
ORGANIZATIONAL CAPACITY NEEDS ASSESSMENT

FINAL REPORT

MAY 2017

PREPARED BY
BROWN SCHOOL EVALUATION CENTER
WASHINGTON UNIVERSITY IN ST. LOUIS

PREPARED FOR



Center for Community
Health Partnership and Research

INSTITUTE FOR PUBLIC HEALTH AND INSTITUTE OF CLINICAL
AND TRANSLATIONAL SCIENCES AT WASHINGTON UNIVERSITY

Acknowledgments

This report was produced by the Brown School Evaluation Center at Washington University in St. Louis. We would like to acknowledge the contributions of our project team:

Meihsi Chiang
Dawit Seyum Buda
Johannah Hansen
Sarah Bobmeyer

We would like to extend our sincere appreciation to the individuals who participated in this needs assessment and for the support from the Center for Community Health Partnership & Research (CCHPR).

For more information about this report, please contact:

Sarah Bobmeyer
Brown School Evaluation Center
Washington University in St. Louis
evaluation@wustl.edu
<http://brownschool.wustl.edu/evaluation>



Evaluation Center

GEORGE WARREN BROWN SCHOOL OF SOCIAL WORK

Funded by



Center for Community
Health Partnership and Research

INSTITUTE FOR PUBLIC HEALTH AND INSTITUTE OF CLINICAL
AND TRANSLATIONAL SCIENCES AT WASHINGTON UNIVERSITY

CONTENTS

EXECUTIVE SUMMARY	i
INTRODUCTION	1
Background	1
Assessment Approach	1
About This Report	2
Participant Demographics	3
CURRENT ORGANIZATIONAL CAPACITY	5
Evaluation and Data Collection & Management	5
Performance Measurement	7
Management	8
Human Resources	9
Communications	10
Grant Writing	11
ORGANIZATIONAL CAPACITY NEEDS	13
Top Training, Technical Assistance, and Resource Needs	13
Priority Training Topics	19
PREFERRED TRAINING & TECHNICAL ASSISTANCE FORMATS	21
Effective Ways to Meet Capacity Needs	21
Effective Training Formats	22
PREFERRED TRAINING LOGISTICS	25
Suggested Timing	25
Suggested Locations	26
KEY CONSIDERATIONS	27
APPENDICES	30
A. ONLINE SURVEY	31
B. KEY INFORMANT INTERVIEW GUIDE	41

EXECUTIVE SUMMARY

The Center for Community Health Partnership and Research (CCHPR) is a transformative initiative that promotes collaborative research partnerships between and among the community, community organizations, academic institutions, community-based health providers, and researchers. CCHPR provides ongoing education, training, and resources to community-based organizations (CBOs) in order to build organizational capacity and support community-engaged research.

CCHPR partnered with the Brown School Evaluation Center at Washington University in St. Louis to conduct an organizational capacity needs assessment from May 2016 to February 2017. An online survey (n=94) and phone interviews (n=20) were conducted to obtain information on current organizational capacity and needs, preferred training and technical assistance format, and preferred logistics for trainings opportunities.

Findings: Current Organizational Capacity

Overall, the majority of survey participants consistently stated that their organizational leadership supported and valued program evaluation and reported having a positive reputation in the community they served. On the other hand, participants consistently rated capacity lower for communications, including: marketing, storytelling, and information dissemination. Most participants also reported lower capacity in the area of adequate staffing situations in their organizations.

Findings: Current Organizational Capacity Needs

Most interview participants reported that fundraising and resources for sustainability of operations, program evaluation and data management, and strategies, leadership, and management were top organizational capacity needs.

The priority training topics identified by interview participants included:

- Program evaluation and data management
- Leadership development
- Communication strategy development
- Public health related topics
- Human resources management

The table on the next page outlines the areas of lower capacity and top needs in each capacity area that was assessed.

Capacity Area	Current Organizational Capacity Low Capacities	Organizational Capacity Needs Top Needs
Evaluation and Data Collection & Management	<ul style="list-style-type: none"> • Data analysis and reporting • Data collection 	<ul style="list-style-type: none"> • Electronic database development • Data management • Evaluation planning • Data collection • Data analysis
Performance Measurement	<ul style="list-style-type: none"> • Measuring quality of work • Identifying external and internal indicators 	<ul style="list-style-type: none"> • Defining performance indicators • Data collection • Program evaluation
Management	<ul style="list-style-type: none"> • Sustainability plans for programs • Involving stakeholders in the planning process 	<ul style="list-style-type: none"> • Stakeholder engagement • Strategic planning • Community engagement and partnership development • Staff development
Human Resources	<ul style="list-style-type: none"> • Adequate staffing with minimal turnover • Staff and board diversity • Volunteer management system 	<ul style="list-style-type: none"> • Diversity and cultural competence • Staff recruitment and retention • Volunteer management
Communications	<ul style="list-style-type: none"> • Marketing • Managing and disseminating information • Telling the story of impact • Communications with potential funders 	<ul style="list-style-type: none"> • Marketing and social media strategy development • Developing a communications plan
Grant Writing	<ul style="list-style-type: none"> • Access to external grant-writing expertise • Government grant applications 	<ul style="list-style-type: none"> • Grantseeking • Identifying potential funders • Grant writing training

EXECUTIVE SUMMARY

Findings: Preferred Training and Technical Assistance Format

The majority of interview participants preferred working with technical assistance providers rather than trainings to address identified capacity needs. Technical assistance included:

- Partnership with university
- Consultants
- Experienced professionals
- Mentors and coaches

Most participants felt in-person trainings such as workshops and training sessions would be the most effective training format.

Other suggested training formats included:

- A combination of in-person and web based training
- Lecture and interactive sessions
- Mentoring and coaching

Findings: Preferred Training Logistics

Participants were willing to attend trainings ranging from a few hours long to couple of days, depending on the content of the trainings and organizational contexts. Fridays and mornings were the most desirable day and timing for participants to attend a training or workshop. The majority of the participants preferred St. Louis-based locations, followed by those who preferred any centralized location.

Key Considerations

CONTENT

- ▶ Offer training and technical assistance opportunities around evaluation, data collection and management, and communication strategy.
- ▶ Conduct communication strategy trainings that address marketing strategy development and effective use of social media.
- ▶ Management and human resources related trainings should emphasize strategies to increase sustainability, diversity, and addressing staff turn-over, as well as addressing strategy, leadership, and management.

