

Year 1 Progress of the Communities Empowering Youth - Minneapolis Project

*A report to the Twin Cities Christian
Foundation*

F E B R U A R Y 2 0 0 9

Year 1 Progress of the Communities Empowering Youth - Minneapolis Project

A report to the Twin Cities Christian Foundation

February 2009

Prepared by:

Christa Otteson, Jessica Meyerson, and Greg Owen

Wilder Research
451 Lexington Parkway North
Saint Paul, Minnesota 55104
651-280-2700
www.wilderresearch.org

Contents

Summary	1
Introduction.....	4
Study methods.....	6
Results.....	7
Individual Participants’ Assessments of Year 1 Participation.....	7
Outcome 1: The participation of 14 collaborating partners in the program for a total of three years.....	21
Outcome 2: The completion of individualized capacity building plans by at least 85 percent of participating organizations each year	23
Outcome 3: The provision of at least 1,200 hours of training and technical assistance will be provided to participating groups during the three years of the project	24
Outcome 4: \$750,000 in new or expanded funding being secured by collaborating partners over the life of the program.....	32
Outcome 5: Collaborating partners accomplishing 70 percent of their highest priority capacity building objectives.....	34
Outcome 6: CEY-Minneapolis responding to the community assessment with two initiatives by the end of Year 3	35
Most helpful aspects of CEY Minneapolis	37
Participants’ recommendations for what to do differently	38
Conclusions and recommendations.....	40
Appendix.....	45
Composite baseline data	47
Use of funds	52
Training Calendar, Year 1 (September 2007-September 2008)	53
Priority focus area assistance charts	54
Capacity Building Goals.....	61

Figures

1. Organizations participating in CEY Minneapolis, Year 1	22
2. Youth groups served by CEY Minneapolis participating organizations	23
3. Technical assistance hours provided to participating organizations during year one	24
4. Training hours provided to participating organizations during year one.....	25
5. Participants' satisfaction with training and support services	26
6. Assistance with priority focus areas	29
7. Number of organizations reporting familiarity and use of “best practices”	32
8. Funding from new sources for all CEY Minneapolis members	33
9. Number of funding applications, per type of funding source	33

Acknowledgments

This report reflects the contributions of many CEY Minneapolis participants, including individual consultants and numerous staff of the eight participating organizations. We appreciate their efforts to assist with this evaluation.

Wilder Research Center staff contributors include:

Marilyn Conrad

Thalia Cooper

Paul Devereaux

Louann Graham

Ron Mortenson

We would also like to extend special thanks to the Brian Dejewski and Sarah Trendera from Twin Cities Christian Foundation for their assistance compiling the data presented in this report.

Summary

The Compassion Capital Fund grew out of the White House Office of Faith-Based and Community Initiatives during the first term of President George W. Bush. The Fund was created to support capacity-building efforts to develop or improve social service programs among faith-based and community-based organizations. In the project announcement, the Administration for Children and Families (ACF) Office of Community Services explains that the Communities Empowering Youth (CEY) program awards grants to “build the organizational capacity of experienced organizations and their partnering faith-based and community organizations to better meet the needs of America's disadvantaged youth. [. . .] Capacity building activities are designed to increase an organization's sustainability and effectiveness, enhance its ability to provide social services, develop and/or diversify its funding sources, and create effective collaborations to better serve those most in need.”

In 2007 the Twin Cities Christian Foundation, formerly Kingdom Oil Christian Foundation, was awarded a \$750,000 CEY grant through the Compassion Capital Fund. This annually-renewable grant awarded \$250,000 for each of the three years of the CEY collaborative. The organization was to act as Lead Grantee on the CEY-Minneapolis project, a collaborative effort focused on strengthening the capacity of youth-serving organizations in the distressed areas of Minneapolis’ urban core. The final cohort group for Year 1 of CEY Minneapolis consisted of eight organizations (including TCCF), focused on expanding organizations’ capacity in four areas (program development, organizational development, leadership development and community engagement), providing financial assistance for capacity building efforts at the organizational level, and increasing the level of collaboration among organizations serving youth in Minneapolis.

This report reviews the progress of CEY Minneapolis’ toward meeting its stated goals during Year 1. A combination of quantitative and qualitative data was gathered at the start of the project (“baseline”) and at the close of the project’s first year (“follow-up”). Progress was gauged by comparing the information provided by grantees regarding their organization’s structure and their perception of the overall project, as well as examining information from the lead grantee (the Twin Cities Christian Foundation) related to the provision of training and technical assistance.

Progress toward outcomes

Outcome 1: The participation of 14 collaborating partners in the program for a total of three years

At the end of Year 1, eight organizations were still participating in the project. Six organizations withdrew after learning more about the expectations and scope of the project, recognizing that it was not an appropriate fit for their needs and resources.

Outcome 2: The completion of individualized capacity building plans by at least 85 percent of participating organizations each year

All organizations completed a capacity building plan during Year 1.

Outcome 3: The provision of at least 1,200 hours of training and technical assistance will be provided to participating groups during the three years of the project

CEY Minneapolis organizations participated in a total of 580 training and technical assistance hours (48% of the three-year goal).

Outcome 4: \$750,000 in new or expanded funding being secured by collaborating partners over the life of the program

Ninety-four percent of the three-year goal (\$706,900) for new funding was obtained in Year 1.

Outcome 5: Collaborating partners accomplishing 70 percent of their highest priority capacity building objectives

One-hundred percent of participating organizations made at least some progress toward their highest priority capacity building goal for Year 1. Five of eight (62%) organizations reported “partially completing” their most important goal, and three of eight organizations (38%) reported having “completed or nearly completed” their goal during their first year of participating in the CEY project.

Outcome 6: The CEY-Minneapolis collaboration responding to the community assessment with two initiatives by the end of Year 3

CEY-Minneapolis has established a collaborative which can now move forward in crafting initiatives in Years 2 and 3.

Recommendations

- Consider expanding the scope of the capacity-building plan.
- Continue to offer opportunities for relationship-building among participant organizations.
- Restructure CEY trainings and meetings to focus on community awareness and engagement.
- Ensure organizations' continued utilization of technical assistance by CEY consultants.
- Improve communication regarding the overall purpose and structure of the collaborative, as well as leadership and planning responsibilities among participants.

Introduction

In October of 2007, through the Compassion Capital Fund, the Communities Empowering Youth Program (CEY) awarded funds “to build the organizational capacity of experienced organizations, their collaborating faith-based and/or community partners, and the resulting community collaborations to better meet the needs of America’s disadvantaged youth” over a three-year period. The recipient of the award in Minneapolis was the Kingdom Oil Christian Foundation (now known as the Twin Cities Christian Foundation and hereafter referred to as Twin Cities Christian Foundation or ‘TCCF’), an organization with a 25-year history of collaboration and advocacy in the Twin Cities area. Acting as the administrator of the CEY grant and the lead grantee, TCCF secured commitments from 14 organizations to work collaboratively to build each organization’s internal capacity and to strengthen relationships among agencies addressing the key project areas of gang activity, youth violence and child abuse/neglect in Minneapolis’ urban core.

The CEY Minneapolis project was to include five main activities: 1) community assessment, 2) in-depth organizational assessment of partners, 3) creation of a capacity building plan for each partner, and 4) implementation of group training and individual technical assistance in all four of the critical capacity building areas. Through the provision of trainings, financial assistance, cohort meetings and technical assistance to sub-grantees, TCCF sought to increase the capacity of partner organizations in four CEY critical areas: 1) program development, 2) organizational development, 3) leadership development, and 4) community engagement.

The project’s efforts have also been informed by a community needs assessment, conducted for the CEY Minneapolis project in 2008. The assessment identified three potential areas of activity in order to best enhance the existing scope of youth services in Minneapolis:

- Increase partnerships among existing organizations and initiatives
- Facilitate better information sharing across organizations and throughout the community
- Create new programs, services or service delivery systems

Soon after the project got underway in January of 2008, the initial group of 14 was reduced to eight, including the Twin Cities Christian Foundation. The restructured project, consisting of a lead grantee and seven sub-grantees, moved forward with its aim to increase the efficacy of youth services in the most distressed areas of Minneapolis.

Goals and objectives

Through the Communities Empowering Youth – Minneapolis project, the Twin Cities Christian Foundation set out to achieve three over-arching objectives:

1. To increase the capacity of the Twin Cities Christian Foundation and their collaborating faith-based and/or community partners to meet the needs in Minneapolis related to youth violence, gang activity and child abuse and neglect;
2. To support capacity building for CEY-Minneapolis partners through financial assistance; and
3. To establish a collaborative spirit among and between partners with respect to addressing issues of youth violence, gang activity, and child abuse and neglect.

As specified in the CEY-Minneapolis Year 1 logic model (submitted as part of the original proposal), the project sought to accomplish these objectives by achieving the following outcomes:

1. The participation of 14 collaborating partners in the program for a total of three years
2. The completion of individualized capacity building plans by at least 85 percent of participating organizations each year
3. The provision of at least 1,200 hours of training and technical assistance, provided to participating groups during the three years of the project
4. \$750,000 in new or expanded funding being secured by collaborating partners over the life of the program
5. Collaborating partners accomplishing 70 percent of their highest priority capacity building objectives
6. The CEY-Minneapolis collaboration responding to the community assessment with two initiatives by the end of Year 3

Study methods

This report draws on six sources of data to assess the CEY Minneapolis project's progress and outcomes in Year 1:

- Baseline surveys completed by representatives from participating organizations
- Follow-up telephone interviews with participating organizations at the end of Year 1
- Supplemental materials provided by the lead grantee detailing training and technical assistance opportunities and participation
- Telephone interviews with the project's coordinator
- A community needs assessment, conducted in 2008 by Wilder Research for the Twin Cities Christian Foundation
- Annual progress reports submitted by CEY consultants for each participating organization

The progress of the CEY Minneapolis project, toward achieving its target outcomes for Year 1, is described in “Results,” below. The bulk of qualitative data is included in the first section, “Individual participants’ assessments of Year 1 participation,” which details the progress in Year 1 for each individual organization. Data pertaining to the success of the project as a whole can be found in the following section, arranged by relevant outcomes identified by TCCF in the logic model for Year 1.

Results

Individual Participants' Assessments of Year 1 Participation

In follow-up interviews, representatives from each participating organization provided detail regarding their organizations' progress toward meeting their own capacity-building goals and priority objectives. Organizations also offered important insights regarding the nature of participation in CEY Minneapolis, including the benefits of collaboration and the challenges associated with the project's first year. Information regarding project participation, shared in the participants' baseline profiles and follow-up interviews, are summarized below.

African American Adoption Agency

The African American Adoption Agency (AAAA) used their financial assistance to hire a consultant to work with staff to develop a logic model and to purchase networking computers and related technological upgrades.

AAAA identified the following goals in their Capacity Building plan for Year 1:

- Complete a strategic plan – including messaging for marketing purposes.
- Secure operating funding – develop plans, with action steps and strategies, and carry them out in order to increase funding to the organization.
- Strengthen the Board's engagement – attendance is spotty, commitment levels vary, and expectations may not be clear. Some recruitment is needed.
- Grow foster care and adoption programs/outcomes by exploring, a) post-adoption services, b) sexual victimization of girls in foster care system, c) plans for preparing foster kids for independent living, and d) increase the number served and programs offered.

During Year 1 the organization received help with three of four goals listed in their Capacity Building Plan. During their first year of participation in CEY Minneapolis, the organization reports receiving help to develop a strategic plan. Though the organization has made progress toward this goal, an AAAA representative did not feel the goal was met at the time of the follow-up interview. The consultant working with AAAA explained the organization has progressed toward meeting this goal by participating in several meetings to better understand the key objectives, priorities and barriers for AAAA, documents related to the plan have been developed and submitted to the board,

and the organization now has a strategic planning worksheet to assist in developing the plan.

AAAA worked with the consultant to jointly address Goals 2 and 3, related to securing funding the increased board engagement. The Board's level of engagement and accountability was increased through the process of developing a fundraising plan. The consultant reports increased board involvement in these goals via clear fund-raising projections and the development of detailed fundraising plans. Additionally, the board was engaged in training sessions related to fundraising principles and planning, as well as in processes for establishing contacts and connecting the organization to potential funders.

The organization did not receive assistance with their goal to "grow foster care and adoption programs." It appears that the priority of this goal has been reconsidered, as it is not included in the consultants report on goals for Year 1.

AAAA has increased their leadership capacity through their involvement with, and technical assistance provided by, the CEY Minneapolis project consultants. The respondent explained, "The consultant has been very good at helping with board development. And that has been our focus for this first year. Developing the fundraising plan for the board has been very helpful, and then helping to train them on their responsibilities in that area."

The agency felt that the consulting services they accessed through the CEY Minneapolis project were very helpful. The consulting services - targeting board development, engagement and strength – addressed one of AAAA's key organizational weaknesses; by strengthening the organization's governing body, and providing AAAA's leadership with the tools to support and engage the board, their overall organizational capacity was bolstered.

AAAA was ambivalent about their ability to better respond to their community's needs as a result of participating in the CEY project. They felt that, while they hadn't yet become more responsive, they had gained insights about how to best develop additional counseling services and what components to include in these added services. The impact, they felt, was related to program development, which they hope will positively impact their degree of responsiveness in subsequent years. They explained, "I think in year two, we may see more of a response. As CEY develops, so will our response. "

In order to gauge their progress toward better engaging their board of directors, AAAA is relying on a self-evaluation conducted by the board in the second year of the CEY Minneapolis project. Additionally, the consultant and AAAA leadership will work together to assess the degree of increased Board engagement.

Church of New Life

The Church of New Life used their grant to hire a part-time director and to purchase new computers for their computer lab. The Church of New Life reported receiving help in nearly all of the priority areas identified in their baseline profile, except, “Building a more culturally diverse organization or staff.” During their first year of participation in CEY Minneapolis, the organization faced challenges due to insufficient time and staff. Staff members of the Church of New Life “wear many hats” and finding time to devote to new projects is a difficult “balancing act.”

