



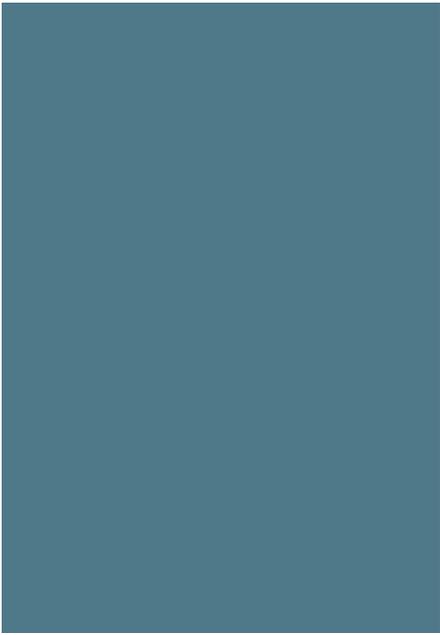
CoC Organizational Capacity Summary Report



Submitted to:

CHIP

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Submitted by:



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Organizational Capacity Assessment Process

The Coalition for Homelessness Intervention and Prevention (CHIP) contracted Thomas P. Miller & Associates (TPMA) to lead Continuum of Care (CoC) organizations through an organizational capacity assessment process. The goal of this process was to establish a baseline level of organizational capacity, develop a scorecard system that would allow for the tracking of organization capacity over time, and to identify specific recommendations and resources to assist CoC organizations in building their capacity. TPMA has conducted this process in four phases:

1. **Forum of CoC Organization Leadership.** Leadership of CoC organizations were engaged in discussion around areas of strengths and needs related to the CoC and their organizations. Guided roundtable discussions were facilitated by TPMA, and organizations were introduced to the Organizational Capacity Assessment Tool (OCAT).
2. **OCAT Assessment.** Representatives from CoC organizations were asked to complete the free, online, OCAT assessment. TPMA created accounts for participating organizations and sent out invitation links for its completion. Once the OCAT was completed, TPMA analyzed OCAT results at the aggregate level, as well as by grouping of type of organization, size of the organization, or the services provided.
3. **Development of Annual Assessment Tool.** Based on the categories of the OCAT assessment, an abbreviated tool was developed for organizations to complete on an annual basis. This tool covers the ten elements of capacity measured by the OCAT and adds an eleventh element related to collaboration with the CoC.
4. **One-on-Consulting.** TPMA worked one-one-one with five organizations that completed the OCAT to help them process their organization's results, engage in further discussion about their organization's capacity needs, and develop a four to six-month individualized capacity building plan for their organization.

Forum

The forum of CoC organizations' leadership was held on February 16, 2017. Approximately 30 representatives from CoC organizations participated. Participants were engaged in roundtable discussions with time to report out to the larger group. Discussion was focused on two areas – the capacity needs and challenges faced by individual organizations, and those of the CoC as a whole.

Several themes emerged from these discussions of common challenges being faced by CoC member organizations. Related to funding, organizations described a gap between the services that funding sources and Medicaid will pay for, and those services that are needed by the individuals experiencing homelessness. Organizations also shared that the funding they received is administratively burdensome because of the reporting requirements and regulations regarding how the funds may be used. Another struggle with funding that CoC representatives identified was due to shifting funding priorities at the federal level. Participants described uncertainty around what funding would be available in the future, which makes it difficult to plan for program sustainability. Participants described the need for unrestricted funds, so that they could be able to invest in infrastructure and IT.

Another theme emerging from discussion at the forum included issues related to communicating the work, mission, and accomplishments of the organizations to the broader public; and explaining why the public should care about the work of the CoC and the needs of the homeless community. Participants stated that homelessness is not as easy of a cause to fundraise for as some other causes, as people often have prejudices about why people are homeless. Challenges in communicating the work and importance of the

organization also ties directly to issues of funding – a clear message of why people should donate is needed for effective and sustained fundraising.

Participants expressed that participation in the CoC has benefited their organizations through increased awareness of resources, and having a broader peer network to collaborate with and learn from. Participants also saw the expansion of these relationships, specifically with organizations that are not currently engaged in the CoC, as an opportunity for expanding capacity. Greater collaboration with health systems, business partners, landlords, and policy makers were mentioned as areas for growth.

All organizations attending the forum were also asked to complete an Organizational Profile form, which listed the characteristics of their organization (number of employees, type of organization, budget size), as well as the types of services they provide. This information was gathered to allow analysis of OCAT results to be conducted by looking at average scores for organizations based on these characteristics.

Organizational Capacity Assessment Tool (OCAT)

Following the discussion at the forum, organizations were introduced to the OCAT. The OCAT, a free online tool created by McKinsey on Society, is designed to gauge the capacity of non-profit organizations. This is accomplished through a survey that employees, volunteers, and/or Board Members at a nonprofit organization participate in by answering a series of questions that are then aggregated to provide scores in ten areas of organizational capacity. These ten elements of organizational capacity include - Aspirations; Strategy; Leadership; Staff and Volunteers; Funding; Values, Learning and Innovation; Marketing and Communication; Advocacy; Managing Processes; and Organization, Infrastructure, and Technology.

Element of Capacity	Description
Aspirations	Clarity of the organization’s vision and how that shapes the work of the organization
Strategy	Alignment of mission to the organization’s vision, extent to which activities are based on an evidence-based theory of change, and creation and use of a strategic plan
Leadership, Staff and Volunteers	Diversity, skills, and commitment of the organization’s staff and volunteers. HR and volunteer management processes
Funding	Fundraising skills, donor base, earned revenue, financial management, financial flexibility
Values	Culture and values of the organization, extent to which results drive the organization, and level of accountability for results
Learning and Innovation	Organization’s use of data, quality improvement process in place, extent to which organization tests new ideas and applies program learnings
Marketing and Communication	Organizations internal and external communication, use of narratives, development of a brand, and stakeholder engagement
Advocacy	Access to information, relationship with partners, connections with policy makers, data collection for advocacy, policy development
Managing Processes	Use and development of operational planning, organizational policies and procedures, financial controls
Organization, Infrastructure and Technology	Organizational structure, information technology, database and reporting systems, cross functional coordination

OCAT Results

85 participants, representing 11 CoC organizations, completed the OCAT. While taking the OCAT, participants are asked a variety of questions, each of which is tied to a specific element of capacity. These statements are scored along a scale from 1 to 4, and the participant selects the statement that most closely reflects his or her opinion of his or her organization's capacity on a given topic. A response with a higher number reflects a higher level of capacity, and a lower number response reflects a lower level of capacity. A score of 1 indicates a clear need for increased capacity in that area, a score of 2 indicates a basic level of capacity, a score of three indicates a moderate level of capacity, and a score of 4 indicates a high level of capacity.

When completed, the OCAT generates a report of results for each organization based on an average of scores from their participants' responses. Each organization is provided with a score for each of the ten elements of capacity, as well as scores for the specific questions that make up those elements. The results summary also includes information about the degree to which responses to specific questions varied – helping to identify specific areas that might be important for an organization to explore further, since there is a variety of perspectives of the organization's capacity within that element. The results summary includes discussion questions, which organizations can use as a guide for internal discussions about their results and what steps they can take as an organization to strengthen their capacity.

Analysis

Once reports for each organization were generated and provided to the participating CoC member, TPMA aggregated and analyzed these data across the Continuum of Care. Results were analyzed by comparing average results across different types of organizations (number of employees, annual budget), and organizations providing different types of services (shelter, temporary / transitional housing, medical services). When grouping organizations for analysis, information from the organization profile that was completed at the forum was used to identify the various groupings. Based on the organizations that completed the OCAT, results were categorized and analyzed for the following types of organizations:

Organization Characteristics:

- Organizations with 30 employees or less
- Organizations with more than 30 employees
- Organizations with budgets greater than \$5 million
- Organizations with budgets between \$1 and \$3 million

Services Provided:

- Medical service providers
- Temporary / Transitional housing providers
- Permanent supportive housing providers
- Shelter providers

Reviewing the average results of the CoC as well as from these different types of organizations, specific areas of organizational capacity strengths and needs were identified. The average scores for organizations in these categories were compared to the results for all the participating organizations, for each element of capacity. This information was used to create a scorecard for each type of organization, highlighting the differences in capacity between the different types of organizations.

