website. Nearly every respondent indicated that s/he would be interested in having his/her organization included in the on-line directory, regardless of whether the organization had a website or Internet access. There could be opportunities to facilitate Internet access and/or website design for organizations without Internet access.

2.3.3 Summary Assessment Results

The assessment tool was designed within the Glickman-Servon framework. The tool takes into account the Glickman-Servon assertion that organizational capacity is comprised of five distinct parts: 1) organizational capacity 2) resource capacity; 3) program capacity 4) network capacity and 5) networking capacity. Likewise, the tool was designed to begin to lay the groundwork to conduct sector-level analysis in Phase II.

In most instances (59%), the assessment tool was completed by the chief executive. Seventy-four percent (74%) of the respondents indicated that they were at the executive level or above within their organizations. The organizations' number of years in existence ranged from 0-125 years, with an average (mean) of 27.7 years and a median of 15 years. Forty-four percent (44%) of the responding organizations have been in existence for 10 years or less. Twenty-eight percent (28%) of the responding organizations have been in existence for 21 or more years. Twenty-one percent (21%) of the organizations have been in existence between 11 and 21 years. Table 4 shows the distribution of ages across survey respondents.

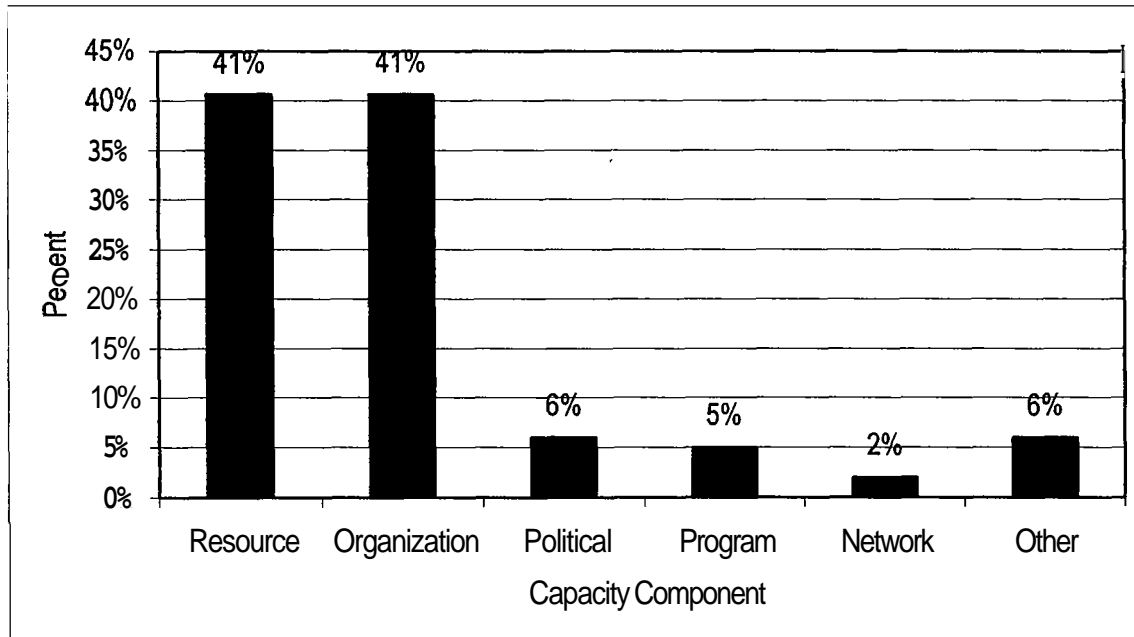
Table 4. Age of Responding Organizations.*

Years in Existence	Percent of Respondents
0 to 4	16%
5 to 10	28%
11 to 15	12%
16 to 20	12%
21 or more	32%
Total	100%

*n=25 respondents to this question

Although many of the responding organizations are established groups with large numbers of staff, they still recognized barriers to their capacity development. The issues identified include wide ranging topics like fund raising, networking with other non-profits, and managing volunteers. However, for the purpose of understanding the general nature of capacity barriers, Figure 1 shows the barriers by capacity type in a bar chart. Note that one category – “Other” was created to capture issues that affect capacity, but are external to the organization and do not fit in any of the five components of capacity. Figure 1 highlights the finding that non-profits see many of their barriers to growth as affecting primarily their resource or organizational capacities.

Figure 1. Barriers to Growth by Capacity Component.



2.4 Resource Capacity

Nonprofit organizations depend upon their ability to generate and acquire resources through grants, fee income, in-kind donations, contracts, loans and other means. They must attract, manage, and maintain funding consistent with organizational mission and values in order to meet their long-term objectives. These are the central aspects of resource capacity.

Despite budget cuts at the federal and city level, and reduced funding at the foundation level, eighty-two percent of the respondents indicated that their budgets have increased or remained the same over the past two years. This figure includes 16 organizations, or 62% that indicated an increased budget size. Only eighteen percent reported decreases to budget size. These data suggest that responding organizations have been able to make the necessary adjustments to thrive in an environment of increased competition for funding. The assessment tool did not include a question to determine whether the organizations were able to secure sufficient funding to cover their budgets, which is different from meeting fundraising goals. Further exploration would be needed to determine if respondents were clear that the question referred to income, and not costs, or inflation. Table 5 shows the budget trends over the past two years.

Table 5. Changes to Budget within the Past Two Years.*

Budget Trend	Percent of Respondents
Increased	62%
Remained the Same	15%
Decreased	19%
Don't know	4%
Total	100%

*n=26 responses to this question

As shown in Table 6 below, the organizations have demonstrated an ability to diversify their funding base, with half of them indicating a funding base of ten or more sources. Further exploration would be necessary to determine the organizations' abilities to manage the funding they have, whether their funding mix is appropriate **for** their respective organizations, if the current funding relationships are sufficient to ensure long-term sustainability, and whether these funding sources maximize their abilities to carry out their stated missions. This information would be best gleaned from in-person interviews during the next phase of the project.

Table 6. Number of Funding Sources.*

Number of Funding Sources	Percent of Responses
1 to 3	15%
3 to 6	27%
7 to 9	4%
10 or More	54%
Total	100%

*n=26 responses to this question

The top funding sources, in order of importance to responding organizations were foundations, city agencies, individuals and state agencies. Table 7 shows respondents indicating that a source was among their top four overall. Foundations (21%) and state agencies (21%) were most commonly reported as the top single source of funding.

Table 7. Top Four Funding Sources. *

Top Four Funding Agencies	Percent of Respondents**
(1) Foundations	74%
(2) City Agencies	59%
(3) Individuals	48%
(4) State Agencies	41%

*n= 27 respondents to this question

**Responses are not mutually exclusive and add up to more than 100%.

The majority of the organizational leaders (54%) indicated that their organizations have a written fund raising plan. However, only thirty-nine percent of the organizational leaders reported that their organizations met their fundraising goals. The thirty-nine percent includes organizations with and without written fundraising plans. There does not appear to be a relationship between having a written fundraising plan and the ability to meet fundraising goals, which is somewhat counter-intuitive. Further exploration is warranted to gain understanding as to why fundraising goals have not been met--whether this is a function of time constraints, staff capacity and skill level, and/or unrealistic planning. Significant opportunities exist to conduct more training and technical assistance in the area of resource development and management.

2.5 Organizational Capacity

Long term organizational sustainability is dependent upon the organization's infrastructure--its staffs skills and experience, board composition and skill level, management systems and internal operations. The organizational culture, and the management style and skills of its organizational leadership, the size and experience of the organization, size and skills of the board of directors and the organization's fiscal capacity all have a significant impact upon organizational capacity. To be successful, a nonprofit must also develop the human resources within its organization through ongoing training and professional development

While it is difficult to group every organization into a single category, the data suggest that the "typical" North Lawndale nonprofit organization is a social service agency that has been in existence 15 years, with a budget in excess of \$750,000, has 14 full-time employees and 2 part time employees, 14 board members and serves 1,000 people per year. The primary funding sources in order of importance are foundations, city agencies, state agencies and fee income.

2.5.1 Human Resources

The typical respondent organization has 14 full time employees, 2 part time employees and 14 board members. Sixty-four percent (64%) of the respondents indicated that their staff perform their job at an above average level, while nearly one-third rated their staff as average performers. No respondent indicated a staff as performing below average. However, several non-profit leaders reported that staff development or inadequate staff was one of the greatest barriers to the growth or effectiveness of their organization.