FORMAT AND ORGANIZATION

- ▶ Technical assistance and coaching is preferred over trainings.
- ▶ When trainings are the best alternative, conduct in-person trainings.
- ▶ Understand organizational contexts before beginning any training or technical assistance work.
- ▶ Provide opportunities for audience participation.
- ▶ Complement trainings with coaching and mentoring opportunities.
- ▶ Conduct trainings on weekdays, excluding Mondays.
- ▶ Conduct trainings in central St. Louis locations, but not downtown, with adequate parking and access to transportation.

INTRODUCTION

Background

The Center for Community Health Partnership & Research (CCHPR) is a joint center supported by Washington University's Institute of Clinical and Translational Sciences (ICTS) and Institute for Public Health (IPH). The mission of CCHPR is to reduce disparities and improve health and wellness in the St. Louis region by fostering bi-directional communication and supporting community-academic partnerships and research endeavors. CCHPR has a specific aim to provide community-based organizations (CBOs) with ongoing educational and training opportunities to promote research partnerships and improve health and quality of healthcare.

Through their work with CBOs, CCHPR has heard from organizations that they lack sufficient capacity and infrastructure to pursue meaningful research opportunities. Organizations, as well as university investigators, cite this as a barrier to engaging in mutually beneficial community-university partnerships.

Assessment Approach

During May 2016 through February 2017, CCHPR collaborated with the Brown School Evaluation Center to conduct an organizational capacity needs assessment of CBOs in the St. Louis region. The purpose of the needs assessment was to understand the organizational capacity, interests, and needs of community-based organizations in the St. Louis region in order to inform the development of training and technical assistance (TA) opportunities and resources provided by CCHPR. CCHPR will use the results to prioritize organizations' interests and identify areas of need that can be addressed through training and infrastructure support.

Methods

In June 2016, an advisory group met to provide input on the purpose of the assessment, how the findings would be utilized, and the specific constructs that would be assessed. In the fall of 2016, the Brown School Evaluation Center administered an online survey to collect information about current capacity and training, technical assistance, and resource needs across the following areas:

- Evaluation and Data Collection & Management
- Performance Measurement
- Management
- Human Resources
- Communication Strategy
- Grant Writing

CCHPR provided a list of 193 individuals from 60 CBOs to invite to complete the survey. Multiple individuals from an organization were invited to complete the survey to obtain a more robust understanding of the organization's organizational capacity and training, TA, and resource needs. Between November 18 and December 13, 2106, 94 individuals from 49 organizations completed the survey. The full survey can be found in **Appendix A**.

In addition to the online survey, 20 semi-structured phone interviews were conducted with executive leaders of a subset of the organizations that completed the online survey. Interviews were conducted by trained staff and lasted an average of 15 minutes. All interviews were audio recorded and transcribed. A thematic analysis was conducted by a team of two trained analysts. The full interview guide can be found in **Appendix B**.

About This Report

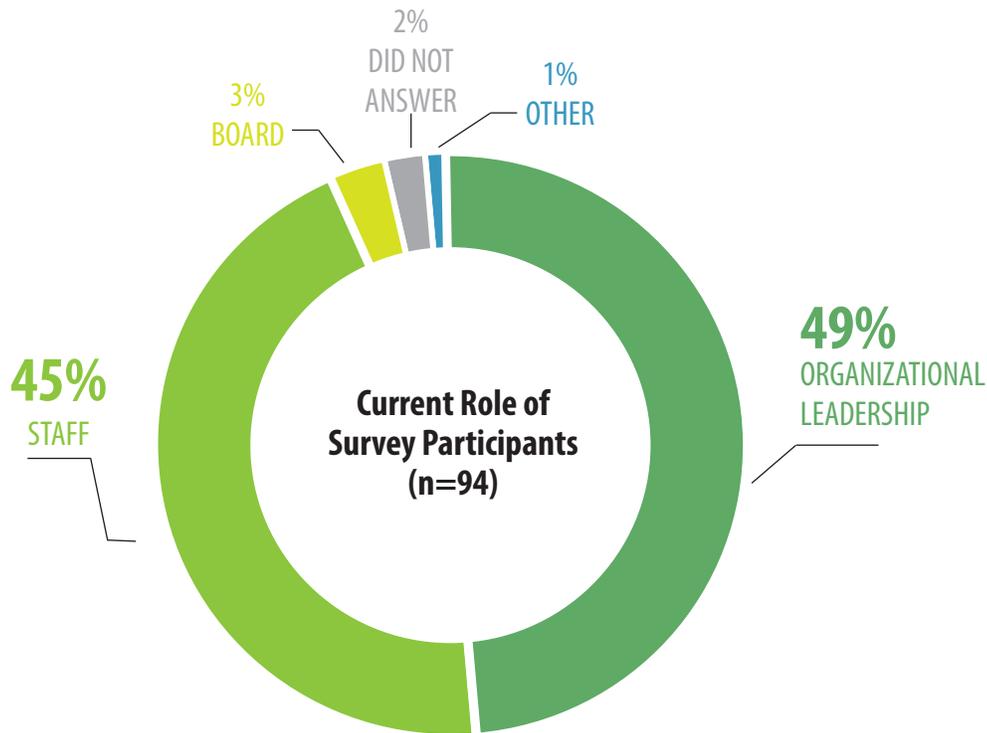
This report provides a summary of findings from the CCHPR organizational capacity needs assessment. The report is organized as follows: current organizational capacity, organizational capacity needs, preferred training and technical assistance formats, key considerations. Quotes from participants (offset in green) were chosen to be representative examples of findings and provide the reader with additional detail. For each data graphic, the total number of respondents for the corresponding survey question is included in parentheses, because not all participants responded to each question.

In addition to this report of the findings across all organizations, the Evaluation Center also produced a report for each organization with their own aggregated survey results. Organizations can use this information to better understand their current organizational capacity and needs.

INTRODUCTION

Participant Demographics

Survey respondents represented a variety of community-based organizations with differing areas of focus, as detailed in the table below. Almost half of the respondents were in current roles as organizational leadership, followed by staff. Three board members and one founder also participated in the survey. The majority of the organizations were established organizations, with the median number of 32 years of service in the region. The organizations were founded between 1894 and 2011. Nearly one third of organizations' current operating budget were over \$5,000,000, followed by budgets ranging from \$1,000,000 to \$3,000,000 (25%).