Moving beyond the scores organizations had in the ten areas of a capacity, TPMA analyzed results on a question-level basis. The average scores for each question were sorted from highest to lowest, for each different type of organization. The questions that made up each the lowest and highest quarter of scores, by organization type, were reviewed and coded to identify more specific themes (“subcategories”) of capacity strengths and needs for those organizations.

The analysis of each organization type contains its respective scorecard with an accompanying explanation of any major differences between its score and the CoC average score. The lowest scoring subcategories were then examined in further detail to highlight opportunities for growth.

Limitations

The primary limitations of this assessment process came from the number of organizations that participated in the OCAT. Since a relatively small number of organizations in the Continuum of Care participated in the OCAT, (11 organizations) the results in this report are not necessarily representative of all the organizations across the Continuum. Participation in the OCAT was optional, so responding organizations are not necessarily a representative sample of all the different types of organizations that participate in the CoC.

Additionally, there are limitations pertaining to the OCAT itself. One limitation is that the generated capacity scores rely solely on the opinions of staff members. While the OCAT does rely on multiple survey respondents to generate aggregate scores, responses are subjective.

Overall Results

The OCAT assessment was completed by the following organizations: Coburn Place, Gennesaret Free Clinics, Healthnet Homeless Initiative Program, Holy Family Shelter, HVAF of Indiana, John H. Boner Neighborhood Centers, Outreach Indiana, Partners in Housing, School on Wheels, Volunteers of America, and Wheeler Mission.

Among the ten capacity elements that the OCAT measures, organizations had the highest average score in the category of Aspirations. The Aspirations category is scored based on a series of questions related to the organization’s clarity of vision and how that vision guides the work of the organization. Aspirations had the highest capacity rank among all the participating organizations, with an average score of 3.24, placing it between a moderate (3) and high (4) level of capacity.

Certain elements of organizational capacity also saw greater variation of results from organizations. Marketing and Communication was the element of capacity with the widest range of scores, with the highest score of 3.70 and the lowest score of 2.21 (range of 1.49). Advocacy and Organization, Infrastructure, and Technology were also areas with greater variation in capacity among the CoC members completing the assessment. Advocacy scores ranged from 1.88 to 3.28 (range of 1.4) and Organization, Infrastructure, and technology ranged from 2.24 to 3.64 (range of 1.39).

Advocacy Results

The Advocacy element had the lowest capacity score, 2.68, placing it between a basic level (2) and moderate level (3) of capacity. However, several factors may have contributed to this section being scored low. Among CoC members, CHIP is the primary driver of advocacy efforts. While some organizations completing the OCAT participate in advocacy, often this was only the role of a select few staff members and not a primary function of the organization. Additionally, there was some confusion of the distinction

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between advocating at the public policy level versus advocating for clients. In future implementation of the OCAT, additional communication should be provided to clarify the type of advocacy discussed in the OCAT, and ensure that organizations complete these questions only if applicable to their organization.

Despite these factors that may have resulted in lower scores, there is still value in looking at this capacity area. The OCAT provides participants the option to choose “N/A” or “I don’t know” for questions. These were chosen more often by participants in the advocacy section than any other section of the OCAT, and are not factored into the score for the capacity area. This indicates that those for whom the section was applicable still felt that their organization’s capacity in this area was low.

Scorecard: Continuum of Care Organizations		
Element of Capacity	Description	Capacity Score
Aspirations	Clarity of the organization’s vision and how that shapes the work of the organization	3.24
Strategy	Alignment of mission to the organization’s vision, extent to which activities are based on an evidence-based theory of change, and creation and use of a strategic plan	2.98
Leadership, Staff and Volunteers	Diversity, skills, and commitment of the organizations staff and volunteers. HR and volunteer management processes	3.00
Funding	Fundraising skills, donor base, earned revenue, financial management, financial flexibility	3.12
Values	Culture and values of the organization, extent to which results drive the organization, and level of accountability for results	3.04
Learning and Innovation	Organization’s use of data, quality improvement process in place, extent to which organization tests new ideas and applies program learnings	2.91
Marketing and Communication	Organizations internal and external communication, use of narratives, development of a brand, and stakeholder engagement	3.04
Advocacy	Access to information, relationship with partners, connections with policy makers, data collection for advocacy, policy development	2.68
Managing Processes	Use and development of operational planning, organizational policies and procedures, financial controls	3.06
Organization, Infrastructure and Technology	Organizational structure, information technology, database and reporting systems, cross functional coordination	2.88

Areas of High Capacity

Analyzing results from all participating questions on a per-question basis revealed some more specific themes (“subcategories”) of capacity strengths and needs for those organizations. These areas of capacity strength should be considered in approaches to address areas of low capacity. The CoC may have opportunities to further leverage these strengths in addressing areas with a need for more capacity. From this analysis, the following five subcategories of organizational capacity were identified as specific strengths of CoC organizations. Some of the subcategories of high organizational capacity are well aligned to the feedback shared at the forum. In some cases, challenges that were presented within the forum are areas that were scored as high capacity in the OCAT, suggesting that while challenges may exist, organizations that took the OCAT may be well positioned to overcome some of these challenges.

Top Five Subcategories of High Organizational Capacity	
Internal Controls	All organizations participating in the OCAT reported high levels of organizational capacity in their internal process related to regulatory compliance and the implementation of appropriate financial processes and controls. Although participants at the forum described the administrative burden of implementing federal funding, organizations appear to feel comfortable with their ability to meet these requirements, even when feeling stretched to do so. Organizations also rated themselves highly in terms of financial controls in place at their organizations.
Reputation	Participants who took the OCAT reported that their organizations had strong reputations in the community and are seen as experts in the field. At the forum, participants described difficulty in communicating the need for the work they do for fundraising and PR purposes. Leveraging these strong reputations may present opportunities for addressing those difficulties and communicating to the public why they should care about the mission of their organization.
Mission Driven	The highest scoring area overall in the OCAT was Aspirations, which is made up of questions regarding how the mission and vision of the organization shape its decisions, activities, and programs. Participants ranked their organizations high in the way that the mission is the driving force behind decisions.
Impact	Participants at the forum spoke passionately about the populations they serve. In the OCAT, participants indicated a strong belief that their organizations are having an impact in serving these populations, despite the limitations in funding and other areas of capacity that they are facing.
Risk Management	Organizations ranked themselves highly in areas of risk management, such as appropriate insurance coverage for their organization, having backups of organization files, and having the appropriate level of legal support. Along with the high ratings in the areas internal controls, organizations seem to be effectively mitigating risk to ensure the success and sustainability of their organizations.

Areas of Low Capacity

OCAT results also identified a number of areas in which there is opportunity for organizational capacity to be enhanced. These five subcategories were topics that repeatedly came up in some of the lowest scored questions in the OCAT results. Several of these topics identified from the OCAT are areas that were not brought up or discussed in much depth at the forum. These less discussed areas demonstrate the value of going through an in-depth capacity assessment for organizations – there may be areas brought up that are not at the forefront for particular organizational leaders, but if addressed, may significantly strengthen the capacity of organizations. CoC member organizations could use capacity building assistance focused on the following areas.