The current staffing structure of North Lawndale CBOs allowed them to serve 1,000 clients per year on average. In some instances, this was achieved through partnering with other organizations to share staff, exchange expertise, conduct programs, or establish referral relationships. At the same time, a significant number of organizations indicated that some of their greatest barriers to growth included staff capacity, the need for funding to expand their staffs, and the need to recruit and/or train board members. Respondents

specifically mentioned program planning and evaluation (50%), marketing/visibility (50%), and technology (54%) as the top training needs for their staff. With fifty percent of respondents mentioning these training needs, it is clear that human resource capacity is a significant issue for North Lawndale CBOs.

Further research is necessary to understand more fully the staff training needs of North Lawndale non-profits, and to understand the relationships between organizational capacity and the other components of capacity. This could include conducting interviews or intensive organizational assessments (for select groups) to examine staff structure, board composition and resource allocation to better determine the capacity of the human resources.

2.5.2 Technology

Nearly eighty-six percent of respondents indicated having Internet access, and seventy-six percent reported that they have their own websites. Less than half of the organizations indicated having enough computers (39%) or up to date software (43%). Given their resources and their stated needs to increase marketing and visibility, organizations may have prioritized Web presence over buying enough computers. While there were no questions asked concerning management systems, the fact that less than half the organizations have adequate computer software or enough computers could be an indicator that there are significant opportunities to enhance organizational capacity by simply by adding computers. Further exploration of this issue could include interviews or more in depth organizational assessments that ask specific questions about the role of computers in the productivity and operation of the organization.

2.5.3 Strategic Planning

Seventy-nine percent of the respondents indicated that their organizations have a strategic plan. None of the respondents indicated that they had no plan in place. The remaining twenty-one percent were not aware of a plan. Every respondent who indicated having a strategic plan indicated that both the board and staff participated in the preparation of the plan. It may be inferred that North Lawndale CBO's, regardless of organization size, or how long they have been in existence, realize the importance of strategic planning and encouraging buy-in at the board and staff level. It is not clear whether this is driven internally, or the fact that increasing numbers of foundations are requiring strategic plans as a condition for funding.

The assessment tool was not designed to measure the impact or effectiveness of their strategic plans. Further research is necessary to determine the effectiveness of their respective strategic plans, how the plans fit with overall missions and goals of the organizations, and whether the plans are used as a management tool during the implementation phase.

2.6 Programmatic Capacity

This component measures the scale and scope of services offered by a nonprofit organization. Depending upon the type of organization, it could include an organization's ability to build and manage housing, provide health and human services, deliver youth programming, offer technical assistance to emerging groups, and provide leadership in a broad range of community building activities.

Responses to questions pertaining to types of services offered, organizational accomplishments, barriers to growth, and benefits to collaboration provide helpful hints concerning programmatic capacity. Some organizations seemed to take the "shotgun" approach in answering the question concerning the types of services provided. They apparently "checked off" every box that seemed to be related to what they have ever done, or added several services under "other". In these instances, it is difficult to imagine that, given their size and number of years in existence, they can do everything they listed in a manner that impacts the community for a sustained period of time. Some of the more sophisticated organizations focused in their response to the question concerning services. In most instances, they may have listed 4-6 services.

When asked to describe their greatest accomplishments, the vast majority of the organizations included feedback concerning their programs, including receiving accreditation, developing national demonstration models, the ability to provide a significant number of programs, being able to conduct major capital campaigns to expand programs, and providing programs that continue to be responsive to the community's needs for extended periods of time ("staying power"). When describing their greatest barriers to growth, there was only one response concerning a programmatic issue, and that pertained to the need to review existing programs to make sure they were responsive to community needs. It may be inferred through examining responses to the benefits to collaboration question that one way programmatic weaknesses were addressed is through partnering with other organizations to provide programming and establishing referral relationships.

2.7 Network Capacity

The ability of community based organizations to establish meaningful partnerships with other community stakeholders and institutions, both within and outside the community, can be critical to their sustainability. Strong networks with other nonprofit organizations, foundations and government agencies increase their chances of success in undertaking fundraising for projects and programs, gaining access to nonfinancial resources and increasing their political power..

Using numbers of collaborative partners as an indicator, Table 8 suggests that the responding organizations are well-networked, with 15 of 28 (53.6%) organizational leaders reporting that their organizations have 7 or more collaborative partners. While leaders indicated a number of specific benefits to collaboration, the recurring themes center on leveraging resources, increasing funding, sharing resources and knowledge, and increasing their organization's ability to reach clients.

It should be noted that further research into the quality of the networks is necessary to provide a more accurate indicator of network capacity. The research should include the evaluation of the relationships between the number, types and length of partnerships and the impact upon the organization's capacity to raise funds, increase clients, and enhance operational efficiencies.

Table 8. Number of Collaborative Partners.*

Number of Partners	Percent of Respondents
1 to 3	30%
4 to 6	15%
7 or more	56%
Total	100%

*n=27 respondents to this question

2.8 Political Capacity

Political capacity is the ability of a non-profit to credibly represent their constituencies and to effectively advocate on their behalf in the larger political arena beyond the neighborhood has important ramifications for its success. Political capacity also involves work within the neighborhood, such as hosting public meetings and disseminating information of concern to its clients. The effectiveness of some non-profits depends on their ability to mobilize support and demonstrate the community concern about issues and policies, as well as negotiate in the interest of the community. Political capacity is a measure of these strengths and includes the ability of a CBO to engage residents in determining community needs and shaping policy.

The primary focus of the North Lawndale assessment tool was to evaluate the capacity of the organizations to raise funds within their respective funding environments, rather than focus on their political capacity. An evaluation of the assessment results provide very little direct information with which to draw strong conclusions concerning the North Lawndale CBOs' political capacity. We do know, from questions concerning their primary funding sources, that foundations, city and state government agencies are key partners in the survival of the North Lawndale nonprofits. North Lawndale agencies reported increases in their budgets despite budget cuts at the city, state and foundation levels. Federal funding has not been within the top four funding sources for the overwhelming majority of the responding organizations. We also know that approximately eighteen percent of the responding organizational leaders indicated that their agencies formally provided advocacy services for their clients. About eleven percent of the organizations indicated that they provided community organizing as one of their services. Only two respondents indicated that navigating the political climate was a primary issue.

The data collected suggest that North Lawndale nonprofits maintain strong relationships with foundations and state and city governments. It is not so clear that, as a block, they have a demonstrated ability to mobilize their constituencies at the grassroots level to effect policy changes. The aspect of political capacity is worth further exploration in Phase II, particularly as we conduct a sector analysis.

3 Outcomes: Fall – Winter Capacity Building Intensives

In the Steans spirit of "planning while doing", GCI offered two professional education courses to North Lawndale based groups. These courses complemented the research process and allowed GCI staff to interact directly with staff of non-profits in a way that helped them increase capacity.

3.1 Goals:

The first goal of the Winter Capacity Building Intensives was to increase the capacity of ten individuals from non-profit organizations in the emerging and growth stage of development in the areas of: program planning for proposal writing; developing winning proposals; and creating a fund development plan.

Building Non-Profit Capacity in North Lawndale, Phase I Report

The second goal was to increase the capacity of ten individuals from non-profit organizations in the mature stage of development in the areas of: technology applications for effective operating systems; data outcomes/outcomes management; financial management; human resources, fund development and related topics.

3.1.1 Objectives:

The key objectives necessary to achieve these goals were:

- To continue the Foundation's ongoing capacity-building efforts in Fall-Winter 2004 parallel to the survey and assessment process;
- To introduce a training-to-application approach to capacity-building that introduces knowledge and builds skills in an applied context;
- To assist ten emerging and growth stage organizations develop the management capacity to effectively plan programs, write proposals, and establish an annual fund development plan in Fall-Winter 2004;
- To assist mature nonprofit organizations in technology planning and implementation for operations;
- To provide sufficient follow up support to each participating organization so new skills and best practices become institutionalized.

3.2 Methodology

The Program Planning for Proposal Writing course was taught by Valerie F. Leonard, a community development consultant and the former executive director for the North Lawndale Small Grants Human Development Corporation. She was selected based on her experience with grassroots capacity building, technical assistance and grant making, the fact that she is a community resident and has longstanding relationships with heads of North Lawndale-based organizations and residents.

Jesse Senaiko taught the Technology Planning for Operations course. Mr. Senaiko is a consultant with experience working with grassroots organizations to design and implement technology plans to complement their day to day operations. Mr. Senaiko has also worked with the Neighborhood Technology Resource Center.