Areas of Focus

Percent (%) Areas of Focus (n=94)

- 31% Health/ Mental Health
- 24% Social Services
- 20% Children, Youth, & Family
- 16% Housing/ Shelter
- 6% Community Development
- 4% Other

Annual Operating Budget (\$)



Length of Service



Interview participants were selected from the organizations that completed the online survey. Participants had an average of 3.2 years of service and their current positions included:

- President/CEO
- Board President
- Founder
- Chief Program Officer
- Executive Director
- Managing Director
- Director of Community Engagement & Development
- Director of Grants and Social Services
- Director of Performance Improvement
- Director of Program Operations
- Director of Strategic Initiatives

CURRENT ORGANIZATIONAL CAPACITY

Survey participants were asked to rate their organization's current capacity in each area by indicating their level of agreement with a series of statements about that area. The graph in each capacity area below presents the average level of agreement with each statement ranging from 1 (strongly disagree) to 5 (strongly agree). Overall, the majority of survey participants consistently reported that programs and services were in alignment with their organization's mission (M= 4.7), their organizational leadership supported and valued program evaluation (M=4.6), and their organizations had a positive reputation in the community (M=4.6). However, having adequate staffing with minimal turnover was identified as an area with lower capacity (M=3.1).

Evaluation and Data Collection & Management

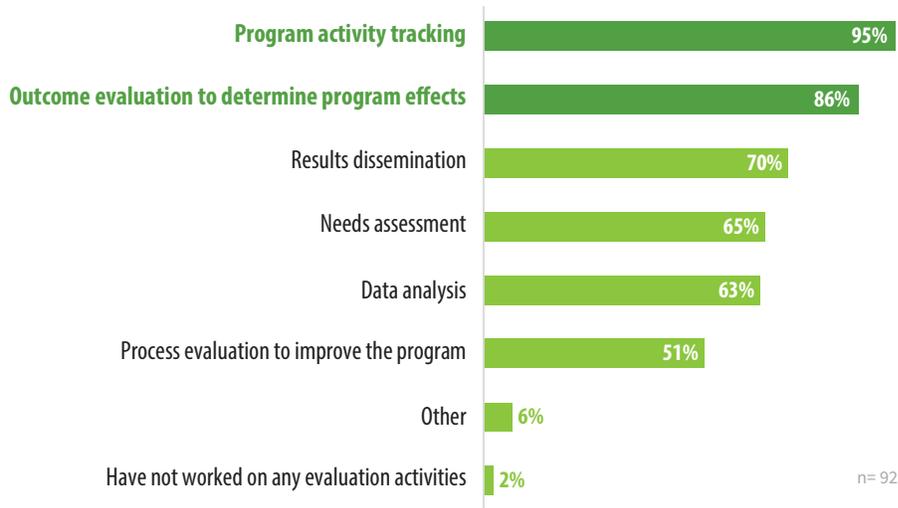
Evaluation is systematic collection of information about the activities, characteristics, and results of programs to make judgments about the program, improve or further develop program effectiveness, inform decisions about future programming, and/or increase understanding. There was consistently high agreement among survey participants regarding the existence of supportive leadership towards evaluation across the organizations.



In the evaluation section of the survey, participants were also asked about evaluation activities they have conducted in the past and how they utilize evaluation data.

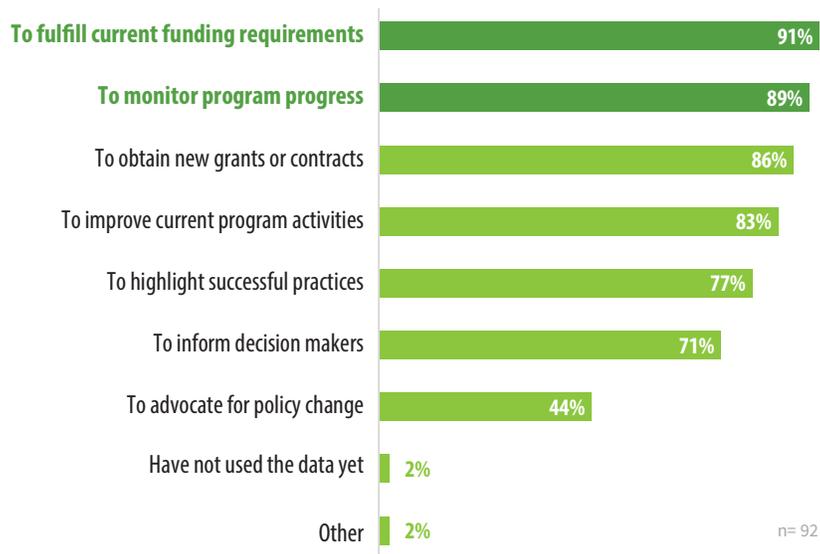
Evaluation Activities Conducted in the Past

The majority of the organizations conducted program activity tracking and outcome evaluations in the past (see chart below). Needs assessment, data analysis and process evaluation were conducted by fewer organizations.



Evaluation Data Utilization

The majority of the organizations used evaluation data for various purposes (see chart below). About 90 percent of the participants indicated that evaluation data has been used to fulfill funding requirements and monitor program progress. Less than half of the organizations used data for advocacy.