Top Five Subcategories of Low Organizational Capacity	
Talent Attraction and Development	In relation to talent attraction and development, organizations indicated a lack of capacity in their ability to attract, manage, develop, and retain talent. Questions related to the organization’s use of incentive systems and developing plans for professional development were two of the lowest capacity scores among all the questions (100+) in the OCAT.
Board Management	Respondents indicated that their organizations were lacking a process to evaluate and develop Board Members. Organizations indicated a low level of contribution to the organization from Board Members, and low levels of relevant expertise and

	connections that Board Members often bring to organizations. This subcategory demonstrates an opportunity for organization staff and Board Members to engage in a new way, to better align the efforts of both the Board and staff.
Funding	At the forum, organizations discussed the difficulty they face in fundraising for services to individuals experiencing homelessness, as well as the difficulty they face in not having unrestricted funding to address infrastructure needs of their organizations. They reported a gap between what funders will pay for and the services and supports the individuals they serve actually need. These funding concerns were echoed in the OCAT. Although scores varied significantly among the different organizations, in general, those participating indicated low capacity in fundraising skills, systems, or sustainable donor base. Organizations also reported low capacity in their ability to create or capture earned revenue.
Evaluation	Organizations scored comparatively low in several areas related to ongoing planning and assessment of the organization’s activities. Participants scored their organization’s capacity low in areas such as establishing performance targets across programs and learning from the monitoring of these targets. Related to this lack of performance targets, organizations also reported a lack of up to date and high quality data for effective program planning.
Advocacy Strategy	The OCAT element with the lowest average capacity score for the participating organizations was Advocacy. Although there were several potentially mitigating factors discussed previously, the participants who did answer these questions indicated a lack of staff dedicated to advocacy activities, and low capacity in regards to access to information on the overall system landscape they would need to effectively advocate and in their connection to policy makers.

Scorecards – Capacity Results by Organization Type

The scores from the OCAT tool allow for easy comparison across different types of organizations. These comparisons allow for the identification of strengths and needs specific to different organization types. All organizations participating in the OCAT assessment completed an Organizational Profile form, which listed the characteristics of their organization (number of employees, type of organization, budget size), as well as the types of services they provide. Using this information about the organizations, results from the OCAT were aggregated based on these characteristics.

The following section includes a scorecard for each of the different types of organizations examined. Individual organizations can use these results to see how they compare to similar organizations. Additionally, since the OCAT is a free tool, organizations have the ability to take the assessment again in the future and see how their capacity has increased, and what areas still need addressed. It is important to note that for these comparisons, the selected categories for comparison are not mutually exclusive. For example, an organization with fewer than 30 employees could also be a medical service provider.

Organizations with Fewer than 30 Employees

The capacity scores for organizations with fewer than 30 employees are very similar, but slightly lower than overall capacity scores. The greatest difference in organizational capacity for these smaller organizations compared to the CoC average can be found in the Marketing and Communication, and Advocacy elements.

Scorecard: Organizations with 30 or Fewer Employees			
Element of Capacity	Description	Capacity Score	Compared to CoC
Aspirations	Clarity of the organization’s vision and how that shapes the work of the organization	3.21	(.03)
Strategy	Alignment of mission to the organization’s vision, extent to which activities are based on an evidence-based theory of change, and creation and use of a strategic plan	2.95	(.03)
Leadership, Staff and Volunteers	Diversity, skills, and commitment of the organizations staff and volunteers. HR and volunteer management processes	2.96	(.04)
Funding	Fundraising skills, donor base, earned revenue, financial management, financial flexibility	3.10	(.02)
Values	Culture and values of the organization, extent to which results drive the organization, and level of accountability for results	3.00	(.04)
Learning and Innovation	Organization’s use of data, quality improvement process in place, extent to which organization tests new ideas and applies program learnings	2.87	(.04)
Marketing and Communication	Organizations internal and external communication, use of narratives, development of a brand, and stakeholder engagement	2.91	(.13)
Advocacy	Access to information, relationship with partners, connections with policy makers, data collection for advocacy, policy development	2.55	(.13)
Managing Processes	Use and development of operational planning, organizational policies and procedures, financial controls	3.02	.04
Organization, Infrastructure and Technology	Organizational structure, information technology, database and reporting systems, cross functional coordination	2.90	.02

Capacity Building Opportunities for Organizations with 30 or Few Employees

Among these smaller organizations, topics related to evaluation, talent attraction and development, advocacy strategy, and Board management were among the lowest scoring questions. Low scoring questions related to evaluation centered on the use of performance measures and creating a results orientation across the organizations. Talent attraction and development questions were concerned with the organization’s effectiveness in recruiting and retaining qualified employees, as well as the organization’s utilization of employee incentives.

Many of the lower scoring areas for the Board of Directors indicate a need for these organizations to develop a better relationship with their Board of Directors, or to recruit Board Members that are better suited for the organization they are representing. Additionally, there were areas for growth in funding, including revenue generating models and a sustainable funding base.

Subcategory	Capacity Areas to Strengthen
Evaluation	<ul style="list-style-type: none"> • Creating a results orientation in staff across the organization • Articulation of how the organization’s actions translate into outputs and outcomes (logic model) • Utilizing evaluation / performance measures to develop data driven strategies and decisions

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Talent Attraction and Development	<ul style="list-style-type: none"> Managing and retaining talent Utilizing incentive systems to motivate and retain talent Development of a leadership succession plan
Board Management	<ul style="list-style-type: none"> Board Member evaluation process Expertise and connections Board Members Contribution of Board Members to organization's resources Organizational support to developing Board Members
Funding	<ul style="list-style-type: none"> Revenue generation Sustainable funding base

Organizations with Greater than 30 Employees / Budgets Greater than \$5 Million

When studying organizations' OCAT scores by the number of employees and by budget size, the same organizations from the CoC made up the groupings of organizations with more than 30 employees and those with budgets greater than \$5 million. Due to this, the scorecards and analysis for these groups are the same and discussed together. These larger organizations scored significantly higher than the average for the CoC in the areas of Advocacy and Marketing and Communication. At .35 and .23 above the CoC average in these areas respectively, these showed the highest level of capacity above the CoC average, among all the organization types and service provider types examined. Other areas of capacity for these larger organizations were similar to the scores for the CoC overall.

Scorecard: Organizations with Greater than 30 Employees / Budgets Greater than \$5 Million			
Element of Capacity	Description	Capacity Score	Compared to CoC
Aspirations	Clarity of the organization's vision and how that shapes the work of the organization	3.28	.04
Strategy	Alignment of mission to the organization's vision, extent to which activities are based on an evidence-based theory of change, and creation and use of a strategic plan	3.03	(.05)
Leadership, Staff and Volunteers	Diversity, skills, and commitment of the organizations staff and volunteers. HR and volunteer management processes	3.06	.06
Funding	Fundraising skills, donor base, earned revenue, financial management, financial flexibility	3.14	.02
Values	Culture and values of the organization, extent to which results drive the organization, and level of accountability for results	3.13	.09
Learning and Innovation	Organization's use of data, quality improvement process in place, extent to which organization tests new ideas and applies program learnings	2.98	.07
Marketing and Communication	Organizations internal and external communication, use of narratives, development of a brand, and stakeholder engagement	3.27	.23
Advocacy	Access to information, relationship with partners, connections with policy makers, data collection for advocacy, policy development	3.03	.35
Managing Processes	Use and development of operational planning, organizational policies and procedures, financial controls	3.13	(.07)
Organization, Infrastructure and Technology	Organizational structure, information technology, database and reporting systems, cross functional coordination	2.86	(.02)

Capacity Building Opportunities for Organizations with Greater than 30 Employees / Budgets Greater than \$5 Million

Among larger organizations, topics related to evaluation and use of data for monitoring performance were among the lower scoring questions in participating organization’s OCAT results. Many of these lower scoring areas pertain to the need for using data driven approaches to strategic planning. This relies on organizational evaluation to determine progress and establish plans for improvement.

Questions and topics related to talent attraction and development were another low scoring area for organizations with greater than 30 employees. Low scoring questions in this area were related to organization’s ability to effectively recruit qualified employees, maintain a pipeline of talent, and develop and retain talent.

Scores for these organizations again demonstrated lower capacity in relation to the Board of Director. Organizations indicated a need to develop a better relationship with their Board of Directors, or to recruit Board Members who are better suited for the organization they are representing.