The Church of New Life identified the following goals in their Capacity Building plan for Year 1:

- Provide staff with professional development and training to enhance their skills in service delivery, administration, management and leadership.
- Develop and implement electronic record-keeping methods.
- Complete the development of a three-year strategic plan.
- Develop a fund-raising plan that includes identifying traditional and non-traditional sources of funding.

The organization reported receiving help with and partially meeting all four of the goals they identified in their capacity building plan. Overall, The Church of New Life felt they had positively benefitted from participation in CEY Minneapolis, including developing and improving their youth programming, strengthening leadership, building organizational capacity and developing a better understanding of the specific needs of their community.

In the consultant’s Year 1 report, the capacity building needs listed differed slightly from those listed by the organization in their capacity building plans. Specifically, goals one and two seem to have been collapsed into a single program development goal to, “Incorporate new approaches to service delivery to improve quality and effectiveness.” Related to this goal, the consultant reports that the organization completed an assessment of their summer program, and began to identify core elements of their after-school enrichment program, which will be “used to develop a program fact sheet and operational guide.”

The organization has also made progress toward completing their strategic plan, including participating in a half-day strategic planning session and a follow-up session. The consultant also reports that the organization “has developed a draft document clarifying the mission/vision and outlining revisions to the organizational structure, ministry alignment, and key leader roles and responsibilities.”

For The Church of New Life, the most important benefit of collaborating with other CEY grantees has been “the different resources that we each bring to the table, the leverage that we bring.” As nonprofits, the organization explains, it is vital to build organizational capacity without exhausting funds; the CEY project has helped the Church of New Life accomplish this by connecting their organization to others addressing similar issues within the community. Participating in CEY Minneapolis offered the organization an increased awareness and familiarity with the resources available to the people they serve. They were able to map the neighborhood to identify and locate what services were offered throughout their community, thus offering more to the people they serve at no added cost to the organization.

As a result of their involvement with CEY Minneapolis, the Church of New Life has become more organized and efficient, utilizing “best practices” to better target their efforts, rather than “just shooting in the dark.” They have received valuable training, specifically on measuring the impact of their services, which they anticipate will lead to greater funding opportunities. “We had not measured results before, but seeing what funders are looking for, we have been able to measure our results, to better position ourselves to receive funding.” An improved tracking process also led to improved intake paperwork, which, in turn, led to the development of a stronger program which will serve a greater number of youth.

The director of the Church of New Life sees growth in her own ability to lead the organization. She cites stronger management skills, the ability to craft stronger funding proposals, and strengthened partnerships and networking opportunities. Additionally, the organization rethought their approach to staff development and expectations as a result of their participation in CEY. They elevated their standards for staff and refined staff trainings. This is one way that the organization can increase their capacity without increasing their budget or, as the director explains, “We are still learning how to strengthen the programs we already have, without creating new programs.”

Looking back on their first year of participation in CEY, the Church of New Life has learned an important lesson about participation:

[In the future] I would involve more staff in trainings. I now have a broader picture of building capacity. Had the whole staff participated in the training, they all would have had an understanding of what we needed to be doing, and why.

Over the remaining two years of the project, the director hopes to engage more staff in trainings. The core belief expressed above, regarding better equipping staff through

relevant and sufficient training, is rooted in her understanding of quality staff being a principle factor in the overall effectiveness of the organization:

I believe when the staff are trained properly, then all the other things are easier to find, even funding. If the staff are trained properly, you will be able to manage the organization more properly and more effectively.

Girls in Action

Girls in Action used the funds they received through the CEY Minneapolis project to develop an organizational website. While participating in CEY Minneapolis the organization has established written by-laws and obtained 501c(3) status. They have also developed a strategic plan and a fundraising/fund-development plan.

Girls in Action identified the following goals in their capacity building plan for Year 1:

- Marketing, public relations: work on developing key messages and contacts, and targeting specific audiences for funding and expansion purpose. Develop a better delivery system.
- Fundraising: diversify our funding capacity while focusing on evening the flow of income. Draft a fundraising development plan for the next three to five years, concentrating on projections of potential revenue.
- Communicate more effectively through newsletters, direct mail and e-blasts.
- Train Girls in Action Director to more effectively govern the organization's board of directors.

The organization reported receiving help on three of four goals identified in their capacity building plan (they did not receive assistance on the fourth goal, related to increasing the capacity of their director). Girls in Action increased their capacity to share information about their organization by fully meeting their goal related to communication, and the marketing and fundraising goals were partially met. The consultant working with Girls in Action reports the following goal-related activities during Year 1:

- Goal 1: Development of a written marketing plan, refinement of promotional materials (brochures, website), and examination of outcomes.
- Goal 2: Developed a fundraising plan which includes strategies to generate revenue, build fundraising capacity among staff members, develop a major donors program, develop a speakers bureau, and host special events. The consultant also helped to identify new corporate/foundation funding prospects and helped develop a pledge card.

- Goal 3: Communication was improved via the marketing tools described for Goal 1, above.

Despite staff turnover in two key positions, and difficulty scheduling meetings due to demanding schedules, the CEY Consultant reports a successful first year, overall. While Girls in Action did not feel their youth programming had been improved because of the organization's participation in CEY Minneapolis, they did find a positive impact in helping their organization strengthen its leadership, build organizational capacity, and become more engaged with, and responsive to, the violence prevention needs of their communities. Participating in CEY Minneapolis has strengthened the Girls in Action team's leadership skills related to collaboration and expanded their understanding of related agencies and the services they offer.

The organization also reports gains in their organizational infrastructure:

CEY Minneapolis has helped us create a fundraising and marketing plan, maintain and support a development specialist who helps write grants, and has helped us create a website for the organization.

Girls in Action cites the tools and networks they have developed since participating in CEY Minneapolis as evidence of the project's effectiveness. The organization is now able to identify who is contributing time and funding to the organization and, thus, is better able to strategize to meet their needs.

For the remaining two years of the project, Girls in Action hopes to receive assistance with nonprofit management, including relevant day-to-day skills, and development/fundraising. The CEY consultant for Girls in Action reports plans to put a strategic plan into writing, form a fundraising team comprised of staff and volunteers, and implement an evaluation plan.

Mad Dads

MAD DADS reports using the CEY funds to train youth in community leadership and to purchase computer equipment, software updates and voice recognition software. The funds were also used to hire a consultant who provided insights and assistance to make upgrades to the organization's computers and software. MAD DADS hired an additional staff person to work on outreach to youth, and they used CEY grant funds to cover the cost of supplies and printing.

MAD DADS identified the following goals in their Capacity Building plan for Year 1:

- Strengthen partnerships within the community and collaborate with other organizations on funding
- Leadership development for all staff
- Upgrade accounting software/computer hardware
- Enhance our services by achieving more funding

MAD DADS received assistance with all four goals, and reported having met each goal during the project's first year. The CEY consultant working with MAD DADS reports the following progress toward the organization's Year 1 goals:

- Goal 1: Successfully partnered with two organizations (not CEY participants) to secure funding and implement new programming and worked with other CEY organizations to investigate funding and joint programming opportunities.
- Goal 2: Staff increased leadership skills through participation in CEY trainings, and coordinated a youth leadership conference, for which a youth worker was hired.
- Goal 3: Utilized new voice recognition software to improve communications from MAD DADS president, began using QuickBooks to improve bookkeeping, added a computer to aid in office management.
- Additional activities: hired consultants to help with volunteer management and bookkeeping and began a new project related to transportation, developed a technical assistance plan detailing the organization's specific needs.

Overall, MAD DADS felt that their involvement with CEY Minneapolis had improved their youth programming, helped strengthen their leadership, helped build organizational capacity, and helped develop a better understanding of the communities in which they work. Through participation in CEY Minneapolis, the organization reported expanded outreach, which was made possible through working with a consultant to develop and implement outreach efforts, and the addition of staff to conduct added outreach activities. Thus, the organization increased the number of clients they worked with and, because of new software acquired with the CEY grant, they were better equipped to track outcomes related to expanded programming and outreach.

MAD DADS reported increased capacity “in all areas” as a result of the trainings offered by CEY Minneapolis. For MAD DADS, the most beneficial aspect of working with the CEY project was the “use of consultants to help build our organization.”

Looking to the future, MAD DADS hopes for additional funding and more opportunities to work with consultants in order to develop innovative fundraising strategies. The CEY consultant for MAD DADS identifies four needs for subsequent years: appoint a Chief Financial Officer to improve the organization’s accounting and recordkeeping, improve the organization’s fundraising strategies, expand the organization’s outreach and referral networks, and increase the capacity for the organization’s president to grow MAD DADS from a small to a mid-size nonprofit.

Oasis of Love

Oasis of love intended to use the CEY project funds to fill an outreach position. Their intention was to "fund the position for a six-month period to increase the marketing of the domestic abuse program." It is unclear, based on the follow-up interview data, if this position was indeed filled.

Oasis of Love identified the following goals in their Capacity Building plan for Year 1:

- Increase Human Resources Capacity: Increase the number of FTE from 1 (.5 direct/.5 admin) to 4 FTE (direct services) and 2 FTE (administration). Develop employee HR policies and procedures manuals for volunteers. The CEO/Executive Director does not receive a salary and should be compensated and added to the total operating expense of the agency.
- Raise direct services program budgets in order to operate after school and summer violence prevention programs, host and facilitate family group decision-making conferences with an early intervention approach, and provide comprehensive services to children of parents reentering the home after incarceration. We need to set up the community computer learning [sic] for new and existing clients.

The organization reports partially meeting both capacity building goals.

The consultant’s report for year one identifies three goals, differing from those listed in the organization’s capacity building plan. The goals listed by the consultant, and relative progress, are included below:

- Develop a written “program services” plan that identifies which programs WILL be offered by Oasis of Love, which programs will NOT be offered, as well as which needs will be REFERRED or done collaboratively [including a listing of at least 5 other

agencies Oasis will have active, positive collaborative links with]. This plan will then become the basis for decided on starting or eliminating programs in the future. *The consultant reports that Oasis of Love identified a service focus, as well as referral processes and resources for needs outside their organizational concentration.*

- Organization development plan and timeline specifically related to staff positions and volunteers needed to carry out the services identified in the program services plan. *The organization explored the needs of paid staff positions and volunteer roles.*
- Fund-raising plan and practical steps strategies needed to raise the needed funding, such as: review of grant template; listing of potential funder sources; community presentations to solicit support; network of churches to be contacted; etc. *The organization received training for staff and board on fundraising and grant application strategies, developed a list of potential funding contacts, as well as an outline for drafting a grant template document.*

Oasis of Love reports participating in collaborative activities in addition to monthly CEY meetings, citing partnerships focused on youth violence prevention and child protection issues. They have also partnered with other organizations in community education events related to violence and public awareness campaigns.

Oasis of Love feels that the strongest benefit of collaboration through CEY Minneapolis has been the opportunity to share resources with other organizations. Through connections made via CEY, Oasis of Love has increased their understanding of the services available through other organizations, thus facilitating more appropriate referrals. "The linkages are also better now in enabling us to hand off clients to appropriate resources in areas of need outside of our own areas of expertise."

They have also received valuable insights and information to share via new resources and, in the future, an organizational website. Boundaries of service have been expanded, due to increased capacity made possible by better coordination across organizations and a deeper understanding of what other organizations offer. Oasis of Love explains, "A lot of families need services beyond certain geographic limits. We do not have to turn away a family because they are outside a certain geographic area."

Oasis of Love felt that their involvement with CEY Minneapolis had helped them to develop or improve their youth programming. They cite the value of collaboration, and the increased coordination and resulting efficiency across organizations as an important factor in increasing the outcomes for youth programming.

The organization reports gains in leadership capacity, due to a board strengthened through work with the CEY consultant (though it seems this work is in its early stages).

Also, the funding team has received training from the consultant, leading to increased capacity to seek out and secure funds. Through mentoring meetings with the consultant, the organization has increased efficiency, improved marketing and fund development, and begun to strengthen the board.

Oasis of Love felt that they had become more responsive to the community's needs as a result of their involvement with CEY Minneapolis. The organization has partnered with other grantee organizations to address and engage with outside institutions, such as child protective services, as a collaborative unit.

Oasis of Love felt that the individual contact and support they received from the CEY consultant was the most helpful aspect of the CEY project during this first year. The director of Oasis, having played such a central role in the establishment, nurturing, and ongoing development of the organization, appreciated the feedback from "an outside voice" regarding what the options for the organization are, how to utilize lessons learned from trainings (specifically the Outcomes and Evaluation training), and how to strategize to meet organizational goals.

Looking forward to the next 12 to 24 months, the director anticipates the need for continued help with board development by the consultant. The organization also needs to hone marketing strategies, increase participation and, in order to serve the expanded number of participants, hire more staff and recruit more volunteers.

Street Coalition

The Street Coalition, a start-up organization at the beginning of Year 1, reports using their CEY grant to fund a pilot program offering "intensive mentoring." The program targets high-risk youth ages 17-19 "who want to do something different with their lives." The Street Coalition identified four key goals in their baseline capacity building plan:

- Secure funding for the overall agency.
- Get assistance in developing funding proposals – develop greater capacity in this area.
- Develop referral relationships with other organizations that serve youth.
- Solidify the board and obtain 501c(3) status.

The organization reports receiving assistance with all four goals, partially meeting goals 1, 3, and 4 and fully meeting the second goal related to developing funding proposals. The highest priority goal, "solidify the board and obtain 501c(3) status," was nearly met at the time of the follow-up interview.

