

# Evaluation of the Victim Services Organizational Capacity Building Initiatives Final Report

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# **Executive Summary**

In January 2007, the National Center for State Courts began evaluating Pennsylvania's Victim Services Organizational Capacity Building Initiatives. The project, funded by the Pennsylvania Commission on Crime and Delinquency, explored the following areas: grant activities, project implementation satisfaction, and outcomes, including service capacity. This final report summarizes evaluation activities and presents findings and recommendations. It is supplemented by a toolkit aimed at helping organizations assess and improve organizational capacity.

#### **Key Findings**

Findings derive from an online survey of organizations that applied under the Organizational Capacity Building Initiative from 2003 to 2006 (includes both grant recipients and non-recipients) and case studies of five grantees that included technology assessments, where appropriate.<sup>1</sup> The first four findings derive from the online survey; the remaining eight findings are a result of the case studies of five grantees.

**Finding 1**: Organizations tended to use grant funds for strategic planning and governance/external relations.

Over half of the grantees responding to an online survey reported using grant funds to improve organizational capacity in the areas of strategic planning (e.g., developing a mission statement, drafting strategic plans, establishing agency goals) and governance/external relations (e.g., structuring the board of directors, creating partnerships with local agencies, promoting services). The area least likely to be addressed through grant funds was financial and business management.

**Finding 2**: Grantees reported the highest levels of achievement in areas related to governance and financial/business management.

Grantees were most likely to indicate that they had "fully achieved" specific activities associated with governance and financial/business management. Several organizations highlighted practices for consideration of "best" or "promising" practices. Conversely, grantees were least likely to report full achievement in areas related to technology and service delivery.

**Finding 3**: The majority of grantees reported that their organizational capacity has become "much better" over the past five years.

Half of all grantees responding to the online survey indicated that their organizational capacity had become "much better" over the last five years. Just two grantees reported their organizational capacity was about the same or worse. Case studies of five selected grantees showed that improvements in organizational capacity were a direct outcome of the organizational capacity building initiative.

The five econois

<sup>&</sup>lt;sup>1</sup> The five agencies that participated in the case studies include the Women's Center and Shelter of Greater Pittsburgh, The Center for Victims of Violence and Crime, the Women's Center of Montgomery County, the Network of Victim Assistance, and the Philadelphia Alliance for Children.

**Finding 4**: Victim services organizations indicated that their greatest needs were in the areas of marketing and outreach, collaboration, technology, financial planning, and volunteer recruitment/management.

The online survey of grant applicants highlighted areas that are in need of improvement. Relatively low scores of achievement were recorded in the areas of financial planning, technology planning, and volunteer recruitment and management. Also, survey respondents noted continuing needs in the areas of marketing and outreach, collaboration, and technology.

**Finding 5**: The five victim services agencies implemented technology projects progressively with some level of technology planning.

Agency staff emphasized that capacity building cannot be a one time shot. Each of the agencies had assessed, either formally or informally, what their greatest capacity needs were and started there. For all of the agencies, technology was a component of their initial PCCD funded capacity building efforts. Four of the agencies began building their technology capabilities in the late 1990s and made progressive upgrades as the technology evolved and their needs to communicate more efficiently and effectively expanded. Although few of the agencies had a specific technology plan, the processes they used to determine their needs and find ways to address them were coherent and led to satisfactory results.

**Finding 6**: PCCD funding of technology is particularly critical for victim services agencies.

The five victim services agencies used a variety of technology solutions to improve a wide range of capabilities related to external and internal communications, financial management, program management, staff development, fundraising and service delivery. For these agencies, PCCD funding for technology related projects was critical to their ability to improve their capacity. They noted that other government and private funders typically do not rank technology among their funding priorities. Moreover, technology is continually evolving and victim services agencies need to stay current to maximize the efficiencies and benefits of the technology they have implemented. Relatively small investments in upgrades can have a large impact on the agencies' ability to meet increasing demands for their services.

**Finding 7**: Capacity building grants from PCCD and other funders provided leverage for the agencies to obtain complementary funds from other sources.