CURRENT ORGANIZATIONAL CAPACITY

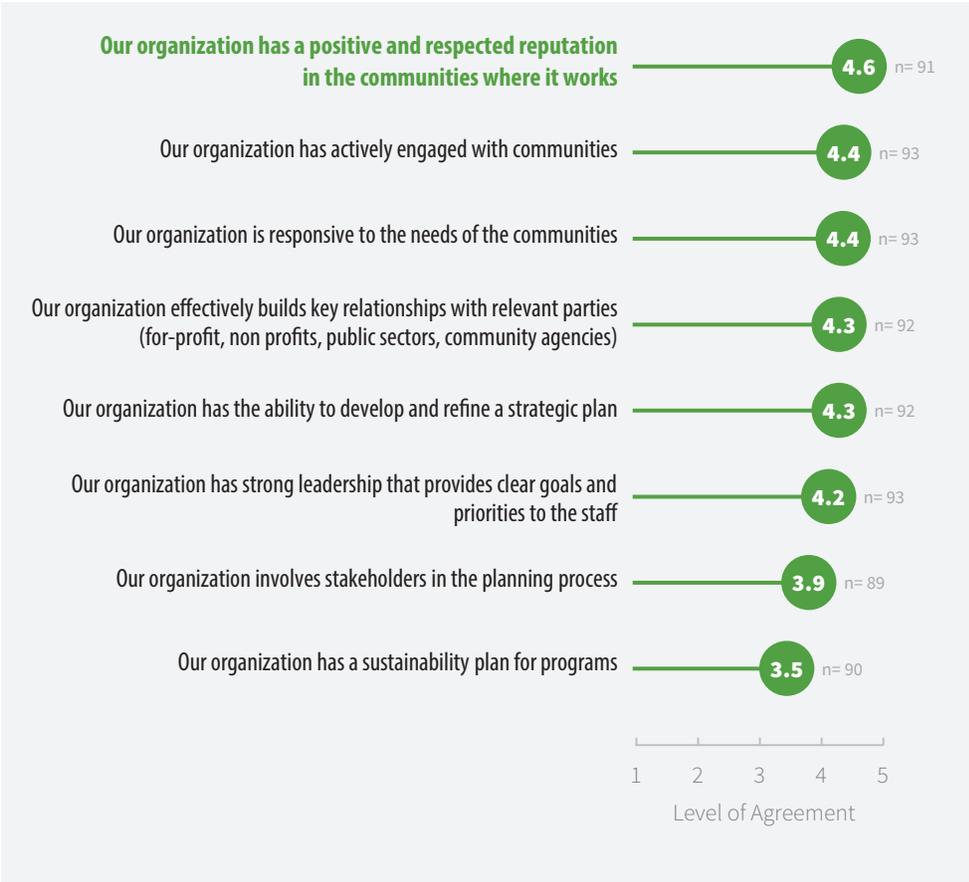
Performance Measurement

Performance measurement is the process of collecting, analyzing, and reporting the performance of an organization for determining the organization’s effectiveness. Survey participants had high and consistent agreement regarding the alignment of programs and services with their organization’s mission. Participants reported lower agreement with the statement that staff know how to measure the quality of their work.



Management

Management refers to the ability of an organization's leadership to define strategic goals and directions, and map out the community and stakeholder engagement strategies. Most organizations reported having a positive and respected reputation in the community where it served. Participants reported lower agreement with the statements that their organization involves stakeholders in the planning process and has a sustainability plan for programs.



CURRENT ORGANIZATIONAL CAPACITY

Human Resources

Human resources includes the management of staff, volunteers, and interns within an organization. While organizations scored consistently high on having a clear personnel policy and reliable, loyal, and committed volunteers, fewer participants agreed on having a diverse staff and board and adequate staff with minimal turnover.



Communications

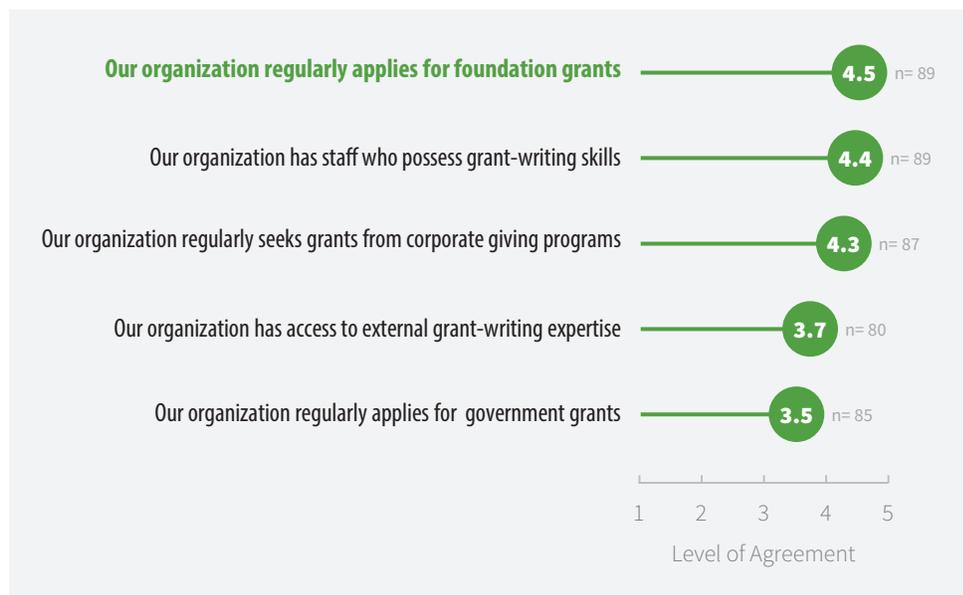
In this context, communication refers to communications and marketing efforts with stakeholders and the public about the organization overall and the organization's programs and services. Survey participants identified lower capacity overall for communication strategy compared to other areas. Most organizations reported use of various communication channels and social media to communicate externally. However, information dissemination and marketing were areas with lower capacity among the participants.



CURRENT ORGANIZATIONAL CAPACITY

Grant Writing

Grant writing is the practice of preparing proposals and completing application processes for funding. Though most organizations apply regularly for foundation grants, participants identified lower capacity for access to external expertise and regular application for government grants.



ORGANIZATIONAL CAPACITY NEEDS

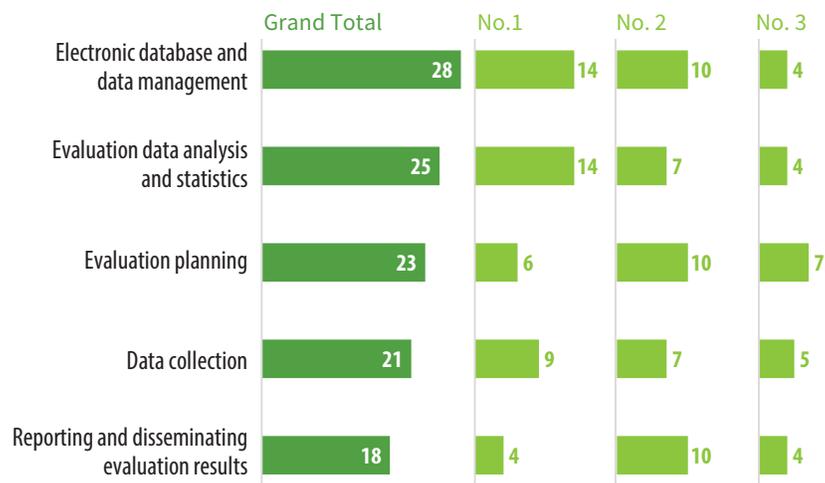
Top Training, Technical Assistance, and Resource Needs

Survey participants were asked to identify their organization's top three training, technical assistance, and resource needs in each capacity area. Overall, participants reported a higher demand in the area of evaluation and data collection and management. Fewer respondents identified needs in the grant writing area than in any other capacity area.

The charts below show the five most identified topics in each capacity area. The **dark green** bars show the total number of times a topic was identified and the **lighter green** bars depict how the participants prioritized the needs.

Evaluation and Data Collection & Management

Assistance with establishing electronic databases and data management systems was most needed in the evaluation area, as well as across all six capacity areas. Resources and training on evaluation data analysis, planning, and data collection were also in high demand.