At the time of the baseline survey, Street Coalition did not have a strategic plan, a yearly budget and accounting system, or a written fundraising/fund-development plan. After participating in Year 1 of the CEY Minneapolis project, the organization reports having all of these in place. The CEY Consultant working with The Street Coalition reports the following goal-related activities:

- Goal 1: Utilized \$10,000 of CEY financial assistance funds to pilot the Intensive Mentoring Program.
- Goal 2: Began developing standard materials (proposals and contracts) to use when applying for funds and negotiating mentoring contracts with partner organizations. Also developed a list of potential funders and collaborators.
- Goal 3: Developed referral relationships with two community-based organizations that work with at-risk youth.

The organization felt that their involvement with the CEY project had enabled them to offer new services or improve their youth programming by increasing their capacity to identify outcomes and document the impact of their programming. The organization has also developed relationships through CEY that they might not have been successful in establishing on their own. Through increased exposure to other agencies, the unique aspects of The Street Coalition's mentoring model can be shared, thus raising awareness of the value and utility of the organization's services. The organization's director explains:

We have been able to establish a baseline and show that we are benefitting the youth that we are working with. It has allowed us to develop relationships with other programs and agencies and put faces to those agencies that we have had trouble having relationships with in the past. It gives us exposure that lets other agencies see what our form of mentoring looks like when compared with the more standard forms of mentoring they are used to seeing.

The Street Coalition's board has been strengthened through a more strategic approach to selecting individuals to join the board. Additionally, the organization has a better understanding of "what good management looks like" and, thus, is better equipped to secure funding, develop programming and work toward stronger outcomes. By developing increased leadership skills, the leaders of The Street Coalition have supplemented their perspective as service deliverers, managers and directors of programs within an agency in order to "learn what it is to lead a whole agency and [. . .] hold other staff accountable."

Because of an increase in collaboration with other agencies, The Street Coalition sees itself as better positioned to respond to the community's needs. "We were already experts at working with gang youth. But we have now become more aware of what other

services are out there and have been able to impact other programs to help them better serve gang youth.”

Overall, The Street Coalition found the most value in the assistance they received from the CEY consultant. The one-on-one support gave the organization access to the consultant’s relationships with relevant organizations, experience in the field, and his “wealth of knowledge.”

In the future, The Street Coalition hopes to receive assistance identifying funding resources in order to increase functionality and decrease reliance upon unpaid leaders/founders. By increasing funding, the energy and commitment of key staff could be freed from obligations that stem from little or no pay in their roles addressing youth violence. “We need funding so that we won’t need to have these other jobs and would be able to pay our own salaries and keep the doors open by just doing the work of our organization.” In order to better utilize the dedication to and passion for the issues facing youth, it is vital that organizations secure additional funding.

Twin Cities Christian Foundation

TCCF used the CEY Minneapolis funds to purchase software to enable the organization to better manage programs and for website development.

As the lead grantee of the CEY Minneapolis project, The Twin Cities Christian Foundation has shifted its focus away from direct services, toward that of linkage- and resource- sharing. While TCCF’s role as a lead grantee means the organization has been engaged in providing assistance through the project and overseeing the general administration of the CEY grant, the organization is also engaged in internal capacity building, just as its partner organizations.

TCCF identified the following goals in their Capacity Building plan for Year 1:

- Implement a rebranding strategy including brand, website, and marketing effort to make our new name known throughout the community.
- Increase ability to manage community partnerships which address a variety of needs in the community. Clarify the structure, funding sources, ongoing management and incubation process for new partnerships.
- Clarify the management of combined services such as finance management for projects, IT services, and reception.

- Cultivate the relationships we have with various sectors, such as the private sector, government sector, and education sectors. Target increased involvement, both financially as well as service oriented alignment.

TCCF reports fully meeting goals related to increasing the organization’s ability to manage community partnerships and clarifying the management of combined services; the goals related to a rebranding strategy and cultivating relationships have been partially met.

The organization’s internal capacity was strengthened through an improved automated management system and a refined strategic plan. The organization’s name change, from “Kingdom Oil Christian Foundation” to “Twin Cities Christian Foundation,” offered a clearer sense of mission and direction. The leadership of the organization was also strengthened through expanded project management and group presentation opportunities for staff, made possible by leadership skills training. Additionally, the board has been strengthened and refined through participation in CEY capacity building opportunities, and a greater level of community responsiveness was achieved through insights from the community needs assessment. Participation in CEY has also led to a greater awareness about what services are being provided throughout the community, and a related increase in the connections between TCCF and other youth-serving organizations.

TCCF cited the most important benefit of collaboration as, “making links between the members of CEY so they have a greater sense of identity in serving youth in the community.”

Youth determined to succeed

Youth determined to succeed used the CEY funds to hire their first administrative assistant, to upgrade their software, to retain a consultant to assist with program planning and fundraising, and to further develop their website. Since their participation in CEY Minneapolis began, Youth Determined to Succeed has developed a strategic plan, a yearly budget and accounting system, and has had an organizational audit of its finances by an external auditor.

Youth Determined to Succeed identified three key goals in their baseline capacity building plan. Progress toward meeting these goals, as identified by the consultant working with the organization through CEY Minneapolis, is included in italics.

- Engage board and volunteers through a strategic leadership model. *The organization developed and clarified board policies and responsibilities. The consultant cites “increased engagement and participation of the board in assisting the executive director to build a stronger organizational structure” as a significant accomplishment in Year 1.*

- Complete a strategic plan and adopt an action plan. *The organization developed and adopted a comprehensive strategic plan, which includes a mission statement, values statement, goal statements and key performance indicators.*
- Develop and implement a new program on health and wellness that would include a component that addresses the impact of youth violence as a major health issue. *Youth Determined to Succeed is in the process of expanding its scope through a youth health and wellness initiative and expanded programming by launching a fitness and conditioning program.*

The organization received assistance with all three capacity building goals and, at the time of the follow-up interview, reports meeting or exceeding each of them. The organization now has a rough draft defining the health and wellness program and, upon board approval, will make revisions and begin to implement the phases. The consultant reports that additional, more targeted goals have been identified, specifically: increasing the organization's fundraising capacity, launching a year-round training program for athletes, and the track and field program.

Youth Determined to Succeed reported involvement in collaborative activities other than monthly CEY meetings, including, "attending some of their functions and doing a speaking engagement at one of their functions." Collaborating with other CEY grantees helped Youth Determined to Succeed to gain a "broader view of youth services that are being provided and that are needed. It opened my vision as to what others are doing, as we move forward."

Youth Determined to Succeed felt their participation in the CEY project had helped the organization develop or improve their programs for youth by refining their organizational vision and helping the organization take steps toward a new initiative. The organization was also able to develop into "more of an advocating organization."

Through involvement in the CEY project, Youth Determined to Succeed strengthened their board and better defined their board policies. The leadership skill of the executive director was bolstered through training and consultation. The capacity of Youth Determined to Succeed was increased through the addition of an Administrative Assistant and targeted development of outcomes and evaluation capacity.

Youth Determined to Succeed gained valuable insights about their community through access to the Minneapolis Blueprint for Youth Violence Prevention project. This resource enabled the organization to identify strategies to address youth violence and, thus, to focus their efforts on realistic, definable programming. The organization now works on violence prevention, including programming related to health and wellness, and

is purposeful in addressing youth violence from this perspective, rather than working with youth already engaged in violent behaviors.

Youth Determined to Succeed found the most value in help offered by the consultant, as well as the trainings provided by the CEY project. The organization explains, “[The consultant] has a good pulse on our organization and is very knowledgeable. Without him, we would still be a year and a half away from launching our program.” Working with the consultant helped Youth Determined to Succeed to act more quickly. By having an “expert” who could answer questions as they arose, stymieing factors such as indecision, confusion and apprehension were likely averted.

Youth Determined to Succeed’s director hopes to receive more assistance with obtaining funding over the remaining two years of the project. This will be particularly important as the organization looks forward to launching their health and wellness initiative. Additional assistance from the consultant will also help as the organization continues to grow.

Outcome 1: The participation of 14 collaborating partners in the program for a total of three years

Result: At the end of Year One, the original group of fourteen partners had been reduced to a more manageable group of eight. Six organizations withdrew after learning more about the expectations and scope of the project, recognizing that it was not an appropriate fit for their needs and resources.

The Minneapolis Communities Empowering Youth Coordinator (and Managing Director of Community Partnerships for the Twin Cities Christian Foundation), Brian Dejewski, reports that he initially wanted to build a new and unique collaborative as part of CEY-Minneapolis. To gauge interest in the project and identify appropriate service providers, the Coordinator initially sent project descriptions to approximately 30 youth serving organizations within the service area. From this larger group, approximately half reported a level of interest sufficient to have their organization included in the full CEY proposal.

Participating organizations are listed below, including those seven which did not continue their involvement in the project through the first year:

1. Organizations participating in CEY Minneapolis, Year 1

Organizations actively participating in CEY Minneapolis at the end of Year 1	Organizations initially included in proposal but no longer participating in project (did not receive funds)
African American Adoption Agency Church of New Life Girls in Action Twin Cities Christian Foundation MAD DADS Oasis of Love Street Coalition Youth Determined to Succeed	Mothers of Crime Victims New Salem Baptist Church Parenting with Purpose Urban Hope Ministries Urban Youth Conservation Youth Enterprise

The project’s coordinator explained, "Originally we had 15 groups with enough diversity to address youth needs in a holistic way. We wanted to have a brand name for our collaborative, a website and all the elements that would define us as a unique entity within the community." The Twin Cities Christian Foundation was included as part of this group, both as the fiscal agent and as a participant organization seeking support in their own capacity building efforts. This group of 15 was further narrowed to eight when all of the grant requirements and project expectations were made clear and seven of the original applicant organizations bowed out. The CEY Minneapolis Coordinator explains that this smaller group size was a positive development for the collaborative, and better reflected the typical size of CEY collaboratives. By winnowing the number of partners, CEY Minneapolis was able to provide financial assistance to partners that was significant enough to make an impact, while also fostering a more cohesive network of relationships among the group. The larger awards, combined with a smaller number of grantees, might also facilitate a group of more invested, engaged participants with meaningful connections to one another and a true spirit of partnership.

The final group of eight participating organizations offers a good deal of diversity in terms of experience, approach, and scope of services. Figure 2, below, details the youth groups served by the organizations participating in CEY Minneapolis, as reported by participating agencies.

2. Youth groups served by CEY Minneapolis participating organizations

Service focus	No. of organizations providing services
Youth in gangs or at risk of entering gangs	6
Youth engaging in other violent behaviors or at-risk of violent behavior	5
Youth involved with juvenile corrections	5
Children and families involved with the child welfare system	5
Youth using alcohol or drugs	4
Children in foster homes	7
Young victims of violence or abuse	6

Outcome 2: The completion of individualized capacity building plans by at least 85 percent of participating organizations each year

Result: All organizations completed a capacity building plan during Year 1.

In the final section of the baseline assessment, participants were asked to include a capacity-building plan, consisting of two to four capacity building goals related to the project's four critical areas: leadership development, organizational development, program development and community engagement. All of the participating organizations completed this section, thus fulfilling Outcome 2. Specific goals identified by organizations are listed by capacity-building area in the Appendix.

More than half of the goals (17 out of 30) were related to organizational development. Participants sought to formalize and expand their approach to raising funds, articulate strategic plans, improve record-keeping and evaluation capacity, and increase budgets and resources for paid staff. Several goals were also focused on the development of a communications or marketing strategy in order to more effectively communicate with various stakeholders.

Program development goals were focused on developing new programming and locating funding for program expansion. Organizations' goals related to leadership development focused on enhancing the skills of staff, administrators and the board through training and strategic recruitment. All three community engagement goals focused on increasing collaboration with other agencies, as opposed to increased collaboration with, involvement in, and exposure to the communities and individuals served by the organizations. As the findings from the community needs assessment evince, there is a strong need for the CEY

Minneapolis project to expand awareness of youth services. As this does not appear to be a priority among grantees (demonstrated by the lack of goals related to increasing community engagement and awareness), the CEY Minneapolis project might consider other ways to address this need.

While the identification of capacity building goals was clearly helpful for organizations as they developed a strategy to maximize their involvement in CEY Minneapolis, there are no clear outcomes related to many of the goals identified by organizations, and the process for developing the capacity building plans is undefined.

Outcome 3: The provision of at least 1,200 hours of training and technical assistance will be provided to participating groups during the three years of the project

Result: CEY Minneapolis organizations participated in a total of 580 training and technical assistance hours (48% of the three-year goal).

Amount of training and technical assistance provided

CEY Minneapolis is exceeding their targeted hours, having already engaged organizations in nearly half of the total number of hours projected for the three-year project. The total number of hours provided to participating organizations in Year 1 was 580.25, 48 percent of the 1,200 hours expected during all three years. The figures below provide detail regarding the levels of participation in training and technical assistance among grantees by topic. See Appendix for a calendar of trainings that were provided by TCCF.

3. Technical assistance hours provided to participating organizations during year one

Organization	Organizational development	Leadership development	Program development	Community engagement	Total
African American Adoption Agency	22.25	21.25	0	0	43.5
Church of New Life	39	0	1	0	40
Girls in Action	26	0	2	5	33
MAD DADS	7	6.5	20.25	0	33.75
Oasis of Love	15	10.75	11.5	0	37.25
Street Coalition	10.75	4	0	0	14.75
Twin Cities Christian Foundation	30	10	0	0	40
Youth Determined to Succeed	21	4.5	10	1.5	37
Total	171 (61%)	57 (20%)	44.75 (16%)	6.5 (2%)	279.25

4. Training hours provided to participating organizations during year one

Organization	Collaboration & conflict	Best practices	Fund development	New 990	Cohort meetings	Total
African American Adoption Agency	2.5	11	6	3.5	8	31
Church of New Life	7.5	9.5	6	3.5	8	34.5
Girls in Action	10	8.5	13	3.5	12	47
MAD DADS	7.5	9.5	8.5	0	7	32.5
Oasis of Love	7.5	8.5	6	3.5	7	32.5
Street Coalition	5	9.5	3.5	3.5	7	28.5
Twin Cities Christian Foundation	15	19	10	7	14	65
Youth Determined to Succeed	7.5	6	6	3.5	7	30
Total	62.5 (21%)	81.5 (27%)	59 (20%)	28 (9%)	70 (23%)	301

Of all four critical areas, organizational development received the most attention through both training and technical assistance. The bulk of technical assistance hours were spent developing participants' organizational capacity (61%), while the most training hours were focused on best practices, a component of the overarching area of organizational development. The least amount of time was spent in training related to Taxes and Accounting/New 990 (9%) and technical assistance related to community engagement.