Each of the five agencies reported instances in which a capacity building grant helped the agency obtain additional funds from another public or private funder. The Center for Victims of Violence and Crime (CVVC) described the following example of both technology planning and leveraging resources. CVVC obtained a small grant from a local foundation to conduct a technology assessment. The agency used the grant to engage consulting services from the Bayer Center for Non-Profit Management at Robert Morris University. The assessment included staff computing needs, equipment needs, and updating the agency's network and computers. CVVC then obtained a Verizon foundation grant to match a PCCD grant, which paid for the network server and twenty personal computers, an assessment to identify power users and assign

machines, and a plan to extend the life of the technology resources by cycling older hardware and software to those with lower needs.

**Finding 8**: Strategic planning is considered to be critical for organizational capacity building and program quality.

Staff of all five agencies included in the case studies expressed the belief that strategic planning is critical. Examples of the benefits of strategic planning and ways to carry it out include the following: open communication empowers staff to address situations and opportunities that arise suddenly and to make decisions quickly if necessary; strategic planning helps agencies envision a possible future; five-year horizons facilitate leveraging grant dollars over time and across funders for different phases of projects and initiatives; a good strategic plan should be updated every year so the exercise does not become a major task; a strategic plan needs a technology piece; it can be beneficial to bring in an outsider to work through ideas and issues and to help keep the roles of the executive director and the board balanced by setting appropriate boundaries.

**Finding 9**: Victim services agencies employed consultants effectively to assist in capacity building efforts.

Each of the five victim services agencies had employed consulting services for one or more capacity building activity. Examples include strategic planning; technology assessments, acquisition and implementation; web site development; fundraising and development; marketing and public relations; and management training. The agencies suggested a few guidelines to follow when using consultants: obtain several bids for the desired services; if you have had a good relationship with a consultant or agency, consider them first; avoid large marketing agencies, which tend to want to make the effort larger than required; look for consultants who understand your agency's mission and culture; and look for consultants who understand the constraints smaller agencies typically have.

**Finding 10**: Capacity building initiatives often require more time and effort than agencies anticipate.

For a number of reasons, many capacity building projects require more time than the planners anticipated. For example, project planners should build in extra time for larger scale technology projects because delays are virtually inevitable. Projects that involve other organizations also often encounter delays because priorities, resources, leadership and commitments may change as the project proceeds. Agencies also should anticipate staff resistance to change and be prepared to address it. Managers can reduce resistance by involving staff as much as possible in designing, testing and implementing a new system or process. Agencies also should be prepared to lose staff who cannot adapt to the new ways of doing business.

**Finding 11**: Victim services agencies have expanded their capacities by teaming with other agencies to share resources.

The five agencies cited several ways they have partnered or networked with other agencies to share and expand resources. Three examples include: (1) The Center for Victims of Violence and Crime (CVVC) partnered with the Women's Center & Shelter of Greater Pittsburgh

(WC&S) to obtain a two-year grant from the Heinz Endowment to hire an executive assistant who works for both agencies; (2) CVVC shares human resources services with other agencies because none is large enough to support a full time human resources staff. The agencies use the same personnel policies and staff evaluation; and (3) WC&S partnered with a local mental health agency to provide the services of a child therapist. The county pays for the services from its mental health budget.

**Finding 12**: Victim services agencies typically do not have the resources to evaluate the outcomes of their services and therefore have developed few outcome measures.

The victim services agencies noted the difficulties in gathering data to evaluate outcomes for their clients. The collection of outcome measures is challenging for a number of reasons. In particular, long-term outcome measures are extremely difficult to capture because they require tracking clients over time and involve multiple intervening factors that can affect each outcome. Furthermore, traditional case management systems often do not facilitate the entry and analysis of outcome data. For these reasons, most funders and agencies focus on output measures, such as the number of clients receiving particular types of services, rather than on the outcomes (benefits) for individuals.

#### **Recommendations**

The following recommendations were put forward by the National Center for State Courts evaluation team, in consultation with the Pennsylvania Commission on Crime and Delinquency and members of the advisory board.