Subcategory	Capacity Areas to Strengthen
Evaluation	<ul style="list-style-type: none"> • Accountability for day-to-day progress • Creating a results orientation in staff across the organization • Utilizing metrics to measure progress • Utilizing data from performance measures for continuous improvement • Establishing performance targets across various activities
Talent Attraction and Development	<ul style="list-style-type: none"> • Developing and retaining staff • Developing and maintaining a pipeline of talent • Developing a plan and process to manage talent • Utilizing incentive systems to motivate and retain talent • Getting the right skills and people for fundraising
Board Management	<ul style="list-style-type: none"> • Recruiting a diverse and connected Board • Selecting Board members • Onboarding for Board Members • Board Member evaluation process • Board Member contribution

Organizations with Budgets between \$1-\$3 Million

The organizations with annual budgets falling between \$1 million and \$3 million are a subset of the same organizations containing fewer than 30 employees. Due to this, the scorecards and analysis for organizations with fewer than 30 employees contain these organizations. Seven organizations that utilized the OCAT are categorized as having 30 or fewer employees. Four of these organizations also compose this current category – annual budgets between \$1 and \$3 million. The organizations with 30 or fewer employees scored slightly less than the overall average in all elements but two: Managing Processes and Organization, Infrastructure, and Technology. Conversely, organizations with annual budgets between \$1 and \$3 million scored slightly above average in all but two elements. There was no difference for Managing Processes element of capacity. These organizations scored highest above the CoC average in Advocacy.

Scorecard: Organizations with Budgets Between \$1 and \$3 Million			
Element of Capacity	Description	Capacity Score	Compared to CoC
Aspirations	Clarity of the organization’s vision and how that shapes the work of the organization	3.28	.04
Strategy	Alignment of mission to the organization’s vision, extent to which activities are based on an evidence-based theory of change, and creation and use of a strategic plan	3.00	.02
Leadership, Staff and Volunteers	Diversity, skills, and commitment of the organizations staff and volunteers. HR and volunteer management processes	3.01	.01
Funding	Fundraising skills, donor base, earned revenue, financial management, financial flexibility	3.14	.02
Values	Culture and values of the organization, extent to which results drive the organization, and level of accountability for results	3.07	.03
Learning and Innovation	Organization’s use of data, quality improvement process in place, extent to which organization tests new ideas and applies program learnings	2.89	.02
Marketing and Communication	Organizations internal and external communication, use of narratives, development of a brand, and stakeholder engagement	3.00	.04
Advocacy	Access to information, relationship with partners, connections with policy makers, data collection for advocacy, policy development	2.87*	.19
Managing Processes	Use and development of operational planning, organizational policies and procedures, financial controls	3.06	0
Organization, Infrastructure and Technology	Organizational structure, information technology, database and reporting systems, cross functional coordination	2.99	.11
* Responses to the Advocacy section were optional. Average scores in this category are from the two organizations that completed this section, with budgets between \$1-\$3 Million.			

Capacity Building Opportunities for Organizations with Budgets between \$1 and \$3 Million

Among this group of organizations, some of the lowest rated evaluation questions were related to the establishment and use of performance targets. Participants indicated low capacity in their organization’s ability to establish, monitor, and use performance data in their planning processes.

Similar to other types of organizations, a need was again demonstrated for increased capacity as it relates to attracting, developing, and retaining talent. These organizations also indicated a need for capacity building related to the generation/capturing of revenue from the services they provide.

Subcategory	Capacity Areas to Strengthen
Evaluation	<ul style="list-style-type: none"> • Capturing and using performance data • Utilizing metrics to measure progress • Utilizing data from performance measures for continuous improvement • Establishing performance targets across various activities • Measuring effectiveness of advocacy efforts
Talent Attraction and Development	<ul style="list-style-type: none"> • Development of a leadership succession plan • Developing and maintaining a pipeline of talent • Developing a plan and process to manage talent

	<ul style="list-style-type: none"> Utilizing incentive systems to motivate and retain talent
Funding	<ul style="list-style-type: none"> Revenue generation

Organization Results by Types of Services Provided

Medical Service Providers

CoC organizations providing medical services demonstrated lower average capacity in each of the ten areas of organizational capacity measured by the OCAT compared to the CoC as a whole. Medical service providers demonstrated the biggest differences in capacity relative to other types of organizations in the areas of Organization, Infrastructure, and Technology (.31 lower); Marketing and Communication (.27 lower); and Aspirations (.26 lower).

Scorecard: Medical Service Providers			
Element of Capacity	Description	Capacity Score	Compared to CoC
Aspirations	Clarity of the organization’s vision and how that shapes the work of the organization	2.98	(.26)
Strategy	Alignment of mission to the organization’s vision, extent to which activities are based on an evidence-based theory of change, and creation and use of a strategic plan	2.81	(.17)
Leadership, Staff and Volunteers	Diversity, skills, and commitment of the organizations staff and volunteers. HR and volunteer management processes	2.85	(.15)
Funding	Fundraising skills, donor base, earned revenue, financial management, financial flexibility	2.92	(.20)
Values	Culture and values of the organization, extent to which results drive the organization, and level of accountability for results	2.89	(.15)
Learning and Innovation	Organization’s use of data, quality improvement process in place, extent to which organization tests new ideas and applies program learnings	2.74	(.17)
Marketing and Communication	Organizations internal and external communication, use of narratives, development of a brand, and stakeholder engagement	2.77	(.27)
Advocacy	Access to information, relationship with partners, connections with policy makers, data collection for advocacy, policy development	2.47	(.21)
Managing Processes	Use and development of operational planning, organizational policies and procedures, financial controls	2.91	(.15)
Organization, Infrastructure and Technology	Organizational structure, information technology, database and reporting systems, cross functional coordination	2.57	(.31)

Capacity Building Opportunities for Medical Service Providers

Among this group of organizations, both physical and electronic (database systems, websites) infrastructure was rated lower than average for other organizations. Related to the capacity category Aspirations, the biggest relative gap in capacity for medical service providers was related the organization’s vision. These organizations were less likely than other types of organizations to indicate that what they were trying to accomplish would inspire others.

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Looking at the themes of the lowest scoring questions overall for medical service providers, many themes were similar those of other categories of organizations – talent attraction and development, and advocacy planning again showed up as some of the areas of lower capacity. Participants also indicated lower levels of capacity in these organization’s ability to engage the population they are serving in organization planning and evaluation processes and in their of media and social media for marketing

Subcategory	Capacity Areas to Strengthen
Infrastructure	<ul style="list-style-type: none"> • Improvements to building and office space • Creation of / updates to website • Database and reporting systems
Talent Attraction and Development	<ul style="list-style-type: none"> • Development of a leadership succession plan • Developing and maintaining a pipeline of talent • Utilizing incentive systems to motivate and retain talent
Client Driven Decision Making	<ul style="list-style-type: none"> • Engaging individuals served by the organization for evaluation and planning
Marketing	<ul style="list-style-type: none"> • Effective use of media • Building a brand • Leveraging social media for marketing and fundraising
Advocacy Strategy	<ul style="list-style-type: none"> • Creating compelling advocacy messages • Integrating advocacy into organization’s strategy and planning • Leveraging legal strategies in advocacy

Temporary and Transitional Housing Providers

Temporary and transitional housing providers in the CoC demonstrated slightly higher capacity scores compared to the CoC average. Organizations providing these services were most significantly above average capacity in the element of Advocacy.

Scorecard: Temporary and Transitional Housing Providers			
Element of Capacity	Description	Capacity Score	Compared to CoC
Aspirations	Clarity of the organization’s vision and how that shapes the work of the organization	3.26	.02
Strategy	Alignment of mission to the organization’s vision, extent to which activities are based on an evidence-based theory of change, and creation and use of a strategic plan	3.03	.05
Leadership, Staff and Volunteers	Diversity, skills, and commitment of the organizations staff and volunteers. HR and volunteer management processes	3.02	.02
Funding	Fundraising skills, donor base, earned revenue, financial management, financial flexibility	3.19	.07
Values	Culture and values of the organization, extent to which results drive the organization, and level of accountability for results	3.04	0
Learning and Innovation	Organization’s use of data, quality improvement process in place, extent to which organization tests new ideas and applies program learnings	2.97	.06
Marketing and Communication	Organizations internal and external communication, use of narratives, development of a brand, and stakeholder engagement	3.09	.05

CoC Organizational Capacity Summary Report

Advocacy	Access to information, relationship with partners, connections with policy makers, data collection for advocacy, policy development	2.91	.23
Managing Processes	Use and development of operational planning, organizational policies and procedures, financial controls	3.11	.05
Organization, Infrastructure and Technology	Organizational structure, information technology, database and reporting systems, cross functional coordination	2.96	.08

Capacity Building Opportunities for Temporary and Transitional Housing Providers

Among this group of organizations, some of the lowest rated questions were related to attracting and retaining talent. Participants indicated comparatively lower capacity in their organization's ability to utilize their strategic plan in day to day decision making, and implementing an ongoing improvement processes. Participants in this category also indicated low capacity in managing their Board of Directors. Lower rated areas within evaluation included creating evaluation processes that promote continuous improvement.