The target audience for the proposal writing course included leaders of emerging organizations with budgets of \$500,000 or less, new managers, and experienced managers with new fundraising responsibilities. The intended target for the technology included seasoned managers of more established organizations with budgets in excess of

\$500,000, who would be interested in using technology to increase staff productivity and/or the effectiveness of their operations. Community outreach consisted of posters and flyers dropped off in strategic locations throughout the community, announcements at community meetings, e-mails to over 100 individuals and organizations and word of mouth.

Limited time, resources, and changes in organizational assessment methodology cut into time allotted for outreach and preparation for the courses. As a result of lower than expected enrollment, the decision was made to trim 2 weeks from the length of the courses and do additional outreach. Sixteen people enrolled in the proposal writing course, and five people enrolled in the technology course.

The courses were each structured to include a combination of lectures, role-playing, breakout sessions, in-class assignments and homework, and class discussion. Participants were encouraged to share lessons learned with their peers and to offer constructive feedback to one another. These courses were adapted from courses that GCI regularly teaches through its Certificate of Non-Profit Management program. The course outline for the proposal-writing course is found in Appendix D. The syllabus for the technology course is found in Appendix E.

3.3 Evaluation of Pilot Trainings/ Discussion of Expected Outcomes

3.3.1 Program Planning for Proposal Writing

At the time the proposal was written in July, 2004, the intent was to have each participant write a proposal using the Chicago Area Grant Application and develop a fundraising plan for their respective organizations. This goal could not be achieved during the first phase of the project given the fact that proposal writing is a developmental process, the course was condensed from an 8-week, 3 hour format to a 6-week, 2 hour format, and the participants each had differing levels of experience levels and writing skills.

Each participant provided an oral presentation of their proposals at the end of the class. Kate Pravera was available to provide constructive feedback. Three of the sixteen participants completed their proposals before the end of class. The remaining proposals are at various stages of development.

Participants were asked to complete pre- and post- tests on the first and last days of class. The test consisted of 15 questions designed to measure students' own assessments of their knowledge and skills as they relate to proposal writing, program development and implementation. The assessment responses were assigned numeric codes on a scale ranging from 1 to 5, and scored, with possible scores ranging from 0 to 75. The differences in the scores of the pre and post test were used to measure changes in capacity of the participants to develop either fundraising plans.

An initial analysis of results indicated that when participants started the class in October, they felt very comfortable explaining how their organization's missions and programs addressed specific community needs, and how to write program goals and objectives to set the stage for a fundraising proposal. They reported being least comfortable with developing basic timelines and implementation plans for new programs, writing about program sustainability and finding resources and ideas to incorporate into a "sustainability" section of the proposal, and knowing what to look for when proofreading a peer's program budget for a grant proposal. In other words, participants could verbally articulate what they wanted to do, and why they were doing it. The challenge was translating the vision into actionable steps, and quantifying the cost and impacts of their programs. The results were consistent with SFF's experience working with grantees that, in many instances, "have wonderful ideas, but have difficulty 'getting them down on paper'".

Participants demonstrated significant increases in capacity as a result of taking the course. The average overall pretest score in October was 40.58 points out of a total of 75, or **54.11%**. The average post test score in December was 67 points out of 75, or 89.33%. This represents a gain of 26.42 points, or 35.22% over 6 weeks. Participants reported the highest gains in knowledge in areas such as the ability to sketch out the strategy or method for implementing a new program; the ability to draft a basic plan to evaluate a proposed program for a grant proposal, and how to write a proposal in response to a specific Request for Proposal. While all participants demonstrated increased learning in each subject area, they still continued to report being least comfortable with writing about program sustainability and finding resources and ideas to incorporate into a "sustainability" section of the proposal, and knowing what to look for when proofreading a peer's program budget for a grant proposal. It should be noted that the tools are measures of the respondents' attitudes and confidence level concerning the subject matter.

3.3.2 Technology Planning

The primary goal of the Technology Planning course was to increase the capacity of 10 individuals from non-profit organizations in the mature stage of development in the areas of: technology applications for effective operating systems; data outcomes/outcomes management; financial management; human resources, fund development and related topics. This goal could not be achieved during the first phase of the project given reduced time for marketing and outreach, and the fact that the course was condensed from an 8-week, 3 hour format to a 6-week, 2 hour format. A total of five people participated, with 2 organizations completing their technology plans by December 31, 2005. The remaining technology plans are at varying stages of development. Each participant provided an oral presentation of his/her technology plan at the end of the class. The participants were from emerging organizations, which had demonstrated expertise in technology, or had already gone through the Online Certificate in Nonprofit Management program.

Participants were asked to complete pre and post tests on the first and last days of class. The test consisted of 16 questions designed to measure students' own assessments of their knowledge and skills as they relate to assessing their respective organizations' technology needs, planning for future technology needs and knowing where to find resources for technology training. The assessment responses were assigned numeric codes on a scale ranging from 1 to 5, and scored, with possible scores ranging from 0 to 80. The differences in the scores of the pre and post test were used to measure changes in capacity of the participants to develop either fundraising plans.

An initial analysis of results indicated that when participants started the class in October, they felt most comfortable with their understanding of the hardware their organization used, the effects that software packages could have on their organizations and who should be involved in developing a strategic technology plan. They indicated that they did not have a strategy in place to meet their organization's technology needs. They also reported being least comfortable with knowing how to create a timeline for technology integration and how to implement the technology plan. In *summary*, participants knew what their organizations needed with respect to technology, but expressed difficulty knowing where to begin to put systems in place. **As** was the case with the proposal writing students, the technology class participants' challenge was translating their vision for technology into actionable steps, and quantifying the cost and impacts of their programs.

Participants demonstrated significant increases in capacity as a result of taking the course. The average overall pre test score in October was 45.83 points out of a total of 80, or 57.29%. The average post test score in December was 63.67 points out of 80, or 79.58%. This represents a gain of 17.83 points, or 22.29% over 6 weeks. Participants reported the highest gains in knowledge in areas such as the ability to create a timeline for technology integration, having a strategy in place to meet their organization's technology needs and knowing which foundations provide funding for technology.

While participants demonstrated at least modest increases in learning in each subject area, they were more likely to indicate feeling least comfortable knowing where to go to train their staffs to use technology, forecasting the software their organizations will need to maintain effectiveness and understanding the current technology needs of their organizations. This was a realization that sometimes increased knowledge may sometimes illuminate what an individual needs to learn in the future. Follow up with the participants for clarification about their experiences is warranted. The pre and post test measure respondents' attitudes and confidence level concerning the subject matter.

3.4 Lessons Learned/Implications for Findings for Capacity Co-op Pilot

The experience with North Lawndale non-profits in both courses has revealed a need to not only offer non-profits training on the technical aspects of grant-writing and technology, but also a need to provide the groups with the tools for the process work that lies behind the skills of grant-writing and technology management. The feedback in both courses pointed to a level of comfort with the fundamental issues of each topic, such as

being able to articulate a clear message for a grant, or understanding the need for a technology plan. However, the participants felt challenged by the implementation steps of each topic, or the steps of turning concept into a useful product. The key implication of this lesson is that any capacity-building effort should include experiential learning as a key component. For example, if technical assistance is part of the capacity-building support offered through a co-operative, steps should be taken to ensure that assistance is delivered in a way that helps groups develop capacity to do the work on their own.

The technology course highlights a need for a high level of technology support and development as a key piece of any capacity-building effort. As participants learned more, they realized how much more they needed to learn about technology during the process. Repeat this realization across many groups, and the demand for technology support and learning will increase as it is received. The more organizations increase their technological capacity, the more support they are likely to need to manage and maintain that technology. This should be factored into any technology support the Co-op provides.

4 Project Summary and Next Steps

4.1 Project Summary

The sample of respondents to the survey and assessment tells us that North Lawndale has a base of very well established organizations with large staff numbers that primarily provide social services to residents. However, there is also a more diverse set of non-profits that are less than 10 years old that may need to move into a stage of growth to will shore up their long-term sustainability. More research is needed to understand the specific capacity-building needs of both sets of non-profits.

Some specific highlights of what the data has revealed include:

- A significant percentage of respondents are older (29% are over 20 years old), established service providers with annual budgets of over \$750,000 (48%).
- The large size and budgets of our sample was consistent with the high numbers of employees per organization among our respondents – a median of 14 full time employees
- The most common services provided (40% or more of respondents providing) include youth development, family services, and employment and training
- Most groups have a strategic plan (78%) and rate their staff above average (64%)
- Respondents indicated they have strong training needs in the areas of program design and evaluation, marketing/visibility, fundraising, and technology.