Training and technical assistance hours were distributed nearly equally. A total of 279.25 hours (48%) of technical assistance and 301 hours (52%) of training were provided during the first year of the CEY Minneapolis Project. There is some indication that organizations found the most value in the technical assistance they received, compared with group trainings and CEY meetings. In the follow-up interviews, participants were very enthusiastic about the customized support they received from the CEY consultants. Because of this, TCCF might consider revisiting the distribution of training and technical assistance hours, expanding the availability of technical assistance and reshaping the role of group trainings and meetings.

Satisfaction with training and support services

The overall perception of the training and support services provided by CEY consultants and TCCF staff was very positive. Participants agreed with statements regarding the quality of interaction and guidance and the level of accessibility and responsiveness 96 percent of the time. For greater detail regarding participants' rating of consultants and TCCF staff see Figure 5 below:

5. Participants' satisfaction with training and support services

	Number of respondents
a. My project consultant has given me useful suggestions and recommendations	Agree: 3 Strongly agree: 5
b. My consultant was sensitive to cultural issues	Agree: 4 Strongly agree: 4
c. My consultant was knowledgeable and skilled	Agree: 4 Strongly agree: 4
d. It was easy for me to contact my consultant when I needed to	Agree: 3 Strongly agree: 5
e. Our consultant helped our organization to use its strengths to make progress on goals	Agree: 3 Strongly agree: 5
f. The staff on the Twin Cities Christian Foundation made sure I understood exactly how my grant could be used	Neither agree nor disagree: 1 Agree: 1 Strongly agree: 6
g. The staff of the twin cities Christian Foundation made sure my organization received its grant promptly	Agree: 2 Strongly agree: 6
h. The staff of the Twin Cities Christian Foundation have been responsive to my requests for information and technical assistance	Agree: 2 Strongly agree: 6
i. The staff of the Twin Cities Christian Foundation have been effective facilitators in our collaborative meetings.	Neither agree nor disagree: 1 Agree: 2 Strongly agree: 5
j. Overall the services I received through this project met my expectations	Neither agree nor disagree: 1 Agree: 4 Strongly agree: 3

Training and technical assistance in priority focus areas

In follow-up interviews participants were asked about the help they received related to the high- and medium- priority focus areas identified at the beginning of the project. We include, below, a table depicting the number of organizations identifying each area as a priority, as well as the number receiving help and the number identifying the assistance as "somewhat" or "extremely" helpful. The table is divided according to the four key areas identified by CEY (program development, organizational development, leadership development and community engagement). For further analysis, bar charts can be found in the Appendix.

The overall trends that emerge from participants' assessment of training and technical assistance are:

- Organizations received assistance in most of the areas they needed help in (overall percent of provided assistance was 71% of the areas identified as high- and medium-priority).
- TCCF staff and CEY Consultants provided a great deal of training and customized support related to a wide variety of focus areas (average number of focus areas addressed for each organization: 24).
- Nearly all of the assistance received through CEY was rated as "somewhat" or "extremely" helpful (98%).

Means were calculated for each critical area and for each of the organizational development sub-areas. Though some categories have a higher number of priorities identified overall (often because there were a greater number of foci listed in the survey), the mean indicates that areas in which relatively few focus areas were listed in the survey have a surprisingly high rate of interest. For example, though program development garnered a total of 55 identified priorities (an average of seven per organization), the average number of priorities per focus area was four – positioning it below funding (which had a total of 42 priorities). The mean scores are listed below, from highest to lowest, for each of the eight focus area categories:

- Funding: 6
- Program Development: 5
- Technology: 5
- Leadership Development: 5
- Community Engagement: 4
- Recordkeeping: 4
- Financial Management: 2
- Human Resources: 2

The priorities related to organizational development far outnumbered the priorities in other focus areas. Organizations were most interested in receiving help related to funding, with 100 percent of organizations citing “Identifying and pursuing new sources

of foundation/corporate funding” as a priority (all 8 report receiving helpful assistance in this area). Organizations also expressed a high level of interest in “developing a base of individual donors” and “developing a fund-development plan.”

The priorities in program development highlight organizations’ interest in sharing insights in order to provide better, more effective services. The greatest number of organizations were interested in expanding their services, learning from other organizations regarding strategies to better serve at-risk youth, and communicating about the work of their organization. With regard to leadership development, organizations were interested in learning how to better inform their board members and provide information regarding board responsibilities. Within community engagement, organizations were least likely to identify “resolution of organizational conflicts or legal issues with other organizations” as an area on which they would like to focus (just one organization identified this as a priority), perhaps because organizations have typically positive relationships with other organizations or because they have not yet established outside relationships. If this outlying focus area is omitted, the average across the remaining three community engagement categories is on par with that of program development, technology, and leadership development.

Community Engagement is an important area of development for CEY, highlighted by the stated goals and objectives of the project, and reiterated by the community needs assessment. The number of focus areas dedicated to community engagement was just four, compared with 21 focus areas in organizational development. Because of the importance of this focus, TCCF might consider strategies to increase the project’s focus on developing capacity in this area. Notably, of the six organizations that expressed an interest in strengthening community relationships, only three reported receiving assistance through the CEY Minneapolis project.

Focus areas related to financial management and human resources were less likely to be identified as priorities. It is not uncommon for organizations, faced with tight financial constraints and limited staff resources, to focus their energies on priorities with shorter-term, tangible results. However, as organizations achieve greater capacity to raise funds and manage programs, they should be encouraged to increase their focus on these important components of organizational capacity.

6. Assistance with priority focus areas*

Focus area	High- or medium-priority	Received assistance	Did not receive assistance/was unaware of assistance	Assistance rated "somewhat" or "extremely" helpful
Program development				
Develop a clearer mission, vision or strategic plan	4	2	2	2
Incorporating our nonprofit or obtaining 501c(3) status	0	0	0	0
Increasing the number of clients served by the organization	6	5	1	5
Increasing the number or scope of services offered to clients	8	5	3	5
Incorporating a new approach to services to improve quality / effectiveness	5	6	(1)	6
Expanding services to include new group of service recipients or geographic area	5	3	2	3
Develop written program manual for operating and delivering services	3	2	1	2
Understand strategies that have worked in other places	7	7	0	7
Developing a way to collect more information about our clients	4	3	1	3
Strengthening the organization's ability to evaluate its overall effectiveness	6	3	3	3
Communication or marketing help to tell the story of our organization or programs	7	5	2	5
Organizational Capacity/Financial Management				
Developing systems that will help manage the organization's finances more effectively.	2	1	1	1
Putting in place a budgeting process that ensures effective allocation of resources.	2	1	1	1
Creation of separate, complete, program budgets	2	0	2	0

* Shaded numbers indicate data that indicates areas with the highest and lowest needs, and highest and lowest rates of assistance.

6. Assistance with priority focus areas* (continued)

Focus area	High- or medium-priority	Received assistance	Did not receive assistance/was unaware of assistance	Assistance rated "somewhat" or "extremely" helpful
Organizational Capacity/Funding				
Identifying and pursuing new sources of <i>government</i> funding	6	3	3	2
Identifying and pursuing new sources of <i>foundation/corporate</i> funding	8	8	0	8
Identifying and pursuing alternative earned income strategies	5	4	1	4
Identifying and pursuing new sources of in-kind donations	6	4	2	3
Developing a base of individual donors	7	6	1	6
Developing a fund-development plan	7	7	0	7
The planning and implementation of successful fundraising events/banquets	3	1	2	1
Organizational Capacity/Human Resources				
Creation of staff/volunteer job descriptions	1	0	1	0
Creating an annual review process	2	0	2	0
Formalizing a transition or succession plan	2	1	1	1
Creating a policies and procedures manual	3	2	1	2
Building a more culturally diverse organization or staff	2	0	2	0
The ability to provide and manage employee benefits	3	1	2	1
Organizational Capacity/Technology				
Upgrade our technology or computer systems	5	4	1	4
Development of a website for our organization or program	4	3	1	3
Identify a software platform	7	5	2	5
Organizational Capacity/Recordkeeping				
Improved administrative support or record keeping	4	2	2	2
Improved organization of our current records	4	3	1	3

* Shaded numbers indicate data that indicates areas with the highest or lowest needs, and highest and lowest rates of assistance.

6. Assistance with priority focus areas* (continued)

Focus area	High- or medium-priority	Received assistance	Did not receive assistance/was unaware of assistance	Assistance rated "somewhat" or "extremely" helpful
Leadership Development				
Recruiting board members with diverse expertise	5	3	2	3
Developing a Board that represents a cross-section of our community	2	2	0	2
Increase attendance at board meetings	3	2	1	2
Providing information to the board so they can better understand their responsibilities and create plans for improving their performance	6	6	0	6
Creating a plan or locating resources to help our executive director and other staff improve their leadership abilities	4	3	1	3
Providing staff with professional development and training to enhance skills in service delivery or skills in administration and management.	6	5	1	5
Recruiting, developing, and managing volunteers more effectively.	4	4	0	3
Working with a professional coach/mentor	5	3	2	3
Community Engagement				
Collaborating or partnering with other organizations	4	3	1	3
Strengthening community relationships	6	3	3	3
Resolution of organizational conflicts or legal issues with other organizations	1	0	1	0
Increasing awareness of other service providers and resources in my field within the community	5	4	1	4

* Shaded numbers indicate data that indicates areas with the highest or lowest needs, and highest and lowest rates of assistance.

Best practices training and use

By the end of Year 1, all organizations were familiar with the concept of best practices, all reported receiving training of best practices in working with at-risk youth, but only two or eight organizations reported that their organization “used treatments or programs that are considered best practices. Organizations did, however, indicate that they had used several of the leading best practices guides listed in the interview question, as well as additional guides not identified by the survey. The table below indicates the number of organizations reporting their familiarity with and use of best practices.

7. Number of organizations reporting familiarity and use of “best practices”

	Number
Organizations reporting familiarity with the concept of “best practices”	8
Organizations receiving training on best practices in working with at-risk youth	8
Organizations reporting use of <i>OJJDP’s Model Programs Guide</i>	4
Organizations reporting use of <i>SAMHSA’s National Registry of Evidence-Based Practices</i>	6
Organizations reporting use of <i>The White House’s Community Guide to Helping America’s Youth</i>	3
Organizations reporting use of <i>The Blueprints for Violence Prevention web site</i>	7
Organizations reporting use of <i>other best practices guides or resources</i>	5
Organizations reporting using treatments or programs that are considered “best practices”	2

Outcome 4: \$750,000 in new or expanded funding being secured by collaborating partners over the life of the program

Result: 94 percent of the three-year goal (\$706,900) for new funding was obtained in Year 1.

While organizations did seek out a substantial amount of funds from new sources, and were often successful in securing them (obtaining a figure totaling 94% of the three-year goal), participants were unlikely to attribute this expansion to assistance provided through CEY Minneapolis. Out of 43 reports of new funding requests, just seven were identified as assisted by the organization’s “work with the CEY consultant (or anyone else involved with the project).” Progress toward this outcome will be measured again after years two and three, at which points organizations will undoubtedly have received additional assistance through CEY related to fundraising. Additionally, though organizations may not attribute success in securing funds to their work with the project, increased capacity

in all areas is likely to result in organizations which are more attractive to funders and better equipped to articulate their own programmatic strengths. Thus, though reporting of CEY impact on fundraising success is low at the end of Year 1, improved skills and systems related to recordkeeping, communication and community awareness that *are* related to participation in CEY likely played a role in organizations' success at securing more than \$700,000 in new funding during Year 1.

8. Funding from new sources for all CEY Minneapolis members

Funds requested	\$1,702,540
Amount of funding received	\$706,900
Total number of new funding applications/sources	43
Total number of successful applications/sources	30
Number of new funding applications/sources reportedly resulting from assistance from CEY Minneapolis	7

The majority of new funding sources were in the form of grants and contracts from foundations. Sixty-four percent of new funding applications and 56 percent of newly secured funds came from foundations. Several organizations reported being invited to apply for grants from foundations to which they had not applied in the past, and some participants reported receiving funds from churches (though not through appeals). No new attempts to procure funds from federal government agencies were reported – perhaps due to the current economic downturn and a real or perceived paucity of funds available from this sector.

9. Number of funding applications, per type of funding source

Type of funding source	Attempts	Successes
Grants/contracts from federal government agencies	0	0
Grants/contracts from state/local government agencies	2	2
Grants/contracts from foundations	27	17
Grants from other federated giving groups	1	1
Direct mail fundraising	0	0
Special fundraising events	2	2
Fundraising appeals made in church or community	1	1
Contributions from individuals	2	2
Other: women's club, church (not an appeal), corporate foundation, client fees for services, corporation, membership fees,	7	4

Outcome 5: Collaborating partners accomplishing 70 percent of their highest priority capacity building objectives

Result: One-hundred percent of participating organizations made at least some progress toward their highest priority capacity building goal for Year 1. Five of eight (62%) organizations reported “partially completing” their most important goal, and three of eight organizations (38%) reported having “completed or nearly completed” their goal during their first year of participating in the CEY project.