Subcategory	Capacity Areas to Strengthen
Talent Attraction and Development	<ul style="list-style-type: none"> • Development of a leadership succession plan • Developing and maintaining a pipeline of talent • Utilizing incentive systems to motivate and retain talent
Planning	<ul style="list-style-type: none"> • Implementing planning processes to improve organization function • Use of strategic plan for making day to day decisions
Board Management	<ul style="list-style-type: none"> • Supporting Board Member development • Recruiting a diverse and connected Board • Board Member evaluation process
Evaluation	<ul style="list-style-type: none"> • Creating a results orientation in staff across the organization • Creating and utilizing performance measures for continuous improvement and planning

Permanent Supportive Housing Providers

Permanent supportive housing providers had average organizational capacity lower than that of the CoC as a whole. The greatest difference in capacity for these organizations compared to the CoC as a whole exists in Advocacy (.35); Organization, Infrastructure, and Technology (.25); and Marketing and Communication (.22).

Scorecard: Permanent Supportive Housing Providers			
Element of Capacity	Description	Capacity Score	Compared to CoC
Aspirations	Clarity of the organization's vision and how that shapes the work of the organization	3.06	(.18)
Strategy	Alignment of mission to the organization's vision, extent to which activities are based on an evidence-based theory of change, and creation and use of a strategic plan	2.82	(.16)
Leadership, Staff and Volunteers	Diversity, skills, and commitment of the organizations staff and volunteers. HR and volunteer management processes	2.90	(.10)
Funding	Fundraising skills, donor base, earned revenue, financial management, financial flexibility	3.01	(.11)

CoC Organizational Capacity Summary Report

Values	Culture and values of the organization, extent to which results drive the organization, and level of accountability for results	2.86	(.18)
Learning and Innovation	Organization's use of data, quality improvement process in place, extent to which organization tests new ideas and applies program learnings	2.85	(.06)
Marketing and Communication	Organizations internal and external communication, use of narratives, development of a brand, and stakeholder engagement	2.82	(.22)
Advocacy	Access to information, relationship with partners, connections with policy makers, data collection for advocacy, policy development	2.33	(.35)
Managing Processes	Use and development of operational planning, organizational policies and procedures, financial controls	3.03	(.03)
Organization, Infrastructure and Technology	Organizational structure, information technology, database and reporting systems, cross functional coordination	2.63	(.25)

Capacity Building Opportunities for Permanent Supportive Housing Providers

Among this group of organizations, some of the lowest rated questions were related to Planning and Advocacy Strategy. Participants also indicated low capacity in their organization's ability to engage with the audience they are serving. Low scores for supportive housing providers in Advocacy specifically pertained to engaging in the political and legal process to advocate for the needs of their clients. Areas around attracting and retaining talent were again some of the lower scoring questions.

Subcategory	Capacity Areas to Strengthen
Planning	<ul style="list-style-type: none"> Adjusting plans in response to a changing environment Implementing planning processes to improve organization function Increasing communication and coordination across the organization
Talent Attraction and Development	<ul style="list-style-type: none"> Ensuring organization has the skills needed to be successful and sustainable Developing and maintaining a pipeline of talent Developing a plan and process to manage talent Utilizing incentive systems to motivate and retain talent
Client Driven Decision Making	<ul style="list-style-type: none"> Engaging individuals served by the organization for evaluation and planning
Advocacy Strategy	<ul style="list-style-type: none"> Proposing policy to advance advocacy objectives Leveraging legal strategies in advocacy Using new information to inform advocacy effort

Shelter Providers

Organizations providing shelter services ranked lowest in assessed capacity of any of the groupings of service providers examined. The elements where shelter providers were farthest away from the average capacity levels of CoC members were in Advocacy, Marketing and Communication, and Organization Infrastructure and IT.

Scorecard: Shelter Providers			
Element of Capacity	Description	Capacity Score	Compared to CoC
Aspirations	Clarity of the organization’s vision and how that shapes the work of the organization	2.83	(.41)
Strategy	Alignment of mission to the organization’s vision, extent to which activities are based on an evidence-based theory of change, and creation and use of a strategic plan	2.56	(.42)
Leadership, Staff and Volunteers	Diversity, skills, and commitment of the organizations staff and volunteers. HR and volunteer management processes	2.68	(.32)
Funding	Fundraising skills, donor base, earned revenue, financial management, financial flexibility	2.64	(.48)
Values	Culture and values of the organization, extent to which results drive the organization, and level of accountability for results	2.62	(.42)
Learning and Innovation	Organization’s use of data, quality improvement process in place, extent to which organization tests new ideas and applies program learnings	2.44	(.47)
Marketing and Communication	Organizations internal and external communication, use of narratives, development of a brand, and stakeholder engagement	2.47	(.57)
Advocacy	Access to information, relationship with partners, connections with policy makers, data collection for advocacy, policy development	1.88*	(.80)
Managing Processes	Use and development of operational planning, organizational policies and procedures, financial controls	2.60	(.46)
Organization, Infrastructure and Technology	Organizational structure, information technology, database and reporting systems, cross functional coordination	2.31	(.57)
* Three or fewer organizations that provide shelter responded to the advocacy section			

Capacity Building Opportunities for Shelter Providers

Compared to organizations that do not provide shelter, shelter providers indicated much lower capacity related to having the right information technology in place to advance their work. These organizations also indicated less capacity in the use of social media, and in their organization’s skills in program planning and implementing adjustments to programs to improve quality. Talent attraction and development was also a lower scoring area, with a greater need identified for more development of succession planning than among other types of organizations.

Subcategory	Capacity Areas to Strengthen
Infrastructure	<ul style="list-style-type: none"> Implementing information technology to support the work of the organization
Planning	<ul style="list-style-type: none"> Use of strategic plan for making day to day decisions Increasing communication and coordination across the organization Creating and updating advocacy plans
Evaluation	<ul style="list-style-type: none"> Creating a results orientation in staff across the organization Utilizing metrics to measure progress Utilizing data from performance measures for continuous improvement and planning Establishing performance targets across various activities

Talent Attraction and Development	• Learning from experimenting with new approaches
	• Development of a leadership succession plan
	• Developing and maintaining a pipeline of talent
	• Developing a plan and process to manage talent

Annual Organizational Capacity Review Tool

The OCAT assessment provides an in-depth look at an organization’s capacity, and works best when completed by members of the organization serving in various positions and levels. However, this process requires a significant time commitment. The assessment can take 1.5-2.5 hours to complete for each individual participating. Because of this significant time commitment, organizations in the CoC felt they would not be able to complete the process on an annual basis. To address this, an abbreviated capacity assessment tool that mirrors the capacity categories of the OCAT was developed that can be completed annually. Organizations can then utilize the more in depth OCAT assessment every three to five years. The annual assessment tool can be found in the [appendix](#).

Implementation

The annual capacity tool should be completed by CoC organizations each year and then submitted to CHIP. The assessment tool includes eleven areas of capacity – the ten from the OCAT, and the additional capacity area of collaboration. The advocacy element of capacity has been framed in the new tool as “Public Policy” to make the distinction between advocating for clients and engaging in legislative/policy advocacy clearer. Organizations will score themselves on a series of statements related to each capacity area, indicating their level of agreement with each indicator and provide any key observations, documentation, or justification that supports the rating. The scores for these indicators will then be averaged to get the capacity score for each element of capacity.