- There was a high level of internet connectivity among our sample – 57% of respondents have a website, and 80% have internet access. However, there was also a need for computers (46%) and updated software (42%).
- The groups collaborate a high level – 53% collaborate with 7 or more other organizations, however, the benefits that they gain from these collaborations were unclear.

The courses measurably increased the skills and knowledge of participants in the areas of grant-writing and technology. Pre- and post test student assessments revealed a dramatic increase in knowledge for students in both courses. However, the courses also revealed the need for support beyond such courses. While participants built skills and grasped concepts, they continue to need assistance with putting what they have learned into practice.

4.2 Next Steps – Creating a Capacity Building Co-Operative

The results of the survey indicate that further research is needed to fully understand the capacity-building needs of the North Lawndale non-profits. For example, the data collected does not indicate specific types of assistance that would have a capacity enhancing effect on non-profits. It would also be helpful to understand how the different components of capacity relate to each other and impact an organization overall. For example, would it be more useful to fully train staff to be more productive, or to use those funds to hire a consultant to do a long-term fundraising campaign. In-depth discussions with non-profit directors may shed some light on this issue. A better understanding of these types of needs would help Steans position itself to respond with the right level of support, and also help GCI explore ways to connect other colleges and departments within the university to this effort.

4.2.1, GCI/Steans Partnership – A Unique Opportunity for Long-Term Capacity-Building Support

The need to do additional research presents the GCI and Steans partnership with an opportunity to connect the work done in Phase I to a longer-term effort to grow the capacity of non-profits in North Lawndale. Adding to this opportunity is the recent award of a HUD New Directions grant to GCI, the focus of which is the North Lawndale community. Under the New Directions grant, GCI has committed to offering non-profit management courses to a cohort of 20 non-profit organizations in North Lawndale. The HUD grant adds to the potential for the current GCI/Steans partnership to have a direct and lasting impact on North Lawndale with outcomes consistent with missions of both partners. Realizing this potential will require careful planning based on a solid understanding of the non-profit environment in North Lawndale. Phase I is the first step

of a three-phase process that should be implemented over the next year. The overall goal of the project would be to have significant, appropriate and effective capacity-building resources available from Steans and UIC to North Lawndale non-profits by the end of 2005. These resources, in the form of professional education and training, technical assistance, program evaluation, and research assistance could be delivered by a Capacity-Building Co-operative, based in the community but supported by Steans, UIC, and other resource partners.

4.2.2 Supporting the Co-Operative -- Roles

Steans would be the key financial resource in the partnership, by supporting the technical assistance, training, and education needs of North Lawndale non-profits. The priority roles for Steans would be directly supporting capacity-building activity through the co-op, supporting the co-op's staffing and management needs, and increasing the scale and scope of resources available to North Lawndale non-profits by drawing in other funders and resources to support North Lawndale groups. GCI would facilitate connections among non-profits needing assistance and faculty, departments, and research centers within the university that can deliver tailored assistance. GCI would also offer tailored training to staff of North Lawndale non-profits through its Professional Education program. In the short term, GCI would develop the Knowledgebase website and its associated tools, host the site on the university server, with the goal of ultimately turning the ownership, management, and maintenance of the site over to a community partner.

4.2.3 Developing the Co-Operative – Three Phases

GCI envisions the creation of a Capacity-Building Co-Operative as a three-phase process, of which this report is the culmination of Phase I. Phases I and II are focused on research that provides an understanding the landscape of the non-profit community in North Lawndale. Phase I has provided a basic scan of North Lawndale non-profits with details on their size, age, types of services provided, the extent to which they collaborate with each other, and their reliance upon specific funding sources. Participants in the survey and assessment identified some clear areas of capacity-building need, such as training in the areas of marketing, program design and evaluation, and technology. Phase I has also served to help identify issues to probe further to determine the extent to which those issues are a true capacity-building need for North Lawndale non-profits.

At the completion of Phase II we would have a strong sense of the types of organizations currently working in the community and their capacity-building needs. Phase II will continue the quantitative data collection of Phase I to fill in gaps in the data, but will focus on collecting more in-depth qualitative information about the challenges and strengths of North Lawndale non-profits. A series of interviews and focus groups with non-profit directors will yield a rich set of data that complements the quantitative data already collected. This rich data will allow GCI and Steans to turn the themes we are

hearing from non-profits into strategic decisions about how best to tailor support to non-profits to help them grow and/or become more effective.

Phase III begins the process of establishing a co-operative effort to address the needs identified in Phases I and II. At the core of Phase III will be GCI's activities under the HUD New Directions grant, which will provide cohort-specific non-profit management courses through GCI's Professional Education program to 20 non-profits in North Lawndale. Phase III would begin the real work of building the capacity of North Lawndale non-profits, primarily through education, technical assistance, and research activities provided through a pilot version of what would eventually become a capacity-building cooperative situated in North Lawndale. Consistent with the Steans philosophy of "sound planning while doing," each phase involves the provision of some direct capacity-building support to non-profits, specifically non-profit management training courses. Figure 2 outlines the three phases of creating the co-operative.

Although Phase III is currently conceived as a four-month step, if the pilot is successful then Phase III becomes the start of an effort to shore up the long-term sustainability of the Co-op. Key sustainability issues such as organizational structure, operating support, gaining commitments from other resource partners, staffing, and space should be planned and addressed prior to the creation of the entity.

Figure 2. An Outline for Creating a Capacity-Building Co-operative.

Phase I: Measuring Non-Profit Capacity in North Lawndale-- (August 04-Feb 05)- This phase includes:

- a survey of non-profits in North Lawndale using mailed survey and assessment tools;
- the integration of data collected into a website backed by a database and linked to resources online – the Knowledgebase website; and
- two courses from the CNM series offered to North Lawndale non-profits, with one-on-one follow-up to determine the impact of the courses on the groups that participated.

Phase II: Understanding the Capacity Needs of Non-Profits in North Lawndale (April-August 05)- This phase would focus on enriching the data collected in Phase I with the goal of developing fuller assessments of the needs of non-profits in North Lawndale. GCI would:

- continue the survey and assessment process initiated in Phase I by targeting types of organizations with low response rates to the survey and assessment;
- in-depth interviews of executive directors of North Lawndale non-profits (20-25);
- further development of the Knowledgebase website, adding new data, possibly connecting with NIPC, Census.gov, or other online mapping tools; hosting websites of North Lawndale non-profits;
- focus groups with other executive directors (5 focus groups with 5-8 participants); and
- a second round of CNM courses, offered as an in-person and online mixed format.
- selection of 20 North Lawndale organizations to participate in a pilot of the capacity-building Co-op;
- twenty organizations would participate in a custom set of non-profit management courses tailored to their needs as a group (funded by the HUD grant);

Figure 2 (continued). An Outline for Creating a Capacity-Building Co-operative.

Phase III – Building a Capacity-Building Co-op Pilot (August-December '05) –The beginning of a coordinated effort between the UIC, Steans, other funders, and the North Lawndale community to provide coordinated capacity-building resources to North Lawndale non-profits. The structure of this partnership would be driven by the analysis of data collected in Phases I and II. At a minimum the key features should include:

- GCI would appropriately engage other units within the College of Urban Planning and Public Affairs (CUPPA) and UIC to make a wide range of research and technical assistance available to the 20 organizations in the Co-op pilot;
- Steans, GCI, and other engaged units within the University work to bring in other foundations and funding sources to support the Co-op with grants and other resources;
- a formal evaluation of the short-term impact of the pilot on the 20 organizations; and

Appendices

**APPENDIX A:
NORTH LAWNSDALE
CAPACITY CO-OP ADVISORY GROUP**

**Appendix A:
'NorthLawndale Capacity Co-op Pilot
Advisory Group**

Brenda Palms Barber North Lawndale Employment Network	Nicole Turner Lee Neighborhood Technology Resource Center
Willie Bobbitt Saint Agatha Family Empowerment	Isaac Lewis North Lawndale Community News
Rev. Eric Brown Greater Progressive M. B. Church	Stanley Merriweather Lawndale Christian Development Corp.
Dan Cantrell 7 th Congressional District	Gayle Nelson Carole Robertson Center for Learning
Rev. Wilson Daniels United Baptist Church	Mary Post Lawndale Christian Reformed Church
Kristin Dean Homan Square Community Center	Artavia Roberson Chicago Scores
The Late Sam Flowers HICA	Beatrice Smith 4000 West Cermak Block Club
Debra Wesley Freeman Sinai Community Institute	Eric Strickland Lawndale Business and Local Development Corporation
Brenetta Howell Barrett Pathfinders	Ruby Taylor Taproots, Inc.
Velma Johnson North Lawndale Greening Committee	Richard Townsell Lawndale Christian Development Corp.
Walter Jones Friends of Douglass Library	Mike Trout Y-MEN
Patt Kroll Clarence Jones Lifelong Learning Center	