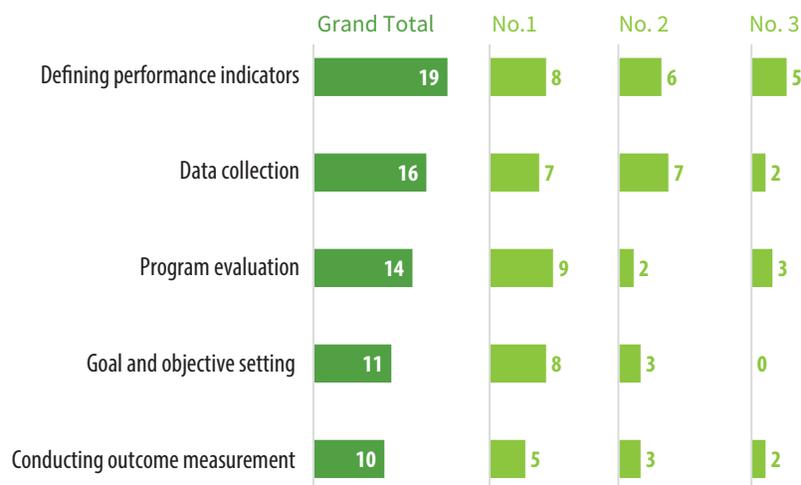
Other training, technical assistance, and resources needs included:

- Evaluation findings to inform future decision making and action plan
- Dedicated staff for evaluation
- Measurement tool development
- Advanced evaluation training
- Funding for evaluation
- Logic model development
- Developing evidence-based programs
- Up-to-date technology in evaluation

Program evaluation and data management were also identified as top needs by interview participants.

Performance Measurement

Survey participants stated that assistance with defining both external and internal indicators and measures were most needed, while program evaluation was identified as another top priority. Similar to the evaluation capacity area, data collection was also identified multiple times as a training, technical assistance, or resource need.



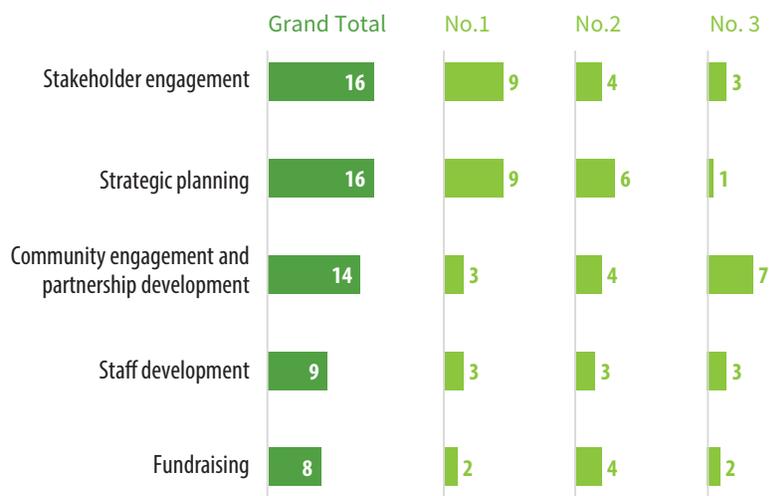
Other training, technical assistance, and resources needs included:

- Quality improvement
- Client satisfaction
- Dedicated staff to conduct performance measurement
- Reporting outcomes
- Action planning
- Performing data analysis

ORGANIZATIONAL CAPACITY NEEDS

Management

Survey participants identified engaging stakeholders and strategic planning as areas where their organization could benefit from training, technical assistance, or other resources. Community engagement and partnership development was the most popular top three needs in the management capacity area.



Interview participants identified **fundraising and resources** as the areas of greatest need, to increase capacity for sustainability of operations.

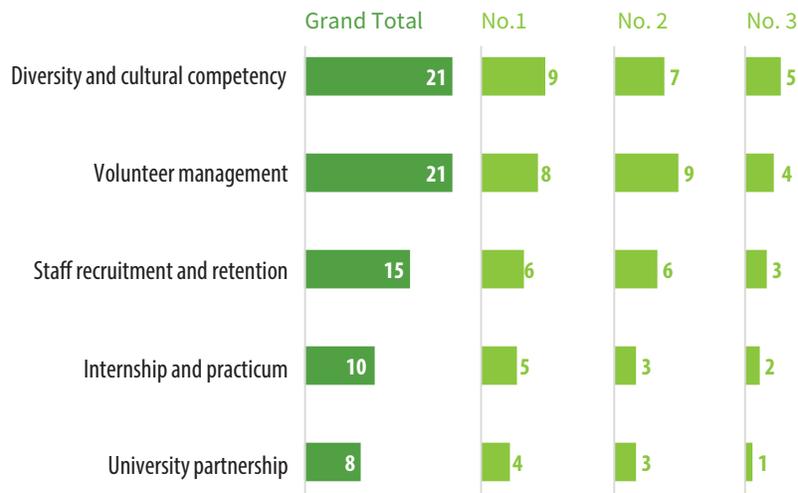
Strategic planning, leadership, and management were also identified as areas of capacity in need of strengthening.

Other training, technical assistance, and resources needs included:

- Leadership development and training
- Marketing strategy
- Board development
- Increased diversity and cultural inclusion
- Program evaluation
- Goal setting

Human Resources

Organizations reported needing trainings, technical assistance, or other resources to address diversity and cultural competency. As most organizations rely on volunteers, trainings on volunteer management are among the top priorities.



Interview participants stated that **human resource development** and **acquiring additional manpower** were core organizational capacity needs.

Organizations relying on volunteers for operation wanted more **volunteer management support**.

Increasing **diversity and cultural competence** was also identified by interview participants.

Other training, technical assistance, and resources needs included:

- Improved human resource database
- More funding for staff
- Human resources-related trainings
- Updated personnel policy

ORGANIZATIONAL CAPACITY NEEDS

Communications

Participants reported that marketing strategy development, developing effective social media strategy, and developing a communications plan are the three top priorities for building communication capacity within their respective organizations. Improved communications channels such as website, print materials, and annual reports was also identified as a number one priority for some participants.