The cover page for the tool includes instructions and space to provide some details about the organization’s characteristics, including the number of staff, budget size, and the types of services the organization provides. This information will be used by CHIP as they aggregate scores across organizations and develop scorecards for the various types of organizations completing the tool.

Although the capacity areas of the new tool largely mirror those of the OCAT, results from the annual assessment will not be directly comparable to the OCAT results and scorecards discussed in this report. The annual tool is using a five-point agreement scale, while the OCAT uses a four-point level of capacity scale. The OCAT also asks many more questions that are aggregated and averaged to determine the capacity scores in each element. The annual tool asks about only 2-4 key indicators for each capacity area. The annual tool is intended to help organizations track progress within each element of capacity between uses of the formal OCAT tool.

One-on-One Consulting

TPMA worked one-one-one with representatives from five organizations that completed the OCAT – Gennesaret Free Clinic, Partners in Housing, School on Wheels, Volunteers of America IN, and Outreach - to help them process their organization’s results, engage in further discussion about their organization’s capacity needs, and develop a four to six-month individualized capacity building plan for their organization. Prior to meeting with each organization, TPMA prepared a summary of their OCAT results, including the

questions on which they scored highest and lowest, and comparisons of their scores to the scores of similar types of organizations. These results served as the basis for the one-on-one meetings. TPMA also inquired about any scores in areas that were surprising to the organization.

Based on the discussion of the organization's scores, along with any needs the organization had identified but did not feel were reflected in the scores, each meeting resulted in identifying three capacity-building opportunities for the organization. With these opportunities identified, TPMA researched resources and recommendations and developed a written capacity-building plan for the organization. TPMA consulted nonprofit management best practice resources in developing resources and recommendations for the capacity-building plans. Due to the need for the organization to select a recommendation, develop a more detailed scope of work, and choose the consultant they wish to work with, specific costs were not determined for all recommendations. However, recommendations were developed keeping in mind the feasibility of completing the work in a six-month or less time frame, and a budget that could be supported by the organization and/or CHIP capacity building funds. When recommendations included specific professional development opportunities, costs were included in the plans. However, when possible, TPMA provided resources and tools that were of low or no cost so that the organizations could utilize these tools when further scoping out specific projects.

Copies of the capacity-building plan were provided to each individual organization and to CHIP. Follow up half hour phone calls were conducted, as needed, with organizations to discuss the plans and to answer any questions regarding the resources and recommendations.

Recommendations and Resources

In researching resources and developing recommendations, TPMA sought input from subject matter experts within the firm to identify specific trainings and consultants that would be well suited to provide the proposed service. Wherever possible, TPMA also included free or low cost resources that CHIP or COC member organizations may use. When identifying potential trainers, TPMA prioritized local contacts who would be able to provide services at their standards rates, without significant travel needs. Based on the OCAT results, TPMA identified the five primary areas that organizations scored lowest in as the areas where there was the most need for support. These areas included:

- Board Management
- Evaluation
- Funding
- Talent Attraction and Development
- Advocacy Strategy

Building from these identified areas for support, TPMA has developed a list of resources, meetings and conferences, and trainers that may be able to close the gaps for some organizations. Each section includes information about print and web-based resources that are available for organizations at any time and information about upcoming webinars and face-to-face training opportunities available in the near future.

Board Management

There are a variety of resources available related to governance, Board training, and Board assessments. First, it is important to understand the three, basic legal duties of a nonprofit organization's Board of Directors. The [National Council of Nonprofits](#) summarized them well:

1. **Duty of care:** Take care of the nonprofit by ensuring prudent use of all assets, including facility, people, and good will; and provide oversight for all activities that advance the nonprofit's effectiveness and sustainability.
2. **Duty of loyalty:** Make decisions in the best interest of the nonprofit corporation; not in his or her self-interest.
3. **Duty of obedience:** Ensure that the nonprofit obeys applicable laws and acts in accordance with ethical practices; that the nonprofit adheres to its stated corporate purposes, and that its activities advance its mission.

Most of the governance resources build upon this foundation. Independent Sector produces an excellent, comprehensive governance guide, [The Principles for Good Governance and Ethical Practice](#). It also offers a [companion workbook](#), enabling Boards to proceed through the material and to create improvement plans. Finally, it maintains summaries of charitable laws in each state; Indiana's summary can be found [here](#). BoardSource also publishes several governance guides, including this free [Recommended Governance Practices](#) handbook, which separates practices into essential, leading, and compliance categories.

Effective Board recruitment is vital for nonprofit organizations; a productive Board steers the organization strategically, builds bridges to more supporters and advocates, and believes in the mission. The Bridgespan Group assembled [several tools](#) to guide the recruitment process. It also compiled a collection of brief [job descriptions](#) for each of the Board executive positions, as well as a customizable [sample Board Member job description](#). They also produced an explainer about [Board personal contributions](#).

Once a Board is in place, nonprofit organizations can educate its members. One resource that could align advocacy training with Board management is this resource from Stand for Your Mission Campaign: [The Power of Board Advocacy: A Discussion Guide for Boards](#). The [Indiana Nonprofit Resource Network](#) and have also compiled a variety of practical resources related to Board management, as well. They range from self-assessment tools to case studies to meeting templates.

Curriculum Topics, Trainings, Workshops, Conferences

[How to Build a Nonprofit Organization: Managing Effective Nonprofit Boards](#)

- Pam Blevins Hinkle – The Hinkle Group, Inc.
- Indianapolis Central Library
- September 30, 2017, 10:30am-12:30pm
- Free

[Webinar 101: Overcoming Barriers: How to Grow Successful Board Structures and Behaviors](#)

- BoardSource
- Online
- June 6, 2017, 2:00pm-3:00pm
- Free for members, \$35 for non-members

[Nonprofit Management for the 21st Century](#)

- Indiana University School of Public and Environmental Affairs
- IUPUI Campus
- September 15-16, 2017 or December 7-8, 2017, 8:30am-4:30pm
- \$895
- Board management is only part of the training

Potential Trainers

- John Carreon – Executive Vice President, Thomas P. Miller and Associates
- Maggie Stevens – Vice President of Organizational and Community Development, Thomas P. Miller and Associates
- Aryn Schounce – Director of Organizational Community Development, Thomas P. Miller and Associates
- Bryan Orander – President, Charitable Advisors
- Erin Hedges – President, Hedges and Associates
- Jen Pendleton – Vice President – Indiana, Aly Sterling Philanthropy
- [Indiana Youth Institute](#)

Evaluation

Program evaluation is a systematic process designed to assess the design, implementation, and outcomes of a program. Evaluation provides organizations with the information they need to make informed programmatic decisions, and communicate the impact of their work. There is a variety of online resources and tools available to help organizations get started in evaluating their programs.

The Children, Youth, and Families at Risk (CYFAR) Grant Program allocates funding provided by congressional appropriation to land-grant university extension services for community-based programs for at-risk children and their families. From these services, an extensive resource library has been developed

with [interactive learning modules](#) to guide organizations through planning an evaluation, collecting and analyzing data, and communicating evaluation results.

The [University of Wisconsin Extension](#) also has a variety of resources and an interactive guide to [developing a program logic model](#).

The Indiana Evaluation Association [resource page](#) is also a good resource for evaluation, data analysis, and data visualization.

Program evaluation guides/handbooks are available from the [W.K. Kellogg Foundation](#) and the [Free Management Library](#).

Once an organization has identified the outcomes that their program will impact, they need a way to capture the data to demonstrate this impact. Two resources online, [PerformWell](#) and the Foundation Center's [Tools and Resources for Assessing Social Impact](#), have libraries of data collection / outcome tracking tools that can be searched by organization and service type.