**APPENDIX B:
ORGANIZATIONAL SURVEY INSTRUMENT**

**Appendix B:
Survey Instrument
Organizational Survey for Community-Based Nonprofits**

Organizational Profile

1. Organization Name See Appendix F-North Lawndale
2. Organization Address Knowledge Base
3. Phone Number _____ Fax Number _____
4. Website Address _____
5. Contact Name _____
6. Title _____
7. E-Mail Address _____

8. Organization Type (check the one that is most applicable)

<input type="checkbox"/> Community Development Corporation	<input type="checkbox"/> Social Services
<input type="checkbox"/> Health Care	<input type="checkbox"/> Block Club
<input type="checkbox"/> Neighborhood Association	<input type="checkbox"/> Community Improvement
<input type="checkbox"/> Education	<input type="checkbox"/> Economic Development
<input type="checkbox"/> Recreation	<input type="checkbox"/> Church
<input type="checkbox"/> Other (describe) _____	

9. Services Offered (check all that apply)

<input type="checkbox"/> Youth Development	<input type="checkbox"/> Capacity Building
<input type="checkbox"/> Community Organizing	<input type="checkbox"/> Technical Assistance
<input type="checkbox"/> Financial Services (loans, grants)	<input type="checkbox"/> Affordable Housing Development
A d v o c a c y	<input type="checkbox"/> Substance Abuse Treatment
<input type="checkbox"/> Employment and Training	<input type="checkbox"/> Health Care
<input type="checkbox"/> Intervention	<input type="checkbox"/> Housing Shelter
<input type="checkbox"/> Family Services	<input type="checkbox"/> Technology Training
<input type="checkbox"/> Life Skills	<input type="checkbox"/> Arts and Culture
<input type="checkbox"/> Recreation	<input type="checkbox"/> Food Pantry
C o u n s e l i n g	<input type="checkbox"/> Re-Entry
<input type="checkbox"/> Other (specify) _____	<input type="checkbox"/> Beautification/Gardening
<input type="checkbox"/> Other (specify) _____	

10. The University of Illinois is in the process of developing the North Lawndale Knowledge Base Website. Depending upon demand from the community and future funding, this website will eventually serve as a central location to find capacity building resources (fundraising, training, board development, etc.) for local nonprofits. It will also hold a map of North Lawndale assets, a directory of major services, links to local community organizations, and the results of the assessment of North Lawndale based organizations. Does the University of Illinois have your permission to link your website to the North Lawndale Knowledge Base Website when it is developed? Yes No

11. What other features would you like the website to offer? _____

Thank you for completing this Survey. Your responses will prove to be valuable as we map North Lawndale assets. If you have questions please call Valerie F. Leonard at 773-521-3137. Please send completed surveys to

**Valerie F. Leonard
UIC Great Cities Institute
412 South Peoria, Suite 400, MC107
Chicago, IL 60607
Fax: 312-996-8933**

**APPENDIXC:
ORGANIZATIONAL ASSESSMENT**

**Appendix C.1:
Assessment Tool**

Assessing the Resource and Capacity Needs of North Lawndale Nonprofits

Please complete this form to the best of your knowledge. Indicate DK/NA if you don't know the response or if a question does not apply to your organization. All responses will be kept confidential.

1. What is your title/position in the organization? 75% Executive Level and Above

Please tell us about your organization.

2. How many years has this organization has been in existence? Median Years In Existence-15.5 Years

3. Does the organization have 501 (c) (3) Status? 86% Yes 7% No 7% DK/NA/(Pending)

4. What type of organization is this? (check the one that best describes your organization)

- | | | |
|-----------------------|----------------------------------|-------------------------|
| <u>7%</u> CDC | <u>39%</u> Social Services | — Health Care |
| <u>11%</u> Block Club | — Neighborhood Association | — Community Improvement |
| <u>14%</u> Education | — Recreation | — Economic Development |
| — Church | <u>29%</u> Other (specify) _____ | |

5. What services does it offer? (check all that apply)

- | | | | |
|---------------------------------|------------------------------------|--------------------------------------|-------------------------|
| <u>57%</u> Youth Development | <u>25%</u> Capacity Building | <u>11%</u> Re-Entry | <u>11%</u> Intervention |
| <u>11%</u> Affordable Housing | <u>18%</u> Technical Assistance | <u>14%</u> Financial Services | |
| <u>11%</u> Community Organizing | <u>18%</u> Advocacy | <u>11%</u> Substance Abuse Treatment | |
| <u>4%</u> Housing Shelter | <u>43%</u> Employment/Training | <u>14%</u> Health Care | |
| <u>46%</u> Life Skills | <u>39%</u> Family Services | <u>32%</u> Technology Training | |
| <u>29%</u> Recreation | <u>4%</u> Beautification/Gardening | <u>32%</u> Arts and Culture | |
| — Other (specify) _____ | <u>39%</u> Counseling | <u>14%</u> Food Pantry | |

6. What was its annual budget in 2003?

- | | | |
|-----------------------------------|----------------------------------|-----------------------------------|
| <u>7%</u> Under \$50,000 | <u>4%</u> \$50,000 to \$99,999 | <u>11%</u> \$100,000 to \$199,999 |
| <u>18%</u> \$200,000 to \$499,999 | <u>7%</u> \$500,000 to \$749,999 | <u>43%</u> Over \$750,000 |
- ___ DWNA

7. How many employees does it have? a. Full-time employees 14 (median) b. Part-time employees 2 (median)

8. How many board members does it have? 16

9. How many people does the organization serve per year? 1,000

10. Is there a strategic plan? 81% Yes 15% No 4% DK/NA If yes, who prepares it? Board ___ Staff ___ Both 77% DK/NA 23%

11. How would you describe the overall experience, skills, and training level of its staff?

- | | |
|--|---|
| <u>64%</u> Above average (extremely effective) | <u>32%</u> Average (do their jobs well) |
| ___ Below average (get the job done) | ___ Inadequate (lack basic skills required) D W N A |

12. What are the **three (3)** most important training needs of its staff? (Please check **three** only)

- | | | |
|---------------------------------|--|---------------------------------|
| <u>29%</u> Strategic planning | <u>54%</u> Program design and evaluation | <u>18%</u> Financial management |
| <u>50%</u> Marketing/visibility | <u>39%</u> Fundraising | <u>50%</u> Technology |
| ___ Other (describe) _____ | | |

13. Does your organization have the following? (check all that apply)

- | | | | |
|----------------------|----------------------------|-----------------------------|--------------------------------|
| <u>57%</u> A Website | <u>82%</u> Internet access | <u>39%</u> Enough computers | <u>43%</u> Up to date software |
|----------------------|----------------------------|-----------------------------|--------------------------------|

**Appendix C.1:
Assessment Tool**
Assessing the Resource and Capacity Needs of North Lawndale Nonprofits

Please tell us about your access to resources and partnerships.

14. How has your budget changed over the past two years?

62% Increased 19% Decreased 15% Remained the same 4% DK/NA

15. How many sources of funding does your organization have? 15% 1-3 27% 3-6 4% 7-9 54% 10 or more

16. Please rank your organization's 4 largest sources of funding, 1 being the largest source. (1)

14% City Agency 21% State Agency ___ Federal Agency 7% Individuals 21% Foundations
___ Corporations 11% Fees or Business Income ___ Other (describe) _____

17. Does the organization have a written fund raising plan? 54% Yes 43% No ___ DK/NA

18. Were fund raising goals met for each of the past two years? 39% Yes 36% No 21% DK/NA

19. Briefly describe the two key challenges your organization faces in terms of securing funding.

Challenge #1 See Appendix C.2 _____

Challenge #2 _____

20. How many groups do you partner with to provide services or run programs? ___ 0 30% 1-3 15% 4-6 56% 7 or more

21. Briefly describe two key benefits that these partnerships offer to your organization.

a. Benefit #1 See Appendix C.3 _____

b. Benefit #2 _____

Please tell us about your accomplishments and barriers to growth.