**Recommendation 1**: Continue funding and supporting the Victim Services Organizational Capacity Building Initiatives.

There is widespread support for continuing, and preferably, expanding the Initiatives grant program. A number of organizations reported that the grant was critical in developing an infrastructure that enabled the organizations to improve services and diversify funding sources.

**Recommendation 2**: As part of the Initiative, PCCD should develop an online resource for victim services organizations.

Grantees and all victim services organizations in Pennsylvania would benefit from a central online resource for the Organizational Capacity Building Initiatives. A website devoted to the grant program could provide specific resources on issues such as strategic planning, governance, external relations, human resources, financial and business management, technology, and service delivery. Moreover, the website could be used to highlight promising practices and create a network with linkages among agencies seeking common solutions and interested in sharing staff, services, or other resources. In doing so, PCCD would encourage organizations to share information that will ultimately result in a more efficient planning and implementation experience.

**Recommendation 3**: PCCD should create a mentorship program that partners relatively new or inexperienced organizations with organizations that have already demonstrated high levels of capacity.

Several grantees are operating at very high levels of capacity, while others are just starting to develop strategic plans and professionalize the organization. A mentorship program that teams relatively inexperienced grantees with those operating at higher levels of capacity would increase the impact of the grant program. Grantees should be partnered on a voluntary basis and matched on organizational goals and needs; the partnered organizations should not be competing for the same local resources. Mentorships should benefit both organizations and be flexible; they can be as basic as seeking telephone advice on specific capacity issues (such as how to recruit and manage volunteers) or be more formal relationships that may involve staff visits and broader aspects of organizational capacity. Project STRONG can be used as a model.

**Recommendation 4**: PCCD should consider allocating a small portion of the Initiatives grant funds for a mini-grant program designed to help organizations develop strategic plans.

A number of victim services organizations throughout the state appear to have considerable difficulties in applying for and securing an Organizational Capacity Building Initiatives grant. Some organizations are lacking comprehensive strategic plans, which are the basic building blocks of organizational capacity. The lack of such a plan greatly hinders organizations in their ability to improve capacity and seek grant funds. By developing a mini-grant strategic planning program aimed specifically at particularly needy organizations, PCCD could ensure that all victim services organizations have at least a minimal level of capacity and the potential to procure additional grant funds. PCCD should provide sample strategic plans on their dedicated organizational capacity website as a resource for the mini-grant program (see Recommendation 2).

**Recommendation 5**: The Initiatives program should require the development of a technology plan as part of any grant-funded technology projects.

PCCD should consider requiring organizations that propose to undertake technology projects to submit a basic technology plan at the time they are invited to submit a formal application. PCCD should create a one-page template that requests grant applicants to identify how the proposed technology will address specific needs and how it will be integrated to improve communication, increase efficiency, and enhance organizational capacity. This requirement would encourage grantees to consider how specific technology projects will "fit" into the larger plans and priorities made by the organization. Sample technology plans should be placed on PCCD's dedicated organizational capacity website (see Recommendation 2).

**Recommendation 6**: PCCD should consider allocating a small portion of the Initiatives grant funds for a mini-grant program designed to help organizations upgrade existing technology solutions.

Technology is continually evolving and victim services agencies need to stay current to maximize the efficiencies and benefits of the technology they have implemented. Relatively small investments in technology upgrades (e.g., obtaining software updates or additional computers) can have a large impact for agencies with very tight budgets.

**Recommendation 7**: PCCD should require applicants to submit logic models as part of the formal application process.

Evaluation would be better served if PCCD required applicants to submit logic models as part of the formal application process. PCCD should create a one-page template that can be used by applicants to identify inputs, outputs, and outcomes; with a strong recommendation that applicants use the organizational capacity toolkit as a guide. This requirement would allow PCCD to document the effectiveness of the grant program in a much more intensive way. Additionally, this requirement would encourage organizations to consider ways in which proposed activities impact both organizational capacity and the delivery of services.

**Recommendation 8**: PCCD should require grantees to collect pre-implementation data that can be used to evaluate project performance.