Curriculum Topics, Trainings, Workshops, Conferences

[IEA Conference: Accessible Evaluation](#)

- Indiana Evaluation Association
- Indianapolis, IN
- October 20, 2017
- Price TBA

[Evaluation 2017 Conference](#)

- American Evaluation Association
- Washington D.C.
- November 6-11, 2017
- \$339

[EvaluATE Webinars](#)

- Catalogue of free online evaluation webinars
- Created for National Science Foundation Advanced Technology grants, but many topics are applicable

Potential Trainers

- TPMA Evaluation team
- Community Solutions
- Indiana Youth Institute

Funding

The first step in fundraising is developing the *Case for Support* or “case.” The Case should explain why the organization exists and why the work it does matters. Independent Sector developed a guide for organizations crafting a case for support, called [Charting Impact](#). The discussion guide enables all organization stakeholders to participate in this process; the result is a concise statement that describes why the organization exists and how it affects change.

Next, an organization should determine what fundraising model is most appropriate for their context. The Bridgespan Group produced a comprehensive report about various [funding models](#) that nonprofit organizations can adopt. It guides organization through determining which revenue streams are most logical, based on their strengths and programmatic focus.

For day-to-day tools and training, there are many free fundraising resources available online; these suggestions are simply the most immediately applicable. The [Texas Commission on the Arts](#) created several templates for fundraising plans, donor profiles, grant proposals, and fundraising budgets that could be used as a foundation for an organization building its own advancement program. Network for Good, a company that develops various fundraising software, also offers a series of [templates and how-to guides](#).

For fundraisers who want to learn more about the profession, the Association of Fundraising Professionals assembled a [framework](#) of skills, knowledge, and competencies required at various experience levels. This document could help any fundraiser identify areas where they want to develop and grow professionally. The organization offers two comprehensive fundraising courses (listed below), geared towards new professionals and experienced fundraisers, respectively. Finally, it offers several [resources](#) but one must be a member to access them.

Curriculum Topics, Trainings, Workshops, Conferences

The Fundraising School in the IU Lilly Family School of Philanthropy hosts a number of fundraising courses across the country and online with different focus areas. A sample of those courses is listed below; however, the full list of opportunities can be accessed [here](#).

[Principles & Techniques of Fundraising](#)

- The Fund Raising School
- IUPUI Campus
- August 28-31, 2017 or September 25-28, 2017, 8:30am-4:30pm
- \$1,575

[Fundraising for Small Nonprofits](#)

- The Fund Raising School
- IUPUI Campus
- October 26-27, 2017 or February 22-23, 2018, 8:30am-4:30pm
- \$199

[Fundamentals of Fundraising](#)

- Association of Fundraising Professionals
- Chicago, IL
- July 18-19, 2017
- \$425 for members, \$490 for non-members
- Also available as an [eLearning course](#)

[Fundraising Principles and Practice](#)

- Association of Fundraising Professionals
- Online and three day session in Arlington, VA
- August 2017 – May 2018
- \$3,499 for members, \$3,999 for non-members

[Self-Paced eLearning](#) (Grant Proposal Writing)

- Foundation Center
- Online
- Any time
- Ranges from free to \$225

Potential Trainers

- John Carreon – Executive Vice President, Thomas P. Miller and Associates
- Aryn Schounce – Director of Organizational Community Development, Thomas P. Miller and Associates
- Erin Hedges – President, Hedges and Associates
- Jen Pendleton – Vice President – Indiana, Aly Sterling Philanthropy
- Indiana Youth Institute

Talent Attraction and Development

Human capital is any nonprofit organization's greatest asset. Most nonprofit organizations provide relationship-centered programs, making a committed and competent workforce a prerequisite to success. Fortunately, the Taproot Foundation produced a [best practices toolkit](#) that covers performance management, recruitment and retention, program staffing, professional development, and conflict resolution. [Nonprofit HR](#) produces a variety of webinars about these subject; recordings of past trainings can also be purchased.

Another important topic in nonprofit talent management is leadership transition. The Building Movement Project has produced several guides about effective transitions: [The Long Goodbye](#), [The New Lifecycle of Work](#), and [The Leadership in Leaving](#). The Bridgespan Group has resources dedicated to cultivating the next generation of leadership in nonprofit organizations. There is a [strategic overview](#) of this process as well as a list of [52 practical activities](#) junior-level staff can complete in the course of their job to improve their leadership capacity.

For general human resource needs, the [Society for Human Resource Management](#) maintains an extensive resource library. The organization also offers [in-person](#) and [online](#) training opportunities on a regular basis. Paycor, a human resources services company, also has a [resource center](#) with many free guides and topic overviews.

Curriculum Topics, Trainings, Workshops, Conferences

[Nonprofit Compensation Planning](#)

- Nonprofit HR
- Online
- June 15, 2017, 1:00pm-2:30pm
- \$295

[Creating a Playbook for Successful Performance Reviews](#)

- Charitable Advisors
- FirstPerson Headquarters, Indianapolis
- July 20, 2017, 8:15am-10:00am

- Free

[Four Essentials for Developing Successful Managers Webinar](#)

- FlashPoint Leadership Consulting
- Online
- July 13, 2017, 1:00pm-2:00pm
- Free

[The Leadership Challenge® Workshop](#)

- FlashPoint Leadership Consulting
- Sonoma, CA
- July 17-19, 2017
- \$2,150

Potential Trainers

- Nancy Ahlrichs – Chief Talent Officer, United Way of Central Indiana
- Mike Bensi – Advisor, FirstPerson
- Indiana Youth Institute

Advocacy Strategy

Cultivating public support for beneficial, effective policy is an important part of meeting a nonprofit organization's mission and vision. No organization can catalyze enduring change alone and public funding can often scale important programs or interventions. While there are [limits](#) to what nonprofits can do in regards to advocacy and lobbying, they can still accomplish a great deal in the public sector. The Center for Lobbying in the Public Interest developed a [road map](#) for organizations considering an advocacy strategy as well as guide to making a difference in [three hours per week](#). The National Council of Nonprofits absorbed the CLPI and has a [long list](#) of additional resources.

Independent Sector published an excellent, [comprehensive overview](#) of nonprofit advocacy. These efforts must have a long-term strategy with some short-term goals, as conditions allow. As organizations advocate, they may require background information about the value of greater nonprofit sector. Independent Sector has compiled information about the [value of volunteer time](#) and the [public's perception of the charitable sector](#). They also collected specific each information for each state, including [Indiana](#).

The Building Movements Project has also developed resources for nonprofit organizations on how to engage the community in their work. The [Nonprofits Integrating Community Engagement](#) (NICE) Guide is a good place to start. They also completed a [case study](#) about a collaboration between community advocates, public agencies, and nonprofit providers in Connecticut to end homelessness.

Curriculum Topics, Trainings, Workshops, Conferences

[IDAAC Advocate – Political & Legislative Advocacy Training](#)

- Indiana Democrat African American Caucus
- Julia M. Carson Government Center, Indianapolis
- June 10, 2017, 11:00am-12:00pm
- Free

Potential Trainers

- Christina Hage – Vice President of Public Policy, United Way of Central Indiana
- Maggie Snyder – Public Policy Manager, Indiana Association of United Ways
- Kathleen Lara – Policy Director, Prosperity Indiana

Appendix:

Comparison of OCAT Results

	< 30	>30 / \$5M+	\$1-\$3M	Medical Services	Temporary / Transitional Housing	Permanent Housing	Shelters
Aspirations	3.21	3.28	3.28	2.98	3.26	3.06	2.83
Strategy	2.95	3.03	3.00	2.81	3.03	2.82	2.56
Leadership, Staff and Volunteers	2.96	3.06	3.01	2.85	3.02	2.90	2.68
Funding	3.10	3.14	3.14	2.92	3.19	3.01	2.64
Values	3.00	3.13	3.07	2.89	3.04	2.86	2.62
Learning and Innovation	2.87	2.98	2.89	2.74	2.97	2.85	2.44
Marketing and Communication	2.91	3.27	3.00	2.77	3.09	2.82	2.47
Advocacy	2.55	3.03	2.87	2.47	2.91	2.33	1.88
Managing Processes	3.02	3.13	3.06	2.91	3.11	3.03	2.60
Organization, Infrastructure and Technology	2.90	2.86	2.99	2.57	2.96	2.63	2.31

Annual Organizational Capacity Review Tool

Organizational Capacity is your organization's ability to achieve its mission, impact those you serve, and be sustainable. For the purpose of this organizational capacity review, organizational capacity will contain the following eleven elements: aspirations; strategy; leadership, staff, and volunteers; funding; values; learning and innovation; marketing and communication; public policy; managing processes; organization, infrastructure, and technology; and collaboration.