In addition to rating their progress, participants also responded to the question, “What methods are you using to determine your progress on this goal?” Organizations cited the following evidence:

- The development of new tools and networks
- The creation of a fundraising and marketing plan
- Increased efficiency, improved marketing and fund development, and a stronger board
- Improved collaboration and inter-agency exposure
- The addition of a development specialist has helped write grants and create a website
- The creation and financing of a new support position (administrative assistant)
- Targeted development of outcomes and evaluation capacity

Progress reports submitted by CEY consultants indicated that participants’ capacity building plans may have been too ambitious, given their resources in terms of staff time and focus. If the capacity building plan identified specific activities and measurable objectives, organizations might find it easier to assess the feasibility of goals and, therefore, establish more realistic timelines.

The progress toward fulfilling this outcome is currently based solely on organizations’ self reports related to their priority goals. It is important to note that these self-assessments are based on unidentified criteria, and thus ratings related to progress are relatively subjective. There was some inconsistency between consultants’ assessment of participants’ progress toward capacity building goals and that of the organizations themselves. One consultant’s report addressed just three of the organization’s four goals and another assessed progress toward three goals, when only two were mentioned in the organization’s original capacity building plan. Still another consultant reported on goals that were not the same as those identified in the organization’s capacity building plan, providing support for the use of capacity building plans as a central tool in guiding organizations’ participation in CEY.

Reliable measurement of progress toward meeting this outcome would be more feasible if the capacity building plan included the identification of milestones or performance targets related to each goal.

Outcome 6: CEY-Minneapolis responding to the community assessment with two initiatives by the end of Year 3

Result: CEY-Minneapolis has established a collaborative which can now move forward in crafting initiatives in Years 2 and 3.

Significant progress has been made in Year 1 related to building a meaningful collaborative capable of high-impact joint action. Through their participation in the CEY project, organizations found increased insight regarding the services provided by other organizations, and value in sharing information about their own organizations with others. Through this increased awareness, organizations reported increased efficiency, refocused priorities, and better/more appropriate service delivery. Respondents cited several benefits stemming from the collaborative activities they engaged in through CEY in Year 1, including:

- Expanded resources and increased efficiency through access to more agencies/ additional services
- Increased awareness about the services being provided to youth
- Ability to convey information about their own programs to other relevant agencies
- Opportunities to collaborate on fundraising strategies
- Working together on presentations and public awareness campaigns
- Better leveraging of limited resources (time, money, and focus)

One participant identified the strongest benefit of collaboration through CEY Minneapolis as the “opportunity to share resources with other organizations serving the same geographic service area.” Through connections made via CEY, the organization increased their understanding of the services available through other organizations, thus facilitating more appropriate referrals. "The linkages are also better now in enabling us to hand off clients to appropriate resources in areas of need outside of our own areas of expertise."

One organization reported learning from other organizations, gaining valuable information that they plan to share with their stakeholders in the future through an organizational website. Participants report tangible, identifiable outcomes; boundaries of

service have been expanded through better coordination across organizations and a deeper understanding of what other organizations offer. One participant explains, "A lot of families need services beyond certain geographic limits. We [no longer] have to turn away a family because they are outside a certain geographic area."

Another cohort member reported involvement in collaborative activities other than the monthly CEY meetings including, "attending some of their functions and doing a speaking engagement at one of their functions." Collaborating with other CEY grantees helped the organization to gain a "broader view of youth services that are being provided and that are needed. It opened my vision as to what others are doing, as we move forward."

Even those organizations that did not participate in relationship-building outside required cohort meetings identified gains in collaboration and expressed interest and confidence regarding the future of the collaboration. One such participant sees itself as better positioned to respond to the community's needs. "We were already experts at working with gang youth. But we have now become more aware of what other services are out there and have been able to impact other programs to help them better serve gang youth."

Overall, respondents were generally both confident and concerned about the project's progress toward establishing a meaningful network of organizations addressing youth violence, gang activity and child abuse and neglect. One organization, which did not participate in additional collaboration activities, offered insights about the challenges they experienced in understanding the nature of the collaboration, and the expectations of involvement for grantee organizations. According to this participant, there was not enough clarity regarding distribution of collaboration roles and responsibilities, as well as the overall approach and strategy of the project. Questions about which organization was to identify overall project goals and structure made participation in CEY Minneapolis more challenging.

Despite important service improvements related to working with and getting to know other CEY grantees, no participant rated the collaboration "very successful." One organization rated their collaboration with other CEY grantees as "somewhat successful," explaining that the group of collaborating agencies is in the early stages of "learning how to work together." Also, the significant decrease in the number of agencies involved in CEY Minneapolis has created a sense of instability that the cohort is working through. "There is a certain amount of uncertainty with the regrouping you have to go through when the number of cohort members changes. It is becoming more stable now. I am feeling less nervous about it gelling, because the last 6 months has seen more stability." Another organization which rated the collaboration "somewhat successful," explained, "The CEY collaboration is still evolving and still trying to find its main purpose. Some groups have dropped out, and we have had to make some adjustments."

Most helpful aspects of CEY Minneapolis

In the follow-up interviews, participants were asked, “Overall, when you think about your work with the Twin Cities Christian Foundation CEY project, what has helped your organization the most?” The most common response was, by far, related to the support and guidance provided by the CEY Consultants. Six organizations cited the consultant as the single most important benefit of participating in CEY Minneapolis. Organizations appreciated the responsiveness provided by this type of support, and the value in working with an individual who could focus their time and expertise solely on the areas of most interest to their particular organization. One organization explains, “[The consultant] has a good pulse on our organization and is very knowledgeable. Without him, we would be still a year and a half away from launching our program.” Working with the consultant helped the organization to act more quickly, by having an “expert” who could answer questions as they arose, stymieing factors such as indecision, confusion and apprehension were likely averted.

Another organization explained how increased capacity to measure outcomes and convey program efficacy has led to strengthened capacity in other areas of their work:

We have been able to establish a baseline and show that we are benefitting the youth that we are working with. It has allowed us to develop relationships with other programs and agencies and put faces to those agencies that we have had trouble having relationships with in the past. It gives us exposure that lets other agencies see what our form of mentoring looks like when compared with the more standard forms of mentoring they are used to seeing.

One participant described the impact of CEY training on their human resources approach:

For awhile, we had stopped implementing employee reviews, which gave staff nothing to work toward. Our standard had been lowered. Now our attitude is that, though we may not be able to pay well, we have developed a higher standard for the people we need to do the job, looking at what we need for them to bring to us and at what kinds of training we need to provide. We now have amore holistic view in terms of how staff strengthens the whole organization. We are making sure we have the staff in place to be sure we are able to better serve the people. [...] We look at staff participating in training opportunities, their attitude toward training. We look at their work performance.”

Participants' recommendations for what to do differently

Participants' reflections on their first year of participation in CEY Minneapolis highlight four key areas for improvement in the future:

- Improved communication between lead grantee and sub-grantee agencies, particularly regarding changes in group composition and project focus
- Greater clarity regarding roles and expectations
- More involvement among grantees in the initial planning of the project's structure, focus and goals
- More deliberate collaboration and mutual support among grantees

Reflecting on their experience with the first year of the CEY project, one participant believes that more planning, coordination and goal-setting among grantee organizations, conducted at the front-end of the project (prior to the needs assessment) and setting the stage and informing subsequent efforts, would have been beneficial. Obtaining insights about the needs of the community from assessments that had already been done would have saved time and enabled the collaborating agencies to begin their involvement in the project by engaging in a thorough examination of each organization's strengths, resources and needs.

Another grantee explains that the overall project would have been improved if he had been able to take on a more active role in the collaboration from the very start:

I would want to be more involved on the front end and take more of a leadership role in the overall collaboration. I feel that the more that I am involved, personally, with the leadership or with the collaboration, the more it will groom me as a leader for my organization.

TCCF might consider weighing the value of bringing in professional researchers for a project such as the Community Needs Assessment, against the value of engaging grantees in projects such as this. The organizations participating in CEY Minneapolis bring a good deal of community knowledge and leadership skills; such projects might offer valuable opportunities for those participants looking for expanded involvement in the shaping of project decisions.

One participant highlights the need for members to engage and support one another in the project:

[The] lack of interest that developed, with some groups choosing to leave the cohort circle – time after time, it was uncertain who would be there. I don't think TCCF was at fault for not reaching out to those who were leaving. I think it was the cohort not reaching out, not knowing what could be expected – if they were going to be gone or were going to be invited back.

This anxiety and uncertainty may point to a need to improve the level and quality of communication both across collaborating agencies and between the lead grantee (Twin Cities Christian Foundation) and the other CEY member agencies, a recommendation that was made by several organizations and is expressed by one participant, below:

I would be clearer on what it is they expected from the group of agencies they had pulled together, and what the plan was to achieve their purpose. [I]t has been difficult to know how to participate, when that is not clear. I would also be clearer on the role of the CEY staff in achieving the purpose. It was not clear whether the CEY staff was to facilitate the group's development of action and purpose, or whether the CEY staff were to develop the broad direction of the group and then let the group members develop the purpose. I would have been more clear as to which [understanding] we were operating under. That kind of clarity would have helped me and our organization to understand how we were to proceed and to proceed more smoothly.

The significant decrease in the number of agencies involved in CEY Minneapolis has created a sense of instability that the cohort is working through. Improved communication could likely have addressed this anxiety, freeing participants to come to the table with more trust and, thus, a greater enthusiasm for all aspects of the project. One participant explains:

There is a certain amount of uncertainty with the regrouping you have to go through when the number of cohort members changes. It is becoming more stable now. I am feeling less nervous about it gelling, because the last six months has seen more stability.

The evolution of communication strategies, expectations for participation, and group composition is a process that collaborations often go through in their formative stages. The comment, above, suggests that CEY Minneapolis is succeeding in developing a greater level of security among the cohort members, which will enable the project to move forward with their work as a cohesive group.

Conclusions and recommendations

The CEY Minneapolis project has made strong advances toward increased capacity and collaboration during its first year. Organizations report high levels of satisfaction with TCCF staff and CEY consultants, significant gains in addressing high priority focus area needs, and valuable progress toward meeting their capacity building objectives. Additionally, there is evidence that a sense of unity and collegiality is on the rise among cohort members, and that a strong interest in relationship-building has emerged. CEY Minneapolis participants are invested in the success of the project, and recognize the value in the opportunities they have had for training and technical assistance. While significant progress has been made in the area of collaboration, the project has yet to move out of the initial stage of crafting a common vision and identifying its direction. In order to move into a more action-oriented phase, TCCF should consider the following recommendations:

Consider expanding the scope of the capacity building plan

The capacity building goals included in participants' baseline profiles do not constitute a well-developed capacity-building "plan." While identifying goals is an important first step in developing a thoughtful and comprehensive plan to increase an organization's capacity, defining these goals as a capacity building plan may not be appropriate. Identifying these goals and including them in the baseline profile may imply, for participants, that further work on developing the plan is not needed. In addition to no specific, measurable outcomes and activities, there is also no indication of how long these goals will take to reach, if they are a part of a larger aim within the organization or the collaboration, or if they are contingent upon circumstances and resources that may be beyond the organization's control. Challenges related to insufficient staff time to fully address the capacity building process, and the abundance of demands on leadership by multiple programs and partnerships points to the need for organizations to be strategic in the use of their resources. Such a strategy would be well-served by the expansion of the capacity building plan to include expectations of staff and board participation and, if necessary, a change in organizational focus and goals in order to make reaching goals viable.

In the Year 1 reports submitted by CEY consultants, the most common challenge cited was related to over-extended staff and difficulty scheduling meetings and accomplishing tasks due to insufficient time devoted to project activities. For some organizations, unpaid leaders must share their time with other professional obligations; for others, lead staff are engaged in the work of several other programs and projects within the organization; still others simply do not have enough staff or volunteers to meet the needs of the organization, leaving insufficient resources to fully take part in CEY opportunities. Many organizations are already working to address this challenge by focusing on increasing funds and

expanding staff through their involvement with CEY Minneapolis. It is clear, however, that the shortage of time to devote to capacity building projects such as CEY Minneapolis is directly related to the persistence of an overarching dearth of capacity in key areas. In keeping with the aim of the CEY projects overall, this report provides further evidence that organizations should decrease their goals related to program and service expansion in the short-term in order to funnel more resources toward capacity building efforts. By increasing their ability to recruit, manage and train staff and volunteers, raise funds, streamline services, make appropriate referrals, and maximize technology, organizations will free up time and funds to better serve a greater number of youth.

Progress reports submitted by CEY consultants indicated that participants' capacity building plans may have been too ambitious, given their resources in terms of staff time and focus. If the capacity building plan identified specific activities and measureable objectives, organizations might find it easier to assess the feasibility of goals and, therefore, establish more realistic timelines.

Adopting a more process-oriented approach to identifying and refining capacity building goals might lead to a more effective and appropriate use of the plan as one that not only outlines an organization's goals for the coming year, but also identifies ways in which success toward meeting these goals will be measured. In this way, the capacity building plan can become a tool which offers direction and enables accountability. Additionally, by engaging organizations in a process of identifying priorities and activities, CEY Minneapolis will have the opportunity to link organizations to one another through mentoring, coordinated training and consultation, and an overall increased sense of unified purpose and strategy.

Continue to offer opportunities for relationship-building among participant organizations

There is evidence of significant progress toward fostering meaningful relationships among CEY Minneapolis grantee organizations. This topic, perhaps more than any other, garnered comments and insights from all grantees in the follow-up interview. CEY Minneapolis members identified – over and over again – the benefits of increased awareness of other organizations. They see the potential for expanded services, greater organizational efficiency and improved funding opportunities resulting from a strong collaborative effort. It is vital, then, that TCCF, as lead grantee, utilizes the momentum that has begun to build by offering expanded, formalized opportunities for collaboration and networking. There is a strong interest in further developing the collaboration among organizations, but anxiety about committing additional time to collaboration activities. The collaborating organizations should work together to identify ways in which relationships might be nurtured, while not overburdening participant organizations (or

creating unrealistic expectations). The collaborative might consider restructuring the group training and cohort meetings to focus solely on development of the collaboration, perhaps with a particular aim related to developing an identity as a collaboration and expanding community awareness and engagement.