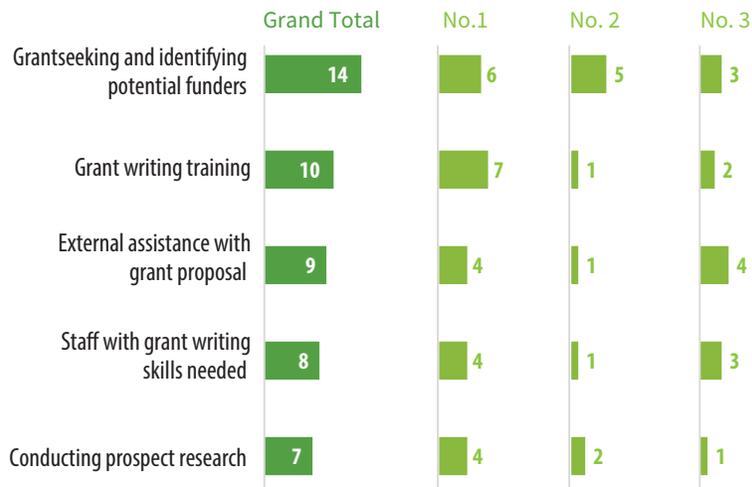


Other training, technical assistance, and resources needs included:

- Funding for marketing
- Community relations
- Communication with donors and funders
- Dedicated staff for marketing/communications
- Improved internal communications

Grant Writing

Trainings related to grant identification and skill development for successful grant applications were the highest areas of need for assistance. Fewer respondents identified needs in the grant writing area than in any other capacity area.



Other training, technical assistance, and resources needs included:

- Conducting prospect research
- Grant writing for government project
- Collaborative grant writing
- Data management
- Evaluating program outcomes

ORGANIZATIONAL CAPACITY NEEDS

Priority Training Topics

During the interviews, participants were asked to identify the top three priority topics for training and professional development within their organization.

Program evaluation and data management was the most popular training topic for most participants.

“Unofficial continuing education in topics like data evaluation and collection and analysis would be helpful. Just to make sure that we continue to be fresh and up to date with our systems would be great.”

“The professional development needs are mostly around the performance management area. Specifically, data collection, using electronic data base systems to run reports and analyzing data and reporting.”

“Creating realistic measurements and outcomes that our staff can evaluate what we do and how we support as well as how we hold external organizations accountable for work that we're not necessarily paying them to do.”

Leadership development was also identified and included developing succession plan, providing leadership trainings, and developing the board.

“We're putting together, we have a succession plan but now we're trying to develop a succession plan for the key potions in the organization ... how do develop the talent internally to support that succession plan.”

“The volunteer engagement and board development along with that since they're also volunteers.”

Participants also identified **developing an effective communications strategy**, which should include effective use of social media, developing marketing strategies, and internal and external communications.

“I would say marketing and fundraising or communication and fundraising.”

“Learning how to communicate effectively with clinical partners and hospital systems.”

Public health related or population specific training topics were also identified, including:

- Sexual health and STDs
- Substance abuse

- Trauma informed care
- Adolescent health
- Asthma and allergy care
- Kidney health
- Hypertension
- Diabetes
- Obesity
- Home visiting
- Pediatrics
- Child abuse

Human resource management was also identified as a priority training topic area and included establishing performance management systems and supervision and management skills.

“I would say management and supervision, particularly for new managers... it's just good solid orientation, orientation to the agency and orientation to the daily working responsibilities of whatever positions folks have.”

“How to coach program level staff to understand what the quality standards are and best practices and not just to know those things but to actually improve their skill set in those things.”

“We just implemented a new performance appraisal system and we're working the bugs out of that but still, we don't have, on staff, a lot of expertise around HR.”

Additional training topics suggested by interview participants included:

- Resources identification and connection
- Technical and ethical compliance
- Diversity and cultural competence
- Strategic planning
- Community engagement and partnership development

PREFERRED TRAINING & TECHNICAL ASSISTANCE FORMATS

Effective Ways to Meet Capacity Needs

Interview participants were asked about the most effective ways to meet their organizational capacity needs. The majority of the participants preferred working one-on-one with technical assistance providers, as compared to more broad trainings, to address identified capacity needs. Technical assistance includes partnering with universities, consultants, other experienced professionals, and mentors and coaches.

“Working with consultants have been proven to be effective ... help us to actually build capacity, meaning, not just do things for us, but actually teach us how to do it so that we'll have an institutionalized knowledge and have the internal support to continue doing it.”

“Skilled assistance in terms of evaluation capacity building.”

“Formal mentoring or coaching for new managers would also be helpful.”

Shorter and hands-on trainings were also identified as effective ways of addressing the capacity gaps.

“I think are just workshops or forums or conferences. Then if there is anything online, that would be really useful.”

“General training, equipping people with the basic skills that all supervisors or managers need.”

Participants also suggested that building on existing capacity and organizational structure is the preferred approach to address organizational needs.

“Being aware of internal capacity ...aware of the staff's needs for training and also be aware of some who are in the field who might be useful for that purpose.”

“It should be a three tiered piece where you have got a short term, quick and anecdotal to all the way through something that is embedded in the system so it becomes a sustainable. It is not just a workshop.”

“Putting in place something that is more incremental in real time.”

Effective Training Formats

Participants were also more specific about what training format would be most effective for addressing their training needs. Most participants felt that in-person, interactive training workshops and sessions would be most effective. Participants indicated that they better retain and utilize information from in-person sessions, compared to web-based learning. In-person training also allows for sharing and networking among attendees.

“I will say that the largest impact is when [trainings] are in person. We have done enough of these webinars. But they are not as effective.”

“There is a value in doing in-person training, because when you bring people together, that allows there to be some cross-pollination, people get to share what they are doing.”

“I would think that utilizing PowerPoint and lecture works. Things that are interactive that get conversations started and maybe small group work group works best with training.”

Some participants also suggested that a combination of in-person and web-based training would address various needs and contexts of training participants. Method choice depends on the topic, resources, and novelty of the content chosen for the training. In the case of in-person training, participants suggested a combination of lecture and interactive sessions.

“Augmentation of in-person training with online would be desirable both from the standpoint as reinforcement of the primary training.”

“Face to face is always optimal but sometimes costs more than you have. I think webinars are great. I have seen a lot of people doing YouTube videos now where the videos are up there. You could just access them as you need them.”

“Depends on the concept and idea, getting buy-in from people and something new or different. When there is something new I think in-person trainings where they are introduction materials and require practicing a skill set.”

“Would include some didactic information in terms of what would be relevant to knowledge and, engaging the individuals who are in the training process quite actively.”

PREFERRED TRAINING & TECHNICAL ASSISTANCE FORMATS

Some participants indicated that trainings should be complemented by coaching and mentoring, especially in areas that demand for skills transfer.

“Peer to peer training is helpful when we have someone that is knowledgeable in the area develops a training for their peers is been really effective in getting the staff on board and listening.”

“Having experts, or access to experts [coaching or mentoring] others.”

Training formats depend on the understanding of the context and participants’ background.

“It is important to have a format that gives an opportunity to understand what the big pictures of the organization...really getting, making sure within the context of the whole scope and capacity of the organization.”