Instructions for Use: Please complete the form below providing information about your organization, and then assess your organization's level of capacity in each of the eleven areas described. Each element of capacity includes a variety of indicators that support the element. Please rate the extent to which you agree with each indicator and provide any key observations, documentation, or justification that supports your score.

Please note that capacity score for any given element is not grounds for qualification or preclusion of funding or capacity building services, nor does a high capacity score in a particular element imply that no additional improvements are necessary.

Capacity Scoring Scale: 1: Strongly Disagree; 2: Disagree; 3: Neither agree or disagree; 4: Agree; 5: Strongly Agree

Organization Information

of Staff (FTE): _____ # of Volunteers: _____

Annual Budget: < \$100,000 \$100k - \$500k \$500k - \$1M \$1M - \$3M \$3M - \$5M \$5M+

Type of Org: Nonprofit Private Government Faith-based Volunteer-run
(Check all that apply)

Does your organization currently have a formal process in place for assessing organizational capacity and needs?
 Yes No

Services Provided

(Check all that apply)

<input type="checkbox"/> Services to children	<input type="checkbox"/> Temporary / Transitional housing
<input type="checkbox"/> Services to adults	<input type="checkbox"/> Permanent supportive housing
<input type="checkbox"/> Services to families	<input type="checkbox"/> Medical care
<input type="checkbox"/> Shelter	<input type="checkbox"/> Other: _____

Aspirations: Clarity of the organization's vision and how that shapes the work of the organization		
Indicator(s)	Score	Key Observations / Documentation / Justification
Clearly Articulated Vision		
Organization's vision is clearly articulated and staff and board members have the same understanding of the vision.		
Mission		
Organization's mission statement is a clear expression of our reason for existence, and reflects our values and purpose.		
AVERAGE SCORE FOR ASPIRATIONS:		
Strategy: Alignment of mission to the organization's vision, extent to which activities are based on an evidence-based theory of change, and creation and use of a strategic plan		
Indicator(s)	Score	Key Observations / Documentation / Justification
Strategic Plan		
Organization's strategic plan sets priorities for the organization to achieve its mission, outlining specific objectives and action steps for a 3 to 5 year timeframe, and includes a system to measure progress.		
Evidence Based Activities		
Organization activities are evidence based or data driven		
Aligned Activities		
Organization's Activities are aligned to the strategic plan, and serve the organization's mission		
AVERAGE SCORE FOR STRATEGY:		
Leadership, Staff, and Volunteers: Diversity, skills, and commitment of the organizations staff and volunteers. HR and volunteer management processes		
Indicator(s)	Score	Key Observations / Documentation / Justification
Employee Recruitment and Retention		
Organization has systems in place to recruit employees. Organization effectively attracts and retains diverse and qualified staff.		
Leadership		
Leadership has the ability to lead change and deliver results. Succession plans are in place for senior leadership of the organization.		
Volunteers		
Organization effectively uses volunteers. Volunteers receive proper training and oversight for their roles. Volunteers are recognized for their contributions.		

Board Management		
Board members have the needed diversity, expertise, and connections to provide leadership to the organization. Board members are effectively recruited and receive an orientation.		
Board Engagement		
The Board plays a strong leadership role in the organization.		
AVERAGE SCORE FOR LEADERSHIP STAFF AND VOLUNTEERS:		
Funding: Fundraising skills, donor base, earned revenue, financial management, financial flexibility		
Indicator(s)	Score	Key Observations / Documentation / Justification
Fundraising		
Organization has staff with the skills needed to fundraise effectively, and fundraising processes/system is in place. Organization has a sustainable fundraising base.		
Public Grants		
Organization is strategic in pursuing public grants that align with its mission and is compliant with all regulations regarding their implementation and disbursement.		
Financial Management		
The technical systems and skills are in place to manage the organization's finances. Organization has a formal process for budgeting, and financial plans guide operational decision-making.		
Financial Reimbursement		
Organization captures revenue from activities when possible – e.g. billing Medicaid/insurance for eligible services.		
AVERAGE SCORE FOR FUNDING:		
Values: Culture and values of the organization, extent to which results drive the organization, and level of accountability for results		
Indicator(s)	Score	Key Observations / Documentation / Justification
Accountability		
Staff and leadership are held accountable for their work, and progress toward the organization's goals.		
Results Orientation		
Individuals across the organization are driven by accomplishing results.		
AVERAGE SCORE FOR VALUES:		
Learning and Innovation: Organization's use of data, quality improvement process in place, extent to which organization tests new ideas and applies program learnings		
Indicator(s)	Score	Key Observations / Documentation / Justification

Performance Monitoring		
Performance targets are established across programs, and are monitored to track program performance.		
Innovation		
Organization tests new ideas and approaches, and makes adjustments based on lessons learned.		
Continuous Improvement		
Performance metrics and data analysis are used to inform programmatic decisions, and make improvements.		
AVERAGE SCORE FOR LEARNING AND INNOVATION:		
Marketing & Communications: Organizations internal and external communication, use of narratives, development of a brand, and stakeholder engagement		
Indicator(s)	Score	Key Observations / Documentation / Justification
Internal Communication		
Organization strategy, goals, and updates are effectively communicated to all staff.		
Stakeholder Engagement		
Organization provides consistent information about programs to stakeholders, seeks to keep them engaged, and strengthen their relationships to the organization.		
Use of Media / Social Media		
Organization utilizes social media to engage stakeholders. Organization leverages media and social media opportunities to reach the community at large.		
AVERAGE SCORE FOR MARKETING AND COMMUNICATION:		
Public Policy: Access to information, relationship with partners, connections with policy makers, data collection for advocacy, policy development		
Indicator(s)	Score	Key Observations / Documentation / Justification
Advocacy Engagement		
Organization engages policy makers to influence public policy.		
Advocacy Planning		
Organization has a formal plan for advocacy related to public policy. Advocacy efforts are strategic and not ad hoc. Advocacy plans are frequently revisited and updated.		
AVERAGE SCORE FOR PUBLIC POLICY:		
Managing Processes: Use and development of operational planning, organizational policies and procedures, financial controls		
Indicator(s)	Score	Key Observations / Documentation / Justification
Planning Process		

Operational plans are created that stem from the organization's mission and strategic plan.		
Risk Management		
Organization maintains adequate financial reserves (at least 6 months). Proper financial controls are in place. Organization has adequate insurance.		
AVERAGE SCORE FOR MANAGING PROCESSES:		
Organization, Infrastructure and Technology: Organizational structure, information technology, database and reporting systems, cross functional coordination		
Indicator(s)	Score	Key Observations / Documentation / Justification
Organization Structure		
Structure of the organization is well documented and purposefully designed. Positions are designed in a way that employees feel empowered to drive results.		
Information Technology		
The organization's IT systems enable and facilitate its work.		
Database and Reporting		
Database reporting systems are utilized to manage our data. Database system is a good fit for the work that we do, and not overly cumbersome for users.		
Physical Space		
The building and office space available are the right fit for our organization's needs.		
AVERAGE SCORE FOR ORGANIZATION, INFRASTRUCTURE AND TECHNOLOGY:		
Collaboration: Organization engages with other providers, is aware of their connection to overall system outcomes and participates in community level planning.		
Indicator(s)	Score	Key Observations / Documentation / Justification
Peer Learning		
Organization has close relationships with other organizations, working collaboratively to fulfill their missions.		
Connected to System Outcomes		
Organization understands how its work connects to overall system outcomes, and makes programmatic decisions informed by these outcomes.		
Participation in Community Level Planning		
Organization is an active participant in community level planning.		
AVERAGE SCORE FOR COLLABORATION:		