Evaluation remains an afterthought for most victim services organizations. Consequently, strong evaluation methods that incorporate pre- and post- project measures and/or comparison groups are lacking. PCCD should require grantees to collect pre-implementation data consistent with the logic models that were submitted as part of the application process. This requirement will lead to the ability to analyze the impact of specific projects, and can be used to guide future funding decisions.

**Recommendation 9**: PCCD should convene a collaborative expert panel to identify a core set of performance measures to evaluate outcomes.

In recent years, most victim services organizations have developed the capacity to measure and report their outputs, i.e., the numbers and types of services they provide to their clients of their various programs. However, few organizations have the capacity to measures outcomes—i.e., the positive differences their services make for their clients. PCCD should provide guidance by convening a panel of experts comprised of a cross-section of state agencies and victim services organizations and coalitions (such as the Pennsylvania Coalition Against Domestic Violence and the Pennsylvania Coalition Against Rape). The panel also should include representatives of existing users group for the R/Client case management system and users of other systems such as Social Solutions' ETO software to develop ways in which performance measures can be integrated into case management systems. The goal of the panel should be to develop performance measures that have significant meaning for most victim services organizations and to provide explicit instructions on how to collect, analyze, and report the resulting data. The panel may want to refer to the Standards for Victim Assistance Programs and Providers developed by the National Victim Assistance Standards Consortium.<sup>2</sup>

<sup>&</sup>lt;sup>2</sup> DeHart, D.D. (2003) *National Victim Assistance Standards Consortium: Standards for Victim Assistance Programs and Providers*. Columbia, SC: Center for Child and Family Studies, University of South Carolina.

**Recommendation 10**: PCCD should encourage collaboration with the goal of sustaining programs beyond the grant period.

A number of grantees have successfully leveraged organizational capacity building grants to procure additional funds and to develop partnerships that have ensured the continuation of programs beyond the grant period. PCCD should encourage collaboration between victim services organizations, businesses, foundations, higher education, and local governments. Successful examples of collaborations can be highlighted both online at the dedicated organizational capacity website (see Recommendation 2) and at the annual *Pathways for Victim Services Conference*.

**Recommendation 11**: PCCD should feature a track on organizational capacity tools and strategies at its annual *Pathways for Victim Services Conference*.

For the past ten years, PCCD has held an annual conference for victim services organizations and staff. The annual conference provides an excellent forum to present organizational capacity tools and strategies, and to highlight promising practices used by current agencies. The track could include examples from the business world, such as the *Alcoa Business System* that has been adapted by the Women's Center and Shelter of Greater Pittsburgh. The conference could also be used to feature concepts and approaches offered in the toolkit that was completed as a part of this grant project.

## **Project Description**

In January 2007, the National Center for State Courts began evaluating Pennsylvania's Victim Services Organizational Capacity Building Initiatives. The project, funded by the Pennsylvania Commission on Crime and Delinquency, explored the following areas: grant activities, project implementation satisfaction, and outcomes, including service capacity. The evaluation was conducted through secondary data analysis, an organizational survey, and site visits.

#### **Victim Services Organizational Capacity Building Initiatives**

The Commonwealth of Pennsylvania and the Pennsylvania Commission on Crime and Delinquency have dedicated significant resources to address the needs of victims of crime. Through the Pennsylvania Crime Victims Act,<sup>3</sup> Pennsylvania funds two state grant programs that provide a wide array of services to victims of crime. The PCCD's Victims' Services Program (Office of Victims' Services) is responsible for administering these state grant programs as well as three federal grant programs. In fiscal year 2006-2007, PCCD distributed over \$28 million in state and federal funds to organizations in all 67 counties (Offices of Victims' Services Annual Report State Fiscal Year 2006-2007).

**State Grant Programs.** The Rights and Services Act (RASA) Program funds a broad range of services such as orientation to the criminal and juvenile justice system, notification of hearings and other court proceedings, restitution, advocacy, crisis intervention, counseling, and child care. The Victims of Juvenile Offenders (VOJO) Program funds services such as court orientation and accompaniment, assistance with victim impact statements and victim communications with the offender.