“It is pretty critical for the presenter to honor and respect and validate the knowledge of the group and use it in new ways so that they see the value of the broader perspective.”

Compared to in-person trainings, fewer participants preferred web-based trainings formats for their efficiency, flexibility and accessibility.

“I find web-based training to be very helpful because you cut out the travel time to get somewhere. Being able to access it in the midst of what is a very busy day-to-day for us is helpful.”

“If there is an individual who cannot be there at the time of the training because they became ill or whatever the reason, this [web based training] would be a way for that individual to catch at least a component or some components of the training.”

Participants also suggested that linking training into day-to-day work makes training practical.

“Doing small group training, but really what helps us best is if we already have a project going on that we can bring the project with questions that we have to the table and get really specific questions answered.”

“Making the [trainings] part of an ongoing supervision.”

PREFERRED TRAINING LOGISTICS

Suggested Timing

Participants were willing to attend trainings ranging from a few hours long to a couple of days long, depending on the content of the trainings and organizational contexts. The preferred day of the week and time of day also varied widely.



Friday was the most desirable day followed by Monday, Wednesday and Thursday



A few participants stated that their organizations were flexible during **work days**



Organizations serving students need to accommodate the **school district calendar**



Morning was the most convenient time for participants to attend trainings or workshops

Suggested Locations

The majority of the participants preferred a general St. Louis-based location, followed by those who specifically preferred any centralized location.

Some participants stated they were flexible and mobile in terms of training locations.

A few participants stated that Brown School/Washington University in St. Louis and other locations with easy-accessible and free parking options are most preferable.

Other suggestions include:

- Location near their own organization
- Institute for Public Health
- The Grand Center, the O'Fallon neighborhood, YMCA
- Did not prefer training located in downtown St. Louis

KEY CONSIDERATIONS

Based on the findings from the survey and interviews, a set of key takeaways are listed below. CCHPR may want to consider incorporating these factors into their capacity building initiatives.

Content

- ▶ Offer training and technical assistance opportunities around evaluation, data collection and management, and communication strategy.
- ▶ Conduct communication strategy trainings that address marketing strategy development and effective use of social media.
- ▶ Management and human resources related trainings should emphasize strategies to increase sustainability, diversity, and addressing staff turn-over, as well as addressing strategy, leadership, and management.

Format and Organization

- ▶ Technical assistance and coaching is preferred over trainings.
- ▶ When trainings are the best alternative, conduct in-person trainings.
- ▶ Understand organizational contexts before beginning any training or technical assistance work.
- ▶ Provide opportunities for audience participation.
- ▶ Complement trainings with coaching and mentoring opportunities.
- ▶ Conduct trainings on weekdays, excluding Mondays.
- ▶ Conduct trainings in central St. Louis locations, but not downtown, with adequate parking and access to transportation.



APPENDICES

A. Online Survey

B. Key Informant Interview Guide

A. ONLINE SURVEY

CCHPR Capacity Needs Assessment

Thank you for agreeing to complete this survey. The Center for Community Health Partnership & Research (CCHPR) is partnering with the Brown School Evaluation Center to implement a capacity needs assessment for community-based organizations in the St. Louis area. The purpose of this survey is to understand the organizational capacity, interests and needs of community-based organizations in the St. Louis region. The results of this survey will be utilized to inform the development of training and technical assistance opportunities and resources provided by CCHPR. Please answer the following questions based on your organization's overall situation, from your perspective, to the best of your knowledge. Several individuals within an organization will be invited to complete the survey, and responses will be averaged across an organization. Your participation is voluntary and all responses will remain anonymous.

What category describes your current role with the organization?

- Staff
- Organizational Leadership
- Board
- Other: _____

How long have you worked for your organization?

- Less than 6 months
- 6 months-1 year
- 1-3 years
- 4-6 years
- 7-10 years
- More than 10 years

In what year was your organization founded?

What is your organization's current annual operating budget?

- Under 500k
- 501K- 1,000,000
- 1,000,000- 3, 000, 000
- 3,000,000-5,000,000

Evaluation and Data Collection & Management

The systematic collection of information about the activities, characteristics, and results of programs to make judgments about the program, improve or further develop program effectiveness, inform decisions about future programming, and/or increase understanding.

Which of the following best describes your organization's level of experience in evaluation?

- Relatively no experience, need comprehensive training
- Little experience or background, need training on most topics
- Moderate experience, need refresher courses and more advanced skills training
- Advanced experience, need training or information on emerging topics

How has the evaluation data been used? (Please check all that apply.)

- To improve current program activities
- To highlight successful practices
- To fulfill current funding requirements
- To obtain new grants or contracts
- To inform decision makers
- To advocate for policy change
- To monitor program progress
- Have not used the data yet
- Other, please specify: _____

What types of evaluation activities have your organization conducted in the past, if any? (Please check all that apply.)

- Have not worked on any evaluation activities
- Needs assessment
- Program activity tracking (e.g., number of participants)
- Process evaluation to improve the program (e.g., testing program activities)
- Outcome evaluation to determine program effects (e.g., pre/post-tests)
- Data analysis
- Result dissemination (e.g., sharing of information to interested partners)
- Other, please specify: _____

For each item below, please select the answer that best represents your organization's evaluation capacity level.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not sure	Not applicable
Organizational leadership supports and values evaluation	<input type="radio"/>						
Program services are backed by research and evidence based practices	<input type="radio"/>						
Our organization has knowledge of evaluation	<input type="radio"/>						
Our organization has the staff who know how to develop data collection tools and collect data	<input type="radio"/>						
Our organization has the staff who know how to analyze data and interpret evaluation findings.	<input type="radio"/>						
An electronic database and management reporting systems exist for tracking clients, staff, volunteers, program outcomes, and financial information	<input type="radio"/>						

Please identify the top three training, technical assistance, and resource needs relating to evaluation and data collection & management within your organization.

- 1)
- 2)
- 3)

Performance Measurement

The process of collecting, analyzing, and reporting the performance of your organization for determining your organization’s effectiveness.

For each item below, select the answer that best represents your response.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not sure	Not applicable
Programs and services are in alignment with your organization’s mission.	<input type="radio"/>						
Programs have targeted goals and clear objectives for both short-term and long-term outcomes.	<input type="radio"/>						
Information is collected from clients, customers, volunteers, or stakeholder to measure how well the organization is doing.	<input type="radio"/>						
Client satisfaction is regularly assessed.	<input type="radio"/>						
Our staff knows how to measure the quality of their work.	<input type="radio"/>						
Our organization has identified internal and external indicators to measure the impact of the organization’s work.	<input type="radio"/>						

Please identify the top three training, technical assistance, and resource needs relating to performance management within your organization.