22. What are your organization's greatest accomplishments or strengths?

23. Please list the 3 critical barriers or obstacles to your organization's growth or effectiveness:

Barrier #1: _____

Barrier #2: See Appendix C.4 _____

Barrier #3: _____

24. What assistance would help you overcome these barriers? See Appendix C.5 _____

Thank you for completing this assessment. Your responses will prove to be valuable as we learn more about the capacity of North Lawndale organizations and their capacity to grow. We ask that you do not include your name or the name of your organization on this assessment tool, so that we may maintain confidentiality. All questions pertaining to the assessment should be directed to Valerie F. Leonard at 773-521-3137. Please send completed assessments to

Valerie F. Leonard
UIC Great Cities Institute
412 South Peoria, Suite 400, MC107
Chicago, IL 60607
Fax: 312-996-5933

Appendix C.I:
Assessment Tool
Assessing the Resource and Capacity Needs of North Lawndale Nonprofits

(1) Indicates the percentage of organizational leaders who indicated that this is their organization's top source.

**Appendix C.2:
Greatest Challenges to Securing Funding**

Challenge	<i>Percent</i>
Need to Expand/Diversify Funding Base	16%
Economy-Budget Cuts/Consolidation	16%
Staff Capacity	11%
Funder Priorities Different from Agency's Needs or Constantly Changing	11%
Need to Strengthen Fundraising Capacity	9%
Marketing/Presentation/Lack of Visibility or Awareness of Agency's Issue	9%
Political Climate/Lack of Involvement in Process	4%
Board Capacity/Commitment	4%
Tenants' Financial Health	2%
Reduced Client Base	2%
Need to Strengthen Funder Relationships	2%
Need to Increase IT Capacity	2%
Need for Strategic Vision Alignment	2%
Funders Not Respecting Agency's Mission	2%
Difficulty Finding Funding for Startup Organization	2%
Bigotry Regarding Agency's Issue	2%
Difficulty Raising Government Funding	2%
Total	100%

**Appendix C.3:
Benefits of Partnering**

<i>Benefit</i>	<i>Percentage</i>
Leveraged Financial Resources/Increased Funding	23%
Serve More Clients/Provide More Services/Referrals	19%
Greater Programmatic Impact/Outcomes	13%
Expertise of Partnering Organization	11%
Build Program/Staff Capacity	6%
Greater Efficiencies/Economies of Scale/Lower Costs	6%
Increased Exposure/Visibility	4%
Shared or Donated Facility	4%
Ability for Each Partner to Focus on its Strengths	2%
Bartering Opportunities	2%
Encouragement and Support from Peers	2%
Linkage Agreements for Stability	2%
Shared Staff	2%
Survival	2%
Total	100%

n=47 unique responses

**Appendix C.4:
Analysis of Barriers to Growth
Within Glickman-Servon Framework**

**Table C.4.A:
Major Capacity Components**

<i>Capacity Component (Main Categories)</i>	<i>Percentage</i>
Resource	41%
Organization	41%
Political	6%
Other	6%
Program	5%
Network	2%
Total	100%

**Table C.4.B:
Subcategories of Major Capacity Components**

<i>Capacity Component (Subcategories)</i>	<i>Percentage</i>
Resource-Funding	36%
Organization-Staff-HR	14%
Organization-Board-HR	8%
External-Community Awareness	6%
Organization-Facility	5%
Organization-Leadership	5%
Program	5%
Organization-Technology	3%
Political-Community	3%
Political-External	3%
Resource-Funding-Financing	3%
Network-Other Organizations	2%
Organization-Marketing	2%
Organization-Strategic Planning	2%
Organization-Sustainability	2%
Organization-Volunteers-HR	2%
Resource-Funding-Revenues	2%
Total	100%

n=45 unique responses

**Appendix C.5:
Types of Assistance Requested
To Overcome Barriers**

Type of Assistance	Percent
Funding-General Operating/Not Specified	18%
Brokering Partnerships/Leveraging Funding	10%
Technical Assistance-Fundraising	8%
Information-New Sources of Income/Endowments Individual Giving	8%
Funding-Staff	8%
Marketing/Outreach	5%
Capacity Building Resources-Staff	5%
Bringing on Corporate Board Members/Board Development	5%
Training-Staff	3%
Training-Board	3%
Training-Technology	3%
Technical Assistance-Not Specified	3%
Strategic Planning	3%
Regular Meetings	3%
Not Sure	3%
More Community Involvement	3%
Funding-E-mail and Website	3%
Donation of Space	3%
Capacity Building Resources-Staff	3%
Capacity Building Resources-Unspecified	3%
Advocacy	3%
Total	100%

n=22 unique responses

**APPENDIX D:
PROGRAM DESIGN FOR
GRANT WRITING COURSE.**

**Appendix D.1:
Course Outline for Program Planning and Design
for Grant Writing**

GOALS

Increased proficiency in designing programs for grant proposals; preparing an annual fund development plan and increased revenue from proposal writing over next two years as measured by pre-posttest instrument.

- STEP 1 Developing the Proposal Idea**
- STEP 2 Developing Relationships with Funders**
- STEP 3 Writing a Compelling Need Statement**
- STEP 4 Defining Clear Goals and Objectives**
- STEP 5 Developing Your Methods**
- STEP 6 Preparing the Evaluation Component**
- STEP 7 Developing Sustainability Strategies**
- STEP 8 Preparing the Program Budget**
- STEP 9 Writing the Organization Background Component**
- STEP 10 Writing the Proposal Summary**
- STEP 11 Putting the Package Together**
- STEP 12 Sustaining Relationships with Funders**

**Appendix D.2.A:
Summary of Pre and Post Tests
Program Planning for Proposal Writing**

	Average		
	Pre	Post	Change
1. I can clearly explain how my organization's mission addresses specific community needs.	4.2	4.7	0.5
2. I can clearly explain how my organization's program(s) addresses specific community needs.	3.8	4.7	0.8
3. I know where to go for documentation that will support a needs statement in a funding proposal.	2.6	4.7	2.1
4. I am confident that I can write program goals and objectives that set the stage for a funding proposal.	3.1	4.2	1.1
5. I know where to find online resources to enhance my knowledge and skills as a grant writer.	2.5	4.3	1.8
6. I understand how to draft a "measurable objective" so that we can look back at a later point in time and determine whether that objective was met.	2.9	4.5	1.6
7. I have reviewed various timelines for program implementation and can develop a basic timeline for a new program.	2.1	4.3	2.3
8. I know how to develop a basic program budget	2.6	4.3	1.8
9. I know what to look for if a co-worker or peer asks me to review their program budget for a grant proposal.	2.3	4.2	1.9
10. Given sufficient time, I can sketch out the strategy or method for implementing a new program.	2.3	4.7	2.4
11. I am able to draft a compelling background statement about my organization.	3.0	4.8	1.8
12. Program sustainability is difficult to write about, but I have resources and ideas about how to incorporate this into a grant proposal.	2.3	4.2	1.9
13. I know how to write a grant proposal in response to a specific Request for Proposals.	2.3	4.5	2.3
14. I can draft a basic plan for evaluating a proposed program for a grant proposal.	2.3	4.7	2.4
15. I am confident in my ability to design a program for a grant proposal.	2.6	4.3	1.8
Total (Maximum Points: 75)	40.6	67.0	26.42
Percentage	54.11%	89.33%	35.22%

Key
5= Strongly Agree
4= Agree
3=Not Sure
2= Disagree
1=Strongly Agree

Notes:

Averages at the end of rows indicate the class average for a particular question. Averages at the bottom of columns indicate the average student score on all questions.

**Appendix D.2B:
Summary of Pre and Post Tests
Sorted by Pre Test Results
Program Planning for Proposal Writing**

	Average		
	Pre	Post	Change
1. I can clearly explain how my organization's mission addresses specific community needs.	4.2	4.7	0.5
2. I can clearly explain how my organization's program(s) addresses specific community needs.	3.8	4.7	0.8
4. I am confident that I can write program goals and objectives that set the stage for a funding proposal.	3.1	4.2	1.1
11. I am able to draft a compelling background statement about my organization.	3.0	4.8	1.8
6. I understand how to draft a "measurable objective" so that we can look back at a later point in time and determine whether that objective was met.	2.9	4.5	1.6
3. I know where to go for documentation that will support a needs statement in a funding proposal.	2.6	4.7	2.1
8. I know how to develop a basic program budget	2.6	4.3	1.8
15. I am confident in my ability to design a program for a grant proposal.	2.6	4.3	1.8
5. I know where to find online resources to enhance my knowledge and skills as a grant writer.	2.5	4.3	1.8
10. Given sufficient time, I can sketch out the strategy or method for implementing a new program.	2.3	4.7	2.4
14. I can draft a basic plan for evaluating a proposed program for a grant proposal.	2.3	4.7	2.4
13. I know how to write a grant proposal in response to a specific Request for Proposals.	2.3	4.5	2.3
9. I know what to look for if a co-worker or peer asks me to review their program budget for a grant proposal.	2.3	4.2	1.9
12. Program sustainability is difficult to write about, but I have resources and ideas about how to incorporate this into a grant proposal.	2.3	4.2	1.9
7. I have reviewed various timelines for program implementation and can develop a basic timeline for a new program.	2.1	4.3	2.3
Total (Maximum Points: 75)	40.58	67.00	26.42
Percentage	54.11%	89.33%	35.22%

5= Strongly Agree
4= Agree
3=Not Sure
2= Disagree
1=Strongly Agree

Notes:

Averages at the end of rows indicate the class average for a particular question. Averages at the bottom of columns indicate the average student score on all questions.