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<sup>&</sup>lt;sup>3</sup> 18 Pa. C. S. §11.101 et seq.

Under the RASA and VOJO programs, counties receive allocations based on a formula that considers population size, crime rate, juvenile dispositions (for VOJO) and collections of penalties assessed against criminal offenders. In 2006-2007, all 67 counties in Pennsylvania received grants from the RASA program (\$6,447,701 total), and 66 counties participated in the VOJO grant program (\$3,317,821 total). Annual progress reports from the counties indicate that the RASA and VOJO programs provided services to over 256,000 people (166,878 victims, 62,898 witnesses, and 26,353 significant others).

Federal Grant Programs. In addition to the RASA and VOJO programs, three federal grant programs provide financial support to government and community based victim services agencies throughout Pennsylvania. The Justice Assistance Grant Program supports state and local government programs to improve community safety and the criminal justice system. The STOP Violence Against Women Formula Grant Program funds county level collaborations among law enforcement, prosecution, victim services agencies, courts, and probation and parole to provide appropriate services to women who have been victims of violent crime and to improve the criminal justice system's ability to address violence against women. The Victims of Crime Act Formula Grant Program supports the provision of direct services to victims of crime. In 2006-2007, a total of \$18.5 million flowed through these programs to victim services programs in Pennsylvania.

Victim Services Organizational Capacity Building. In the course of administering state and federal grant programs for victim services, PCCD monitors program performance and provides technical assistance to victims' services agencies. Given the investment Pennsylvania has made to assist victims of crime, one of PCCD's priorities is to enhance the long-term stability and effectiveness of local victim service agencies. One of PCCD's approaches to

achieving this goal has been to allocate a significant amount of Pennsylvania's federal Justice

Assistance Grant Program (JAG) funds for organizational capacity building projects under its

Victim Services Organizational Capacity Building Initiatives. At the time PCCD sought an

evaluation of these initiatives, PCCD had dedicated over \$2.7 million to support a variety of

activities aimed at organizational capacity building; examples include strategic planning and

implementation of strategic objectives; development of organizational management practices for

quality control; management training; the evaluation of agency processes; and the

implementation of new technology to streamline operations, increase direct service provision and

ensure compliance with program standards.

#### **Selected Grantees**

In FY 2003-2004 and FY 2004-2005, PCCD funded 26 organizational capacity building projects. From these organizations, PCCD selected five grantees as the subject of this effort to evaluate the impact of the initiatives and to identify best practices for organizational capacity building from the experiences of these agencies. The five agencies vary on a number of dimensions, including primary client population, types of services provided, size of jurisdiction served, location, and types of capacity building activities undertaken. The agencies provide services to victims of domestic violence, sexual assault, and violent crime. Two of the agencies are located in Allegheny County, and three are located in contiguous counties in the eastern part of Pennsylvania (Philadelphia, Bucks County, and Montgomery County). The agencies' capacity building projects fall into four primary categories: management, human resources, technology, and outreach. Technology also is an element that crosses categories. A summary of the five agencies and their projects is presented in Exhibit 1, and further can be found in the case studies later in this report.

Exhibit 1: Summary of Grant-Funded Projects Implemented by Five Victim Services Agencies Participating in the Evaluation

	Human			
<b>Summary of Activities</b>	Management	Resources	Technology	Outreach
The Women's Center & Shelter of Greater Pittsburgh (Allegheny County)				
Conducted advanced staff management				
training; Revised position descriptions;	X	X	X	
Upgraded financial software and website				
The Center for Victims of Violence & Crime (Allegheny County)				
Implemented remote access technology,				
redesigned website; Delivered marketing				
and public awareness campaign			X	X
The Network of Victim Assistance (Bucks	County)			
Developed secure electronic repository of			X	
client records			Λ	
The Women's Center of Montgomery County (Montgomery County)				
Developed secure computerized resource			X	
directory			Λ	
Philadelphia Children's Alliance (City of Philadelphia)				
Hired full-time director; Updated website;	<del>-</del>			
Translated materials, developed newsletter,				
carried out media campaign, trained staff to	X		X	X
provide outreach				

# **Evaluation Objectives and Methodology**

The goals of the evaluation were: (1) to examine and document whether and how these projects enabled the agencies to achieve the desired organizational outcomes, (2) to identify project success factors, outcome measures, and best practices that can be used by small victim services agencies to enhance their long term stability and program effectiveness, and (3) to provide guidance to PCCD in its ongoing efforts to develop appropriate outcome measures and program standards for victims' services supported by the various federal and state grant programs administered by PCCD.