Restructure CEY trainings and meetings to focus on community awareness and engagement

In its first year, CEY Minneapolis engaged the community in a process of identifying resources and needs to inform the direction of the collaborative. Drawing from two community meetings, the group's collaborative efforts during the first year focused on increasing inter-agency awareness about community services and resources, and engaged in preliminary meetings with potential partners outside the CEY Minneapolis cohort group. Now, as the collaborative progresses, CEY Minneapolis might begin to more directly address needs related to increased awareness throughout the community, particularly among youth, regarding available services and opportunities.

The community needs assessment (Meyerson and Cooper, 2008) found that, “while interview data indicate that most of these at-risk youth would like to be involved in constructive social, educational and economic activities, a lack of resources and information severely limit opportunities for such positive development.” 2) The authors also found a need to “better publicize and coordinate information about existing programs and services” and to “work with and alongside city and county authorities.” 3) The report proposed “providing more positive youth development opportunities,” “strengthening coordination of services,” and “raising community awareness of the availability of services throughout the city” (3-4).

Participants' capacity building plans expressed modest interest in increasing collaboration and awareness across organizations. However, of the three capacity building goals related to community awareness, all focused on inter-agency collaboration, not on community awareness. Participation in community engagement trainings was low relative to other areas (see Figure 3, page 24) and the amount of technical assistance provided related to community engagement constituted just 2 percent of the total number of technical assistance hours (Figure 4, page 25). It may be difficult for organizations to justify spending time reaching out to and engaging with new populations when they are struggling to find the resources to meet the needs of those individuals they are already working with. However, while organizations did not identify increased awareness as a major, guiding goal, six of eight organizations identified “strengthening community relationships” as a high- or medium- priority focus area. This might point to an acknowledgement of the importance of increasing awareness within the communities being served, contrasted with the reality of competing needs regarding organizations' internal capacity.

It will likely be beneficial to achieve clarity about the meaning of community engagement for CEY Minneapolis participants, and to more explicitly join efforts to expand collaboration with increased community awareness and engagement. By focusing on increasing awareness among youth related to services, the collaborative will also have avenues for deepening relationships with city and county authorities and other service providers, particularly Blueprint for Action and Pacer Center, both organizations that CEY Minneapolis has already begun to engage with. While the collaborative, as a group, might coalesce around increasing community awareness and engagement, individual organizations should remain free to utilize technical assistance and financial assistance to focus on addressing some of the organizational weaknesses that make expanded community engagement a challenge.

Ensure organizations' continued utilization of technical assistance by CEY consultants

The distribution of technical assistance hours is a good reflection of organizations' overall capacity building goals, with the bulk of technical assistance focused on organizational development, and the least focused on community engagement. Organizations were enthusiastic about the benefits of working with the CEY Consultants, and made great strides in developing their organizational capacity with the aid of this one-on-one support. Guided by a thoughtful capacity building plan, which is developed in concert with the overall collaborative and in line with the goals and direction of CEY Minneapolis, additional one-on-one support can fulfill the capacity building needs at both the organizational and collaborative levels. CEY Minneapolis should ensure that, over the remaining two years of the project, organizations continue to have access to the customized support provided by consultants. Additionally, the project should work with organizations to develop strategies that guide their work with consultants to ensure it fits well with overarching CEY Minneapolis goals and objectives.

Improve communication regarding the overall purpose and structure of the collaborative, as well as leadership and planning responsibilities among participants

Participants' recommendations for what to do differently convey a common desire for improved communication strategies among the group of partners, and between the lead grantee and sub-grantees. More specifically, there is evidence that sub-grantees felt under-informed regarding important changes in the composition of the collaborative, decisions regarding project activities, and expectations for participation in terms of roles and responsibilities. CEY Minneapolis has the opportunity, in Year 2, to develop a more open level of communication that may precipitate greater levels of engagement, trust, and accountability among all participants. In pursuing this goal, CEY Minneapolis should

foster a sense of shared leadership by working toward a more collective style of decision-making, which will require more reliable participation among all grantees.

Follow-up interview data with sub-grantees indicate that some participants are looking for expanded opportunities to shape the collaboration. However, follow-up discussions with TCCF point to a lack of follow-through and involvement on the part of sub-grantees when such opportunities were made available. There is obvious tension between a desire for expanded leadership opportunities among sub-grantees and the reality that these organizations face significant time constraints.

The participants in CEY Minneapolis should work together, as a collaborative, to shape their efforts by jointly developing goals, strategies, and expectations for collaboration through expanded leadership opportunities and a restructuring of the lead grantee – sub-grantee relationship. It is important to note that defining “leadership” is a foundational step in the process of reshaping roles and expectations. Explicating “leadership” should include differentiating roles related to visioning, outreach and coordination, as well as establishing accountability measures (such as identifying action steps and reporting progress at each meeting). Participants should also address their capacity to take on administrative responsibilities and specific tasks, and be clear about whether they are interested and able to increase participation related to, a) shaping and advising the direction of the collaborative or, b) completing tasks and assignments identified by the larger group. TCCF may find that, while organizations are interested in more opportunities to shape CEY Minneapolis, they are not as interested in completing additional tasks and taking on coordinating responsibilities. The arrangement of roles, then, should evolve out of a discussion among the group about the best way to move forward.

Appendix

Composite baseline data

Use of funds

Training Calendar, Year 1

Priority focus area assistance charts

Capacity Building Goals

Composite baseline data

Six of eight participating organizations are faith-based.

Five of eight organizations had not previously received funding from Kingdom Oil/Twin Cities Christian Foundation

All organizations are either currently established as 501c(3) organizations, or in the process of obtaining 501c(3) status.

All organizations reported having a mission statement; half (four of eight) had a strategic plan in place; and six of eight had completed an organizational assessment within the past 12 months.

All but one organization had expanded programming within the past year.

All organizations had systems in place to count the people they served.

Organizational service range varied greatly, serving between 45 and 350 people in the most recent full-service month. (One newly forming program hadn't yet served any people.)

Six of eight organizations seek feedback regularly from the people they serve.

All organizations had program descriptions, brochures or web pages available in order to share information about the services they provide. Only two organizations did not have a website at the time of the survey.

Nearly all (seven of eight) organizations had written operational plans detailing policies, expectations, and procedures.

All organizations reported having a "designated person who is responsible for financial management."

Seven of eight organizations reported utilizing separate budgets for each program area.

Five of eight organizations utilized a computerized budget and accounting system.

Half of the respondents reported undergoing a financial audit by an external auditor, all within the past three years (since 2005).

No organization was lacking written financial management procedures that provide checks and balances (one respondent did not reply to this question).

Six of eight organizations regularly share their financial reports with their board.

Funding

No organization reported having “enough funding to meet our annual budget.”

Only three organizations had a process in place to ask individual donors for funding.

Only three organizations had applied for a federal grant.

Six organizations had sought new funding sources within the previous 12 months and six organizations had obtained funding from these new sources (one organization appears to have obtained unsolicited funding from a new source, while another organization did not receive new funding, though they had requested funds from a new source).

Organizations had a history of working to increase their capacity to successfully raise funds; nearly all organizations had either brought grant writers in to train staff or sent key staff to grant/contract writing workshops. Additionally, five of seven organizations had utilized outside grant writers to prepare proposals. Organizations were unlikely to have a written fundraising plan in place (just two reported having such a plan).

Human Resources

All organizations held regular staff meetings, most often weekly or bi-monthly (six of seven responding organizations).

Of the seven organizations which responded to the question, “Over the past five years, how many individuals have served as head of your organization,” all reported having just one individual in the key role. Perhaps because of this level of continuity, organizations were unlikely to have a plan in place “outlining who will lead the organization or implement the programs/services when [they] have staff turnover or when staff retires.” Three of eight organizations had a plan in place for recruiting and retaining qualified staff.

Most organizations had job descriptions available for paid staff, though only half reported written descriptions of roles for volunteers. Annual performance reviews for both paid and unpaid staff were rare, with just three organizations reporting annual reviews for paid staff and only two reporting annual reviews for volunteers.

Six of the eight organizations had paid staff. One organization, in operation for eight years at the time of the survey, had no paid staff and relied on the work of eight unpaid volunteers. Seven organizations utilize volunteers for program operations. Paid staff size ranged from zero to 20, and volunteer/unpaid staff ranged from zero to 50. The average number of volunteer hours per week was 38. Only one program had reduced the number of paid staff over the preceding year, and six organizations had either increased staff size or stayed the same.

Leadership and staff development

For the seven organizations that had been operational over the preceding year, all reported sending staff and leadership to trainings related to management/administration and service delivery.

All but one organization had sent both staff and leaders to trainings related to fundraising.

Organizations had also utilized mentors to provide instruction, guidance and expertise related to their roles within the organization (the leaders of five organizations had received mentoring and all six organizations had staff who had met regularly with a relevant mentor).

Governance

All organizations had a functioning board at the time of the baseline survey, though five organizations reported current vacancies on their boards.

The regularity of board meetings varied across organizations; three organizations held meetings bi-monthly, one held monthly meetings, three held meetings quarterly and one organization met just once per year.

Boards were likely to have written by-laws (seven of eight organizations) and to take minutes and keep records of attendance at board meetings (seven of eight).

Just three of the seven operational organizations had Board members who had participated in trainings to increase their skills related to governance and Board responsibilities.

Only half of the participating organizations offered formal orientation for new board members, and more than half (five of eight) found board attendance a “challenge.”

Technology

The average number of computers was eight, with the number of computers owned by organizations ranging from 1 to 15.

Half of the collaborating organizations felt that the number of computers was insufficient to meet their needs, while all but one organization reported that staff was proficient in the use of computers/software.

All organizations utilized high speed internet access (DSL), and all used internet access to support organizational activities such as, a) supporting the organizational website (seven of eight organizations), b) learning about funding opportunities (eight of eight), and c) gathering data to write grant applications (eight of eight).

Recordkeeping

All organizations used computer software to keep financial records. Organizations varied in the service-related records they kept, and in what format (paper or electronic).

Overall, records were most likely to be kept electronically (80% of all records were kept in this format), and most likely to keep records related to number of individuals served, types of services provided and information about individual outcomes (100% of organizations kept documentation / statistics related to these questions).

Community engagement

Organizations were likely to have taken action over the preceding year to expand awareness of their organization among individuals and families in their service areas and to potential partners and funders. Just one organization had not yet engaged in such activities: the start-up organization, *The Street Coalition*. For other participants, developing or distributing written materials was the most common method of increasing awareness among individuals or families in their communities/service areas (7 of 7 operational organizations).

When targeting community members, organizations were likely to have engaged in collaborative projects with other nonprofits/organizations (six of seven), made presentations to faith-based or other community groups (five of seven), and to have created and maintained a website (five of seven).

The methods of communication/outreach to funders were most commonly developing or distributing written materials, and creating or updating a website (six of seven). Organizations were least likely to utilize public service announcements or paid advertisements whether targeting community or funders/partners (four of eight organizations had engaged in this form of communication).

Seventy-five percent of organizations had undertaken a specific activity to gain an understanding of the needs in their service areas (six of eight).

All organizations had partnership agreements in place with other organizations in the community/service area, the number and nature of agreements varying across organizations. The most commonly cited purpose was to participate in advocacy, awareness and education (five of seven operational organizations). Developing and operating joint programming and assessing community/service recipient needs were also purposes identified by more than 50 percent of operational organizations. The least commonly cited purposes were to receive and make service recipient referrals and to access complementary skills/knowledge (two of seven operational organizations).

Partnership agreements were most commonly held with secular non-profit partners (six of eight organizations held this sort of agreement) and lease commonly held with partners in the business sector (two of eight).

Use of funds¹

The CEY Minneapolis grantees together decided that the \$82,465 available to participants in Year 1 of the project would be utilized in two ways: \$9,000 from the total amount was set aside in a general pot for future work that the collaborative would work on together (\$1,000 per group involved). The rest of the funds were divided equally among the groups (each group received an award of \$9,773) with some ground rules for distribution and accountability purposes. Each group needed to gain approval for their project from Twin Cities Christian Foundation. These funds were required to be used for capacity building purposes, not program expenses, and groups were required to attend 85% of the CEY meetings held in Year One, or the amount of their award would be reduced.

A1. Use of CEY Minneapolis organizational sub-grants

Organization	How award was used
African American Adoption Agency	Hired a consultant to develop a logic model, purchased networking computers and other related tech. items.
The Church of New Life	The Church of New Life used their grant to hire a part-time director and to purchase new computers for their computer lab.
Girls in Action	Girls in Action used the funds they received through the CEY Minneapolis project to develop an organizational website.
MADDADS	MAD DADS reports using the CEY funds to train youth in community leadership and to purchase computer equipment, software updates and voice recognition software. The funds were also used to hire a consultant who provided insight and assistance to make upgrades to the organization's computers and software. MAD DADS hired an additional staff person to work on outreach to youth, and they used the money to cover the costs of supplies and printing.
Oasis of Love	Oasis of love intended to use the CEY project funds to fill an outreach position. Their intention was to "fund the position for a 6-month period to increase the marketing of the domestic abuse program." It is unclear, based on the follow-up interview data, if this position was, indeed filled.
Street Coalition	The Street Coalition reports using their CEY grant to fund a pilot program offering "intensive mentoring." The program targets high-risk youth ages 17-19 "who want to do something different with their lives."
Twin Cities Christian Foundation	TCCF used the CEY Minneapolis funds to purchase software to enable the organization to better manage programs and to hire a consultant.
Youth Determined to Succeed	Youth determined to succeed used the CEY funds to hire their first administrative assistant, to upgrade their software, to retain a consultant to assist with program planning and fundraising, and to further develop their website.