- 1)
- 2)
- 3)

Management

The ability of your organization's leadership to define strategic goals and directions, and map out the community and stakeholder engagement strategies.

For each item below, select the answer that best represents your response.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not sure	Not applicable
Our organization has strong leadership that provides clear goals and priorities to the staff.	<input type="radio"/>						
Our organization has the ability to develop and refine a strategic plan.	<input type="radio"/>						
Our organization has a sustainability plan for programs.	<input type="radio"/>						
Our organization has effectively built key relationships with relevant parties (for-profit, non profits, public sectors, community agencies).	<input type="radio"/>						
Our organization has a positive and respected reputation in the communities where it works.	<input type="radio"/>						
Our organization has actively engaged with communities.	<input type="radio"/>						
Our organization is responsive to the needs of the communities.	<input type="radio"/>						
Our organization involves stakeholders in the planning process.	<input type="radio"/>						

Please identify the top three training, technical assistance, and resource needs relating to management within your organization.

- 1)
- 2)
- 3)

Human Resources

The management of staff, volunteers, and internships within your organization.

For each item below, select the answer that best represents your response.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not sure	Not applicable
Our organization has a clear personnel policy.	<input type="radio"/>						
Our organization has a clear volunteer management system.	<input type="radio"/>						
Our organization is adequately staffed with minimal turnover.	<input type="radio"/>						
Our staff and board are diverse and reflective of the communities we serve.	<input type="radio"/>						
The volunteers are reliable, loyal, and highly committed to the organization's success.	<input type="radio"/>						
The practicum students/student interns bring required skills to our organization.	<input type="radio"/>						
Our organization has strong partnership with universities.	<input type="radio"/>						
Our organization receives helpful support from universities.	<input type="radio"/>						

Please identify the top three training, technical assistance, and resource needs relating to human resources within your organization.

- 1)
- 2)
- 3)

Communication Strategy

Communications and marketing efforts with stakeholders and the public about the programs, services, and your organization overall.

For each item below, select the answer that best represents your response.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not sure	Not applicable
Our programs are marketed in a way that interests potential clients.	<input type="radio"/>						
Our programs raise the community awareness of specific issues.	<input type="radio"/>						
Our organization has systems to manage and disseminate information for those who need it.	<input type="radio"/>						
Our organization effectively communicates to potential funders.	<input type="radio"/>						
Our organization effectively tells the story of its impact.	<input type="radio"/>						
Our organization uses diverse communications channels, such as social media (Facebook, Twitter, Instagram) emails, newsletters, website, print marketing, paid advertising, podcasting, local/in-person events etc	<input type="radio"/>						

Please identify the top three training, technical assistance, and resource needs relating to communication within your organization.

- 1)
- 2)
- 3)

Grant Writing

The practice of preparing proposals and completing application processes for funding.

For each item below, select the answer that best represents your response.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not sure	Not applicable
Our organization has staff who possess grant-writing skills.	<input type="radio"/>						
Our organization has the access to external grant-writing expertise.	<input type="radio"/>						
Our organization regularly applies for foundation grants.	<input type="radio"/>						
Our organization regularly applies for government grants.	<input type="radio"/>						
Our organization regularly seeks grants from corporate giving programs.	<input type="radio"/>						

Please identify the top three training, technical assistance, and resource needs relating to grant writing within your organization.

- 1)
- 2)
- 3)

End of the survey

B. KEY INFORMANT INTERVIEW GUIDE

Key Informant Interview Guide

CCHPR Organizational Capacity Needs Assessment

Introduction & Purpose

Hi, this is _____ calling from Brown School Evaluation Center at Washington University. Is now still a good time for your CCHPR Organizational Capacity interview? Great, thank you for taking the time to speak with me.

Our discussion today will help guide the Center for Community Health Partnership & Research (CCHPR) in identifying training and technical assistance needs among community-based organizations in the St. Louis region.

The interview will last about 30 minutes. Please do not hesitate to ask me to repeat or clarify any questions. We will be audio recording today's interview to help with note taking, but all of your answers will be kept confidential. Your name will not be associated with any of your comments. Lastly, there are no right or wrong answers in this interview. We value your opinions whether they are positive or negative. Do you have any questions before we start?

Participant's Background

I would like to begin by asking you a few background questions to learn more about you and your work at the _____.

1. What is your current role at _____?
2. How long have you served in this role?

Training & Technical Assistance Needs

Now I would like to hear about training and technical assistance needs of your organization.

3. What are the most important organizational capacity needs that your organization currently has?
 - a. *Examples, if needed:*
 - *Evaluation and Data Collection & Management: The systematic collection of information about the activities, characteristics, and results of programs to make judgments about the program, improve or further*
 - *Performance Measurement: The process of collecting, analyzing, and reporting the performance of your organization for determining your organization's effectiveness.*
 - *Management: The ability of your organization's leadership to define strategic goals and directions, and map out the community and stakeholder engagement strategies.*
 - *Human resources: The management of staff, volunteers, and internships within your organization.*
 - *Communication: Strategic communications and marketing efforts with stakeholders and the public about the programs, services, and your organization overall.*

Key Informant Interview Guide

CCHPR Organizational Capacity Needs Assessment

- *Grant writing: The practice of preparing proposals and completing application processes for funding.*
 - b. Follow up: What are the most effective ways to meet those needs?
 - c. Probe: What are the most important technical assistance needs that your organization currently has?
4. What are the top three priority topics for training and professional development within your organization?
 5. Which skills and knowledge are most in need of improvement in your organization?
 6. What skills and knowledge are the most important to your organization's long-term success?
 7. Thinking about the needs we just discussed, where do they fall in terms of overall priorities at your organization?

Training Format and Logistics

Next I would like to discuss your preferred format for training and other logistical considerations.

8. What training format do you feel would be most effective for [ask about each topic and skill that was provided above]?
 - a. Probe: brief lecture or presentation, half day or day-long workshop or event, multi-day training institute, online webinar, web-based courses
9. What suggestions, if any, do you have regarding the timing of trainings?
 - b. Probe: What day is the most desirable day of the week for you to attend a training or workshop?
 - c. Probe: What is the most convenient time for you to attend a training or workshop?
10. And what suggestions, if any, do you have about the geographic location of trainings?

Wrap-Up

That's all of the questions I have for you.

11. Is there anything else you would like to add that we haven't talked about yet?

Thank you again for taking the time to speak with me today about the CCHPR organizational capacity needs assessment. We really appreciate your input. Please don't hesitate to contact me if you have any questions related to the interview.