#### **Objectives**

The specific objectives for achieving the evaluation goals were:

1. To detail each agency's organizational capacity building initiative, including any needs assessment conducted, activities undertaken, outcome measures used, evaluation tools developed, and reports and other products created.

- 2. To identify obstacles to project implementation and strategies used to overcome these obstacles.
- 3. To assess the extent to which the projects expanded the service capacity of each agency (e.g., increased direct service hours, greater demographic diversity of clients served, enhanced ability to assess clients' service needs, increased access to information about service availability, increased delivery of services, improved coordination of services among community partners).
- 4. To synthesize the information gathered from all sources during the evaluation (e.g., agency materials, agency staff, community partners, PCCD staff, and other sources identified) for use in products that have utility for individual victim services agencies throughout Pennsylvania and for PCCD's provision and allocation of victim services organizational support.

As the project progressed, the evaluation team and PCCD noted the absence of strategies that could address the overall impact of the grant program beyond the five selected grantees. Thus, a fifth objective was added to the evaluation scheme:

5. To document the range of activities and role of the grant in improving organizational capacity for grantees.

#### Methods

The logic model, revised to account for a survey of grant applicants and recipients, had three components: agency missions and capacity building projects, impact on service provision, and best practices and outcomes. Exhibit 2 depicts the logic model and corresponding evaluation strategy.

#### **Exhibit 2: Logic Model and Evaluation Strategy**



#### I: Agency Missions & Capacity Building Projects

**GOAL**: To create profiles of victim services agencies that summarize their missions, services, capacity building efforts, including needs assessments, projects implemented, and evaluation tools and other products developed.

#### Methodological Description

- Classification of agency missions and capacity building activities
- Collection of agency documents

# II: Capacity Building Process and Impact on Service Provision



**GOAL**: To examine how capacity building projects were implemented, what challenges were encountered and how they were overcome, what impact projects had on level of direct services, and how impacts varied by agency characteristics and capacity building activities.

#### Methodological Description

- On site interviews and observations
- Online survey of grant recipients and applicants

#### **III: Best Practices and Outcome Measures**

**GOAL**: To identify and document capacity building activities that had intended impact on agency capacity and recommend outcome measures PCCD can use in future capacity building initiatives.

### **Best Practices** M

&Outcomes

#### Methodological Description

- Synthesis of survey and site visit findings
- Advisory Board review of products and recommendations

The evaluation was guided by an advisory board comprised of PCCD staff and executive directors of the five agencies selected for intensive evaluation. External members of the advisory board include the following:

- Barbara Clark, The Network of Victim Assistance
- Christina Kirchner, Philadelphia Children's Alliance
- Maria Macaluso, The Women's Center of Montgomery County
- Shirl Regan, The Women's Center and Shelter of Greater Pittsburgh
- Stephanie Walsh, The Center for Victims of Violence and Crime

Members of the advisory board participated in two meetings. The introductory meeting was held in Harrisburg on March 27, 2007 and included discussions of the evaluation strategy, the role of technology in the grant projects, and the development of evaluation tools. The wrap-up meeting was held on November 12, 2008 and focused on the content and organization of the draft final products. In addition, email discussions between the research team, PCCD, and the advisory board was ongoing throughout the duration of the grant period.

Case Studies. Case studies of the five selected grantees were carried out through site visits and a review of organizational materials. On August 8 and 9, 2007, members of the evaluation team visited the sites located in metropolitan Pittsburgh: The Center for Victims of Violence and Crime and the Women's Center and Shelter of Greater Pittsburgh. From September 11 to 13, 2007, the evaluation team visited the sites located in metropolitan Philadelphia: The Network of Victim Assistance (NOVA), the Women's Center of Montgomery County, and the Philadelphia Children's Alliance. A structured interview protocol guided each case study, with site-specific interview questions designed to address specific grant activities (see Attachment A for the generic interview protocol).