¹ This information was taken from an email sent from Sarah Trenda of the Twin Cities Christian Foundation to the CEY Minneapolis participants in June 2008.

Training Calendar, Year 1 (September 2007-September 2008)

Date	Topic
January 24	Cohort Meeting
Feb 6	Collaboration/Conflict
Feb 20	Collaboration/Conflict
March 5	Collaboration/Conflict
April 9	Cohort Meeting
May 7	Outcomes/Evaluation
May 21 st	Outcomes/Evaluation
June 4	Outcomes/Evaluation
July 9	Cohort Meeting
August 6	Fund Development
August 20	Fund Development
September 3	New 990
October 8	Cohort Meeting
November 5	Community Awareness
November 19	Public Institutions
December 3	Public Institutions

Priority focus area assistance charts

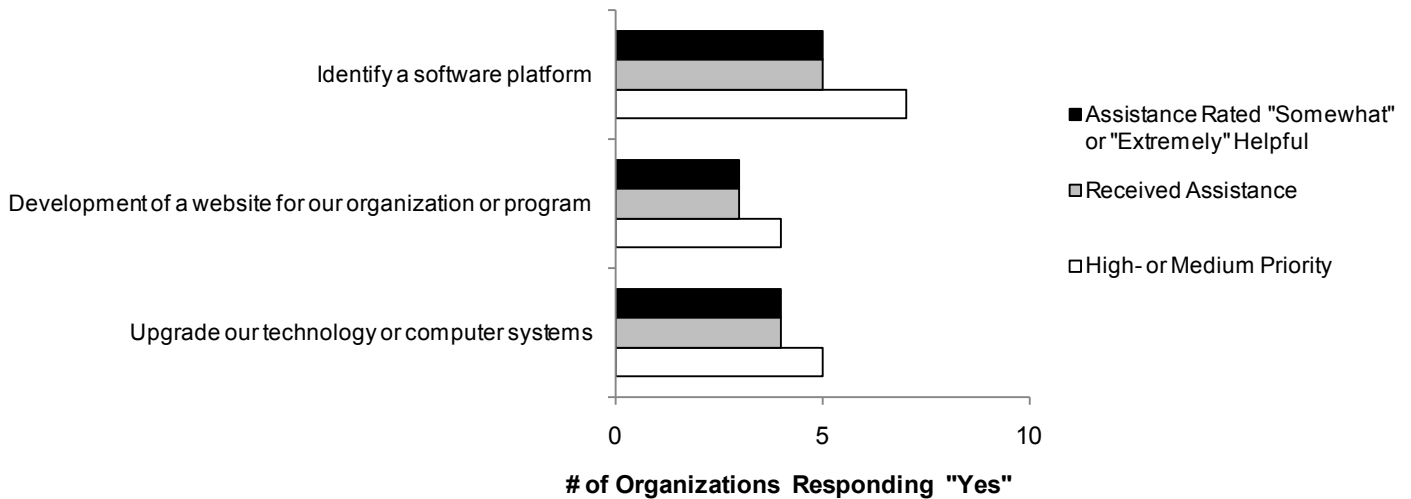
A2. Organizational capacity: Recordkeeping

**Organizational Capacity: Record Keeping:
Perception of Assistance with High- and Medium- Priority Objectives**



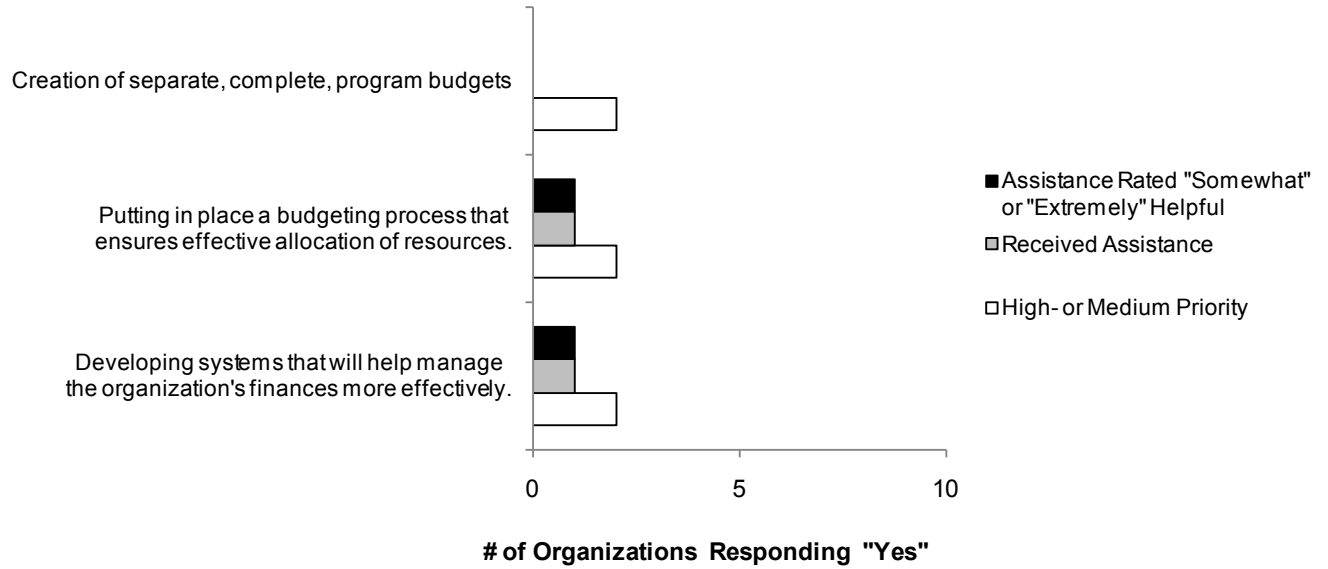
A3. Organizational capacity: Technology

**Organizational Capacity: Technology:
Perceptions of Assistance with High- and Medium- Priority Objectives**



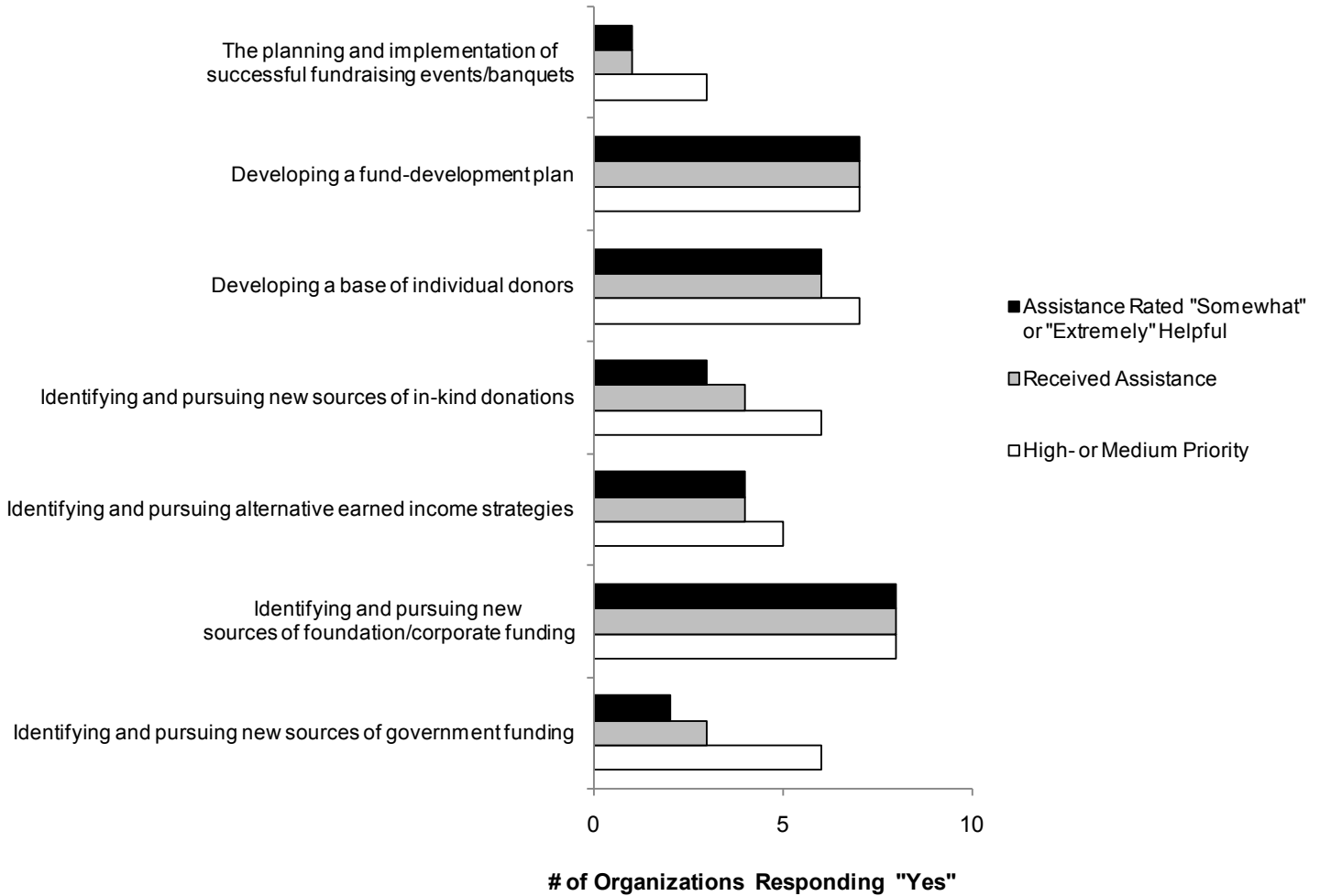
A4. Organizational capacity: Financial Management