**Appendix D.2.C:
Summary of Pre and Post Tests
Sorted by Post Test Results
Program Planning for Proposal Writing**

	Average		
	Pre	Post	Change
11. I am able to draft a compelling background statement about my organization.	3.0	4.8	1.8
1. I can clearly explain how my organization's mission addresses specific community needs.	4.2	4.7	0.5
2. I can clearly explain how my organization's program(s) addresses specific community needs.	3.8	4.7	0.8
3. I know where to go for documentation that will support a needs statement in a funding proposal.	2.6	4.7	2.1
10. Given sufficient time, I can sketch out the strategy or method for implementing a new program.	2.3	4.7	2.4
14. I can draft a basic plan for evaluating a proposed program for a grant proposal.	2.3	4.7	2.4
6. I understand how to draft a "measurable objective" so that we can look back at a later point in time and determine whether that objective was met.	2.9	4.5	1.6
13. I know how to write a grant proposal in response to a specific Request for Proposals.	2.3	4.5	2.3
5. I know where to find online resources to enhance my knowledge and skills as a grant writer.	2.5	4.3	1.8
7. I have reviewed various timelines for program implementation and can develop a basic timeline for a new program.	2.1	4.3	2.3
8. I know how to develop a basic program budget	2.6	4.3	1.8
15. I am confident in my ability to design a program for a grant proposal.	2.6	4.3	1.8
4. I am confident that I can write program goals and objectives that set the stage for a funding proposal.	3.1	4.2	1.1
9. I know what to look for if a co-worker or peer asks me to review their program budget for a grant proposal.	2.3	4.2	1.9
12. Program sustainability is difficult to write about, but I have resources and ideas about how to incorporate this into a grant proposal.	2.3	4.2	1.9
Total (Maximum Points: 75)	40.58	67.00	26.42
Percentage	54.11%	89.33%	35.22%

5= Strongly Agree
4= Agree
3=Not Sure
2= Disagree
1=Strongly Agree

Notes:

Averages at the end of rows indicate the class average for a particular question. Averages at the bottom of columns indicate the average student score on all questions.

**Appendix D.2.D:
Summary of Pre and Post Tests
Sorted by Change in Test Results
Program Planning for Proposal Writing**

	Average		
	Pre	Post	Change
10. Given sufficient time, I can sketch out the strategy or method for implementing a new program.	2.3	4.7	2.4
14. I can draft a basic plan for evaluating a proposed program for a grant proposal.	2.3	4.7	2.4
13. I know how to write a grant proposal in response to a specific Request for Proposals.	2.3	4.5	2.3
7. I have reviewed various timelines for program implementatin and can develop a basic timeline for a new program.	2.1	4.31	2.3
3. I know where to go for documentatia that will support a needs statement in a funding proposal.	2.6	4.7	2.1
9. I know what to look for if a co-worker or peer asks me to review their program budget for a grant proposal.	2.3	4.2	1.9
12. Program sustainability is difficult to write about, but I have resources and ideas about how to incorporate this into a grant proposal.	2.3	4.2	1.9
5. I know where to find online resources to enhance my knowledge and skills as a grant writer.	2.5	4.3	1.8
11. I am able to draft a compelling background statement about my organization.	3.0	4.8	1.8
8. I know how to develop a basic program budget	2.6	4.3	1.8
15. I am confident in my ability to design a program for a grant proposal.	2.6	4.3	1.8
6. I understand how to draft a "measurable objective" so that we can look back at a later oint in time and determine whether that objective was met.	2.9	4.5	1.6
4. I am confident that I can write program goals and objectives that set the stage for a funding proposal.	3.1	4.2	1.1
2. I can clearly explain ow my organizatin's program(s) addresses specific community needs.	3.8	4.7	0.8
1. I can clearly explain how my organizatin's mission addresses specific community needs.	4.2	4.7	0.5
Total (Maximum Points: 75)	40.58	67.00	26.42
Percentage	54.11%	89.33%	35.22%

5= Strongly Agree
4= Agree
3=Not Sure
2= Disagree
1=Strongly Agree

**APPENDIX E:
TECHNOLOGY PLANNING
FOR OPERATIONS COURSE**

Appendix E.1
Technology Course Syllabus

Integrating Technology into Organizational Operations
Syllabus
October 21 – December 2

Week 1 – Introduction / Assessing Your Technology

Objective:

- Understand how a technology plan can be strategically created to benefit your organization

In Class:

- Why are you here?
- What do you want out of this course (negotiation)?
- Do you have any tech “horror stories?”
- How do you use what you have?
- Do funding and programmatic mandates affect your use of technology? Will they in the future?
- Explain and discuss the concept of technology assessments.

Assignment: Organizational assessments to be completed for week 2

Week 2 – Building a Framework

Objectives:

- understand the concept of tech assessments; how to conduct, analyze, and use a guideline for strategic technology planning
- Engage in critical thinking about maximizing IT infrastructure.
- Analyze a technology assessment in the context of your organization
- Know the elements that will effect organizational ability to create a workable plan

In Class:

- Roundtable analysis of technology assessments.
- Wish List Handout
 - Training
 - Software
 - Hardware
- Early Adapters vs. Late – what is effective for my organization?
- Different formats; PC vs. Mac, Open Office vs. MS Office, etc

Assignment: Pricing Technology. **Bring** the pricing for **two** types of technology to class.

Week 3 – Timelines, Deadlines, and Obstacles

Objectives:

- Identify areas that can hinder your technology plan and discern strategies to move the tech plan forward in light of the hindrances

- Develop strategies that build staff buy-in
- Know how to develop a realistic implementation timeline for **your** technology plan.

In Class

- Discussion: Implementation and deployment. Choices and tradeoffs (i.e. buy or build), funding issues, staff **training** regimens, timing (deployment during program cycles, etc.), “the zipless upgrade.” Discuss resources and planning priorities
- Role-play: The Unhappy Staff
- Prioritization: what comes first, second, needs to be implemented yesterday, gets put on the back burner.
- How can I do this – finding resources surrounding technology.

Assignment: Bring information on a new piece of technology for Week 4

Week 4 – Finding the Resources

Objectives

By the end of this module, you will:

- Know how to cost technology and where nonprofits can go for deals
- Determine if your organization is suited towards internal or external technical support
- Develop a working knowledge of how to access resources for hardware, software, repair, and assistance.

In Class

- Role-play: implementation vs. day-to-day priorities and needs.
- Handout: Checklist of nonprofit technology resources
- Handout: Where and how to get it cheap
- Where and how to obtain technology funding

Assignment: Bring information on a new piece of technology for Week 5

Week 5 – Creating the Plan

Objectives:

- Identify sources of funding that match your organizational technology needs.
- Bring together elements of technology planning toward a final plan

In Class

- Creating the ‘Tech Plan Chart’
- Reviewing sample plans
- Begin work on

Assignment: Create Technology Plan for presentation at final session (week 6)

Week 6 – Presenting and Reviewing the Plans

In-class presentations. Each participant will distribute and present their drafts of their technology plans.