Interview data was supplemented with grantee reports provided by PCCD and documents supplied by each organization under study. In addition, one member of the evaluation team—a technology specialist—focused on the implementation of and operations of technology projects funded through the Organizational Capacity Building Initiative. A sample of the types of questions addressed through the technology assessment is provided below:

- 1. What process did the agencies use to acquire technology solutions?
- 2. Who uses the technology solution and for what purposes?
- 3. What factors affect the use of the technology solution?
- 4. How does the technology affect staff time spent on direct services?
- 5. How does the technology impact timeliness and accuracy of agency records?
- 6. How is the technology solution serving the interests of the agencies' clients?

The case studies were used to create site profiles for each selected organization. The profiles, which can be found in Attachment B, summarize the capacity area, grant goals, use of consultants, accomplishments, problems, products, measures/tools, internal evaluations, lessons, and unexpected results for each year of the grant award. A summary of the technology solutions the five agencies employed to acquire or improve various organizational capabilities is presented in Attachment C. In addition, site reports were used to develop project findings and recommendations.

Online Surveys. The initial meeting of the advisory board included a discussion with PCCD regarding the overall goal of the evaluation project, which was to assess the impact of the Organizational Capacity Building Initiative. The case studies provide a detailed review of the impact of the grant at five particular sites, but do not provide an overall picture of the grant program. For this reason, the evaluation team and PCCD added a second component to the evaluation strategy: an online survey of grant applicants and recipients. The goal of the survey was to (1) document the types of activities carried out by grantees, (2) identify ongoing organizational needs, and (3) explore the impact of the grant by comparing organizations that received a grant with organizations that applied for but did not receive a grant.

An online questionnaire was developed and administered to organizations that applied for a PCCD grant for the years under study (2003 to 2006), with the list of applicants and award status supplied by PCCD. The questionnaire, which can be found in Attachment D, was organized in three sections:

- 1. Organizational information, including staffing, budgets, and source of funds
- 2. Organizational capacity in the areas of strategic planning, governance and external relations, human resources, financial and business management, and technology and data/client management, and
- 3. General self-assessment of organizational capacity.

The majority of the questionnaire consisted of closed-ended questions, with opportunities for respondents to clarify responses and provide input to several open-ended items. The survey was administered in September 2008 by sending a request for participation to the executive directors of the 49 organizations that had applied for an organizational capacity grant between the years of 2003 to 2006. Several follow-up emails were sent to encourage responses—the final response rate was 49 percent (24 responses).

Survey responses were entered into an SPSS dataset and analyzed to identify trends and compare differences by a number of factors (e.g., award recipient versus non-recipient, small versus large organization). The small number of respondents affected the ability to carry out sophisticated analyses focusing on statistical significance. For this reason, the final analyses tend to be descriptive in nature.

Limitations of the Evaluation Methods and Findings. The greatest limitation to the evaluation design is a product of the timing of the evaluation and the lack of comparison groups. To explore the true impact of a project, methodological rigor requires a pre-/post-study or a quasi-experimental design that offers comparisons between similar organizations. However, the PCCD's solicitation for an evaluation focused on case studies of five agencies that implemented capacity building projects several years before the evaluation was to be conducted. Comparable data contrasting organizational capacity before and after the grants to the agencies therefore did not exist. In addition, the focus on award grantees failed to take into account how those awarded a grant may have benefited in contrast to those organizations that did not receive a grant award. While the survey attempted to provide some comparable information, it is primarily a descriptive study based on self-assessments. In the end, results from this evaluation can be used to make

inferences on the value of the Organizational Capacity Building Initiatives, but cannot provide a definitive answer on the impact of the grants on recipient organizations on the whole.

There are also several limitations of the methodologies that drove this evaluation. First, the case studies rely on staff interviews