**Organizational Capacity: Financial Management:
Perceptions of Assistance with High- and Medium- Priority Objectives**



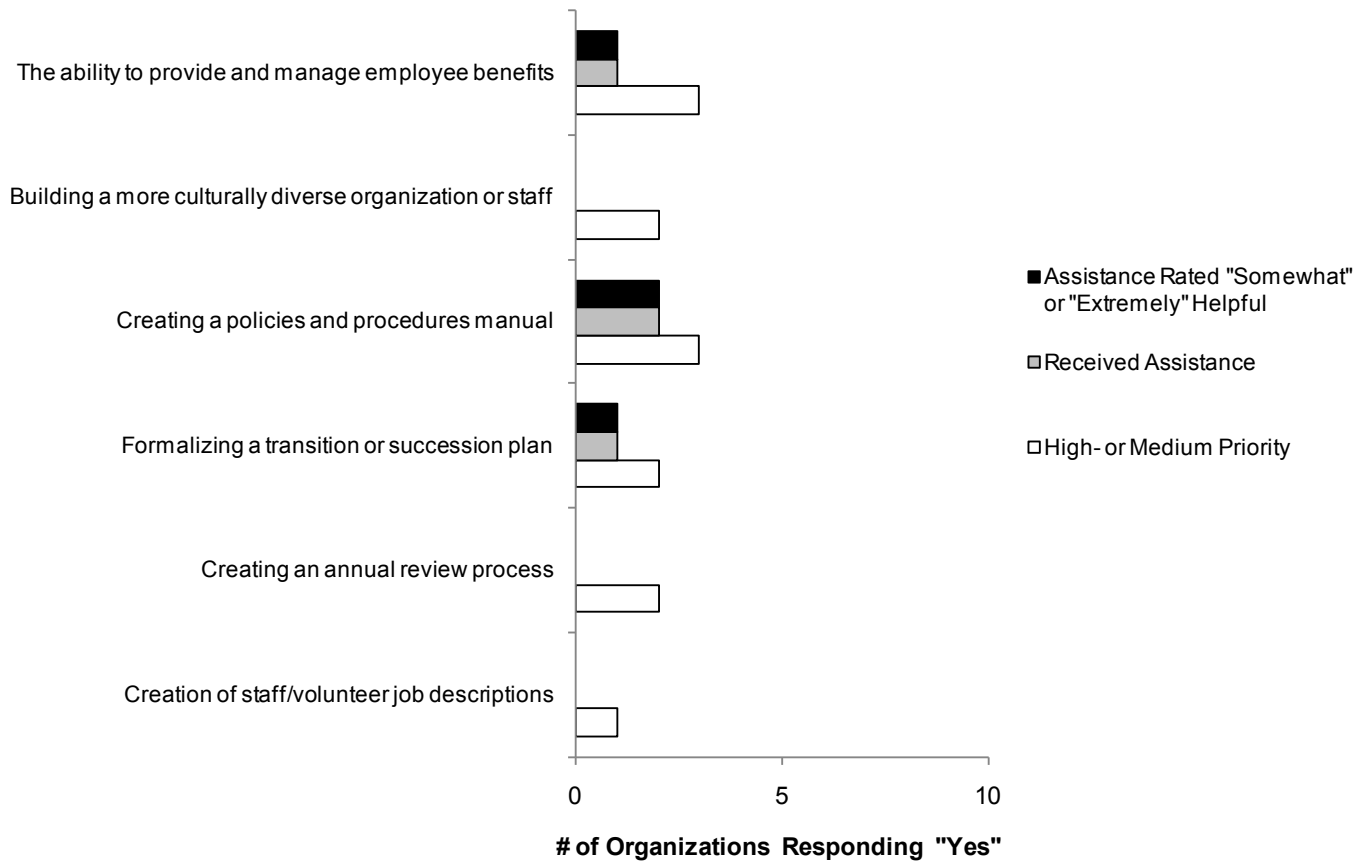
A5. Organizational capacity: Funding

**Organizational Capacity: Funding:
Perceptions of Assistance with High- and Medium- Priority Objectives**



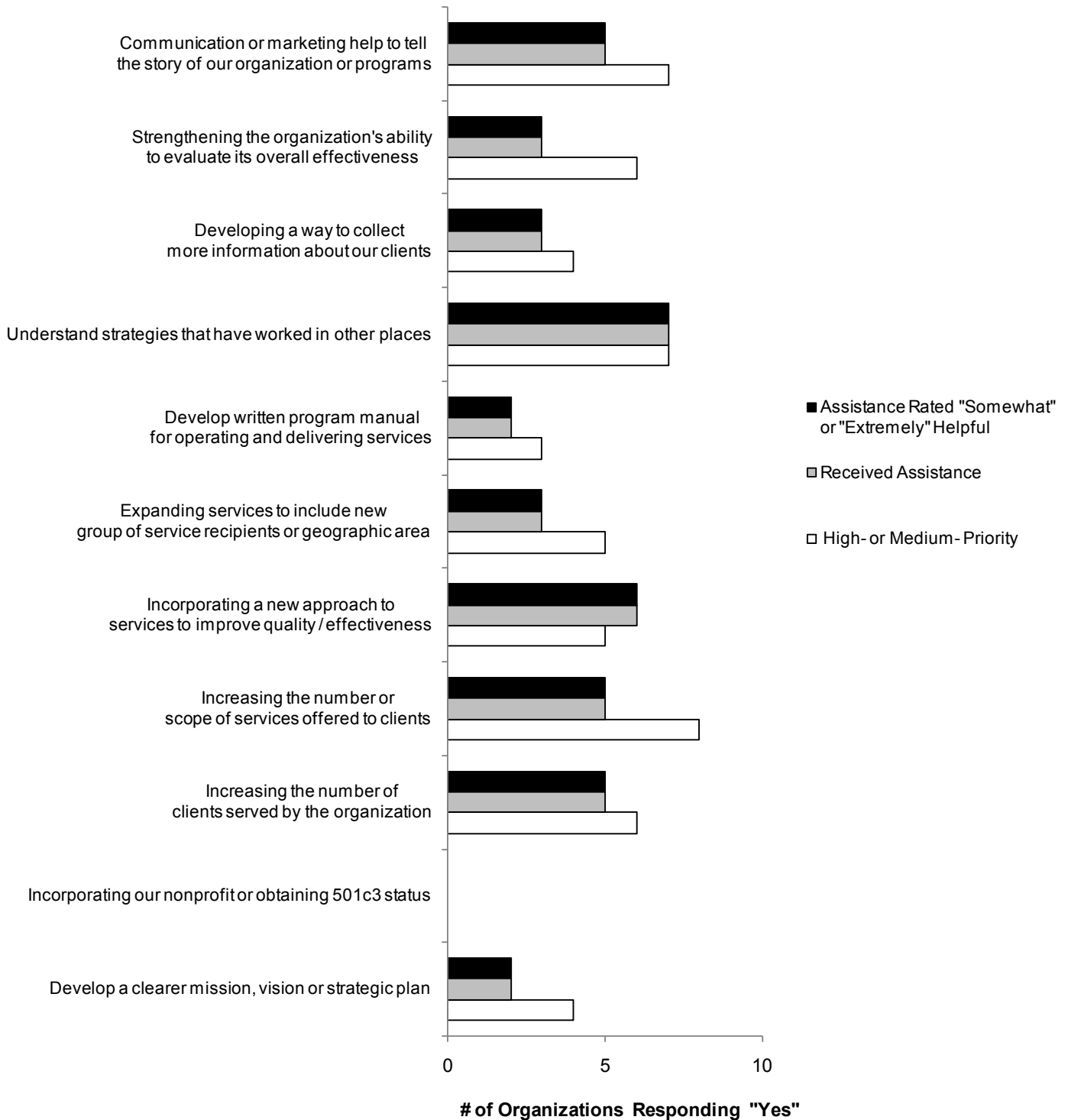
A6. Organizational capacity: Human Resources

**Organizational Capacity: Human Resources:
Perceptions of Assistance with High- and Medium- Priority Objectives**



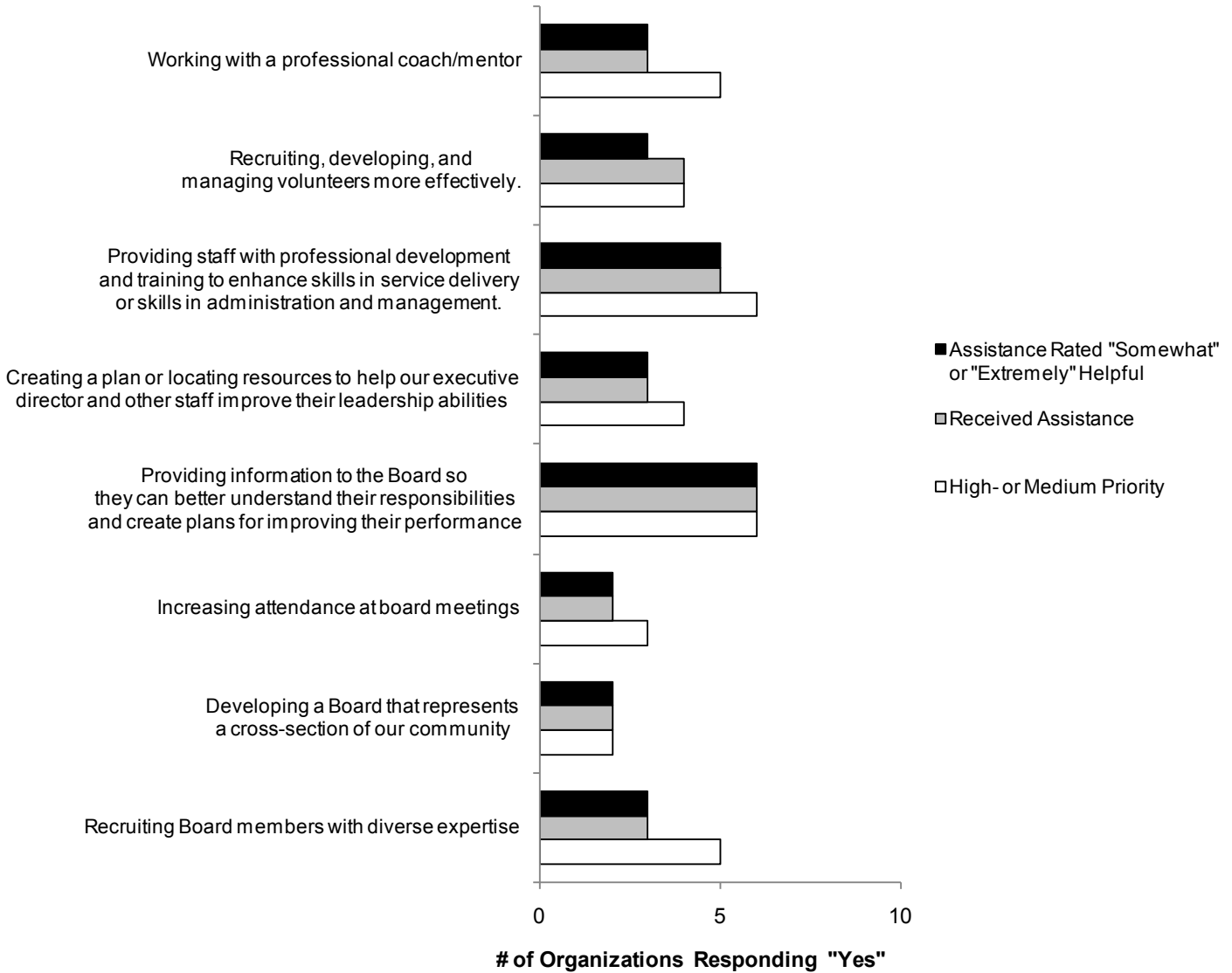
A7. Program development: Perception of Assistance with High- and Medium- Priority Objectives

**Program Development:
Perception of Assistance with High- and Medium- Priority Objectives**



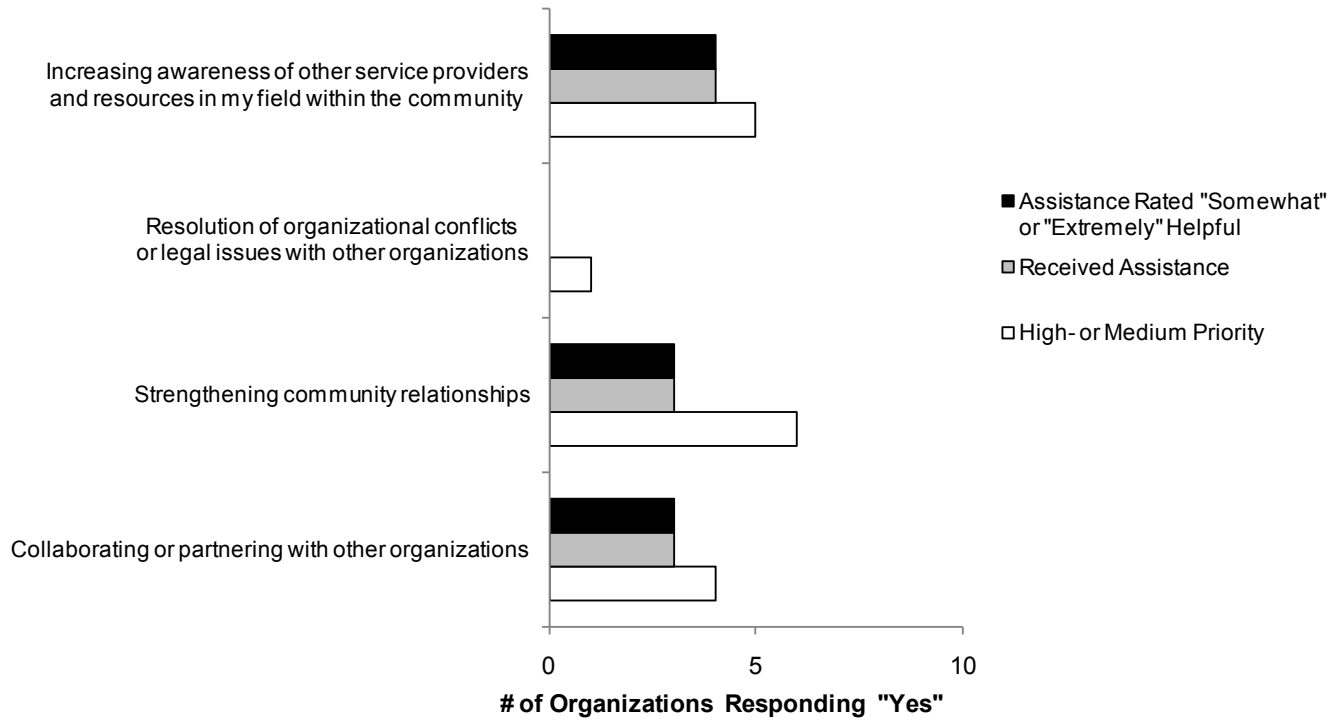
A8. Leadership Development: Perceptions of Assistance with High- and Medium-Priority Objectives

**Leadership Development:
Perceptions of Assistance with High- and Medium- Priority Objectives**



A9. Community Engagement: Perceptions of Assistance with High- and Medium-Priority Objectives

**Community Engagement:
Perceptions of Assistance with High- and Medium- Priority Objectives**



Capacity Building Goals

Program Development Goals

- Grow foster care and adoption programs/outcomes by exploring, a) post-adoption services, b) sexual victimization of girls in foster care system, c) plans for preparing foster kids for independent living, and d) increase the number service and programs offered.
- Enhance our services by achieving more funding.
- Direct services program budgets must be raised to build capacity to operate after school and summer violence prevention programs, host and facilitate family group decision making conferences with an early intervention approach, and to provide comprehensive services to children of parents reentering the home after incarceration. We need to set up the community computer learning [sic] for new and existing clients.
- Develop Step 2.

Leadership Development Goals

- Providing staff with professional development and training to enhance their skills in service delivery, administration, management and leadership.
- Strengthen the board's engagement – attendance is spotty; commitment levels vary, expectations may not be clear; some recruitment is needed.
- Train director on how to effectively govern her board of directors.
- Across-the-board leadership development for all staff.
- Continue Training and developing strategic leadership model to fully engage board and volunteers.

Organizational Development Goals

- Complete a strategic plan – including messaging for marketing purposes.
- Secure operating funding – develop plans, with action steps/strategies, and then carry them out in order to increase funding to the organization.
- Develop a fund-raising plan that includes identifying traditional and non-traditional sources of funding.

- Complete the development of a three year strategic plan.
- developing and implementing electronic record-keeping methods.
- Marketing, Public Relations: working on developing key messages and contacts, and how to target specific audiences for funding and expansion purposes. We would like to develop a better delivery system.
- Developing and implementing a new program on health and wellness that will include a component that addresses the impact of youth violence as a major health issue.
- Fundraising: we would like to work on ways to diversity our funding capacity while focusing on evening the flow of income. We will work with the consultant on a fundraising development plan for the next 3-5 years, concentrating on projections of potential revenue.
- How to communicate more directly through newsletters, direct mail and E-blasts.
- Rebranding strategy including brand, website, and marketing effort to make [our new name] known throughout the community.
- Increase [our] management ability of community partnerships addressing a variety of needs in the community. This includes clarifying the structure, funding sources, ongoing management and incubation process for new partnerships.
- Technical support: upgrade accounting software/computer hardware.
- Increase the number of FTE from 1 to 6 FTE, all paid staff with health benefits.
- Employee HR policies and procedures manuals for volunteers.
- Implement salary for CEO/Executive Director.
- Clarify the management of combined services such as finance management for projects, IT services, and reception.
- Secure funding for overall agency.
- Get assistance in developing fund proposals – develop greater capacity in this area.

Community Engagement Goals

- Cultivate the relationships we have with various sectors, such as the private sector, government sector, and education sectors. This cultivation would target increased involvement, both financially as well as service-oriented alignment.
- Strengthen partnerships within the community; collaborate with other organizations on funding.
- Develop referral relationships with other organizations that serve youth.