**Appendix E.2.A:
Summary of Pre and Post Test Results
Technology Planning for Operations**

	Average		
	Pre	Post	Change
1. I know how to create a technology assessment for my organization	2.8	4.0	1.2
2. I know what the full cost to own a computer is.	3.0	4.0	1.0
3. I understand the current technology needs of my organization	2.8	3.7	0.8
4. I am planning the future technology needs of my organization	3.0	4.3	1.3
5. I can forecast the software my organization will need to maintain effectiveness	3.0	3.7	0.7
6. I have an understanding of the hardware that my organization uses	3.7	4.0	0.3
7. I understand the effect that different software packages have on my organization	3.3	4.0	0.7
8. I know who should be involved in developing a strategic technology plan	3.2	4.3	1.2
9. I know the importance of timing	2.7	4.0	1.3
10. I know how to create a timeline for technology integration	2.3	4.0	1.7
11. I have a strategy in place to meet my organization's technology needs	2.3	4.0	1.7
12. I know where to go to train my staff to use technology	3.2	3.7	0.5
13. I know where to find resources for NPO software needs	3.2	4.0	0.8
14. I know which foundations will provide funding for technology	2.3	4.0	1.7
15. I know how to create a strategic technology plan for my organization	2.5	4.0	1.5
16. I know how to implement a technology plan for my organization	2.5	4.0	1.5
Total (Maximum Points: 80)	45.83	63.67	17.83
Percentage	57.29%	79.58%	22.29%

Key
5= Strongly Agree
4= Agree
3=Not Sure
2= Disagree
1=Strongly Agree

Notes:

Averages at the end of rows indicate the class average for a particular question. Averages at the bottom of columns indicate the average student score on all questions.

**Appendix E.2.B:
Summary of Pre and Post Test Results
Sorted by Pre Test Results
Technology Planning for Operations**

	Average		
	Pre	Post	Change
6. I have an understanding of the hardware that my organization uses	3.7	4.0	0.3
7. I understand the effect that different software packages have on my organization	3.3	4.0	0.7
8. I know who should be involved in developing a strategic technology plan	3.2	4.3	1.2
12. I know where to go to train my staff to use technology	3.2	3.7	0.5
13. I know where to find resources for NPO software needs	3.2	4.0	0.8
2. I know what the full cost to own a computer is.	3.0	4.0	1.0
5. I can forecast the software my organization will need to maintain effectiveness	3.0	3.7	0.7
4. I am planning the future technology needs of my organization	3.0	4.3	1.3
1. I know how to create a technology assessment for my organization	2.8	4.0	1.2
3. I understand the current technology needs of my organization	2.8	3.7	0.8
9. I know the importance of timing	2.7	4.0	1.3
15. I know how to create a strategic technology plan for my organization	2.5	4.0	1.5
16. I know how to implement a technology plan for my organization	2.5	4.0	1.5
10. I know how to create a timeline for technology integration	2.3	4.0	1.7
11. I have a strategy in place to meet my organization's technology needs	2.3	4.0	1.7
14. I know which foundations will provide funding for technology	2.3	4.0	1.7
Total (Maximum Points: 80)	45.83	63.67	17.83
Percentage	57.29%	79.58%	22.29%

Key
5= Strongly Agree
4= Agree
3=Not Sure
2= Disagree
1=Strongly Agree

Notes:

Averages at the end of rows indicate the class average for a particular question. Averages at the bottom of columns indicate the average student score on all questions.

Appendix E.2.C:
Summary of Pre and Post Test Results
Sorted by Post Test Results
Technology Planning for Operations

	Average		
	Pre	Post	Change
4. I am planning the future technology needs of my organization	3.0	4.3	1.3
8. I know who should be involved in developing a strategic technology plan	3.2	4.3	1.2
1. I know how to create a technology assessment for my Organization	2.8	4.0	1.2
2. I know what the full cost to own a computer is.	3.0	4.0	1.0
6. I have an understanding of the hardware that my organization uses	3.7	4.0	0.3
7. I understand the effect that different software packages have on my organization	3.3	4.0	0.7
9. I know the importance of timing	2.7	4.0	1.3
10. I know how to create a timeline for technology integration	2.3	4.0	1.7
11. I have a strategy in place to meet my organization's technology needs	2.3	4.0	1.7
13. I know where to find resources for <i>NPO</i> software needs	3.2	4.0	0.8
14. I know which foundations will provide funding for technology	2.3	4.0	1.7
15. I know how to create a strategic technology plan for my organization	2.5	4.0	1.5
16. I know how to implement a technology plan for my organization	2.5	4.0	1.5
3. I understand the current technology needs of my organization	2.8	3.7	0.8
5. I can forecast the software my organization will need to maintain effectiveness	3.0	3.7	0.7
12. I know where to go to train my staff to use technology	3.2	3.7	0.5
Total (Maximum Points: 80)	45.83	63.67	17.83
Percentage	57.29%	79.58%	22.29%

5= Strongly Agree
4= Agree
3=Not Sure
2= Disagree
1=Strongly Agree

Notes:

Averages at the end of rows indicate the class average for a particular question. Averages at the bottom of columns indicate the average student score on all questions.

Appendix E.2:D
Summary of Pre and Post Test Results
Sorted by Changes in Test Results
Technology Planning for Operations

	Average		
	Pre	Post	Change
10. I know how to create a timeline for technology integration	2.3	4.0	1.7
11. I have a strategy in place to meet my organization's technology needs	2.3	4.0	1.7
14. I know which foundations will provide funding for technology	2.3	4.0	1.7
15. I know how to create a strategic technology plan for my organization	2.5	4.0	1.5
16. I know how to implement a technology plan for my organization	2.5	4.0	1.5
9. I know the importance of timing	2.7	4.0	1.3
4. I am planning the future technology needs of my organization	3.0	4.3	1.3
1. I know how to create a technology assessment for my organization	2.8	4.0	1.2
8. I know who should be involved in developing a strategic technology plan	3.2	4.3	1.2
2. I know what the full cost to own a computer is.	3.0	4.0	1.0
13. I know where to find resources for NPO software needs	3.2	4.0	0.8
3. I understand the current technology needs of my organization	2.8	3.7	0.8
5. I can forecast the software my organization will need to maintain effectiveness	3.0	3.7	0.7
7. I understand the effect that different software packages have on my organization	3.3	4.0	- 0.7
12. I know where to go to train my staff to use technology	3.2	3.7	0.5
6. I have an understanding of the hardware that my			
Total (Maximum Points: 80)	45.83	63.671	17.83
Percentage	57.29%	79.58%	22.29%

Key
5= Strongly Agree
4= Agree
3=Not Sure
2= Disagree
1=Strongly Agree

Notes:

Averages at the end of rows indicate the class average for a particular question. Averages at the bottom of columns indicate the average student score on all questions.

**APPENDIX F:
NORTH LAWNSDALE
KNOWLEDGE BASE WEBSITE**

North Lawndale Knowledge Base

An Online Resource of Community Assets in Chicago's North Lawndale Community

**Project
Home
Organization
Directory
Service Maps
Demographic
Data
Institutions
Sharing the
Knowledge**

Home

KnowledgeBase -- The Online Information Resource for the North Lawndale Community

Welcome to the North Lawndale KnowledgeBase -- an online resource for Chicago's North Lawndale Community. Created through a partnership between the University of Illinois at Chicago (UIC) Great Cities Institute, the Steans Family Foundation, and an advisory group of more than 20 non-profit organizations, this website brings together a wide range of information for and about non-profits and other key community institutions that serve the North Lawndale community. North Lawndale residents and organizations can use this resource to access a wide range of information including:

- profiles of community organizations and service providers
- lists of services they provide, contact information
- asset maps that show the locations of key North Lawndale resources
- links to government agencies
- links to sources of demographic and economic data
- links to foundations and other funding sources
- links to educational institutions

If you would like to link your organization or community asset to this website, or have any questions about its content, please contact us at knowledgebase@uic.edu.



North Lawndale Knowledge Base

An Online Resource of Community Assets in Chicago's North Lawndale Community

Project Home	The following links provide a visual representation of the service providers in North Lawndale. For specific contact information, go to the Organization Directory .
Organization Directory	Employment Services
Service Maps	Family Services
Community Data	Technology Services
Institutions	Youth Development
Sharing the Knowledge	

The North Lawndale Knowledge Base is the result of a partnership with the **Great Cities Institute of the University of Illinois at Chicago**, the **Steans Family Foundation**, and a dedicated **community advisory group**.

North Lawndale Knowledge Base

An Online Resource of Community Assets in Chicago's North Lawndale Community

Project
Home

Organization
Directory

Service Maps
Community
Data

Institutions,
Sharing the
Knowledge

Financial Services

Financial Services

NHS Chicago
1279 North Milwaukee/3555 West Ogden
773-522-4637
www.nhschicago.org

The North Lawndale Knowledge Base is the result of a partnership with the **Great Cities Institute of the University of Illinois at Chicago**, the **Steans Family Foundation**, and a dedicated **community advisory group**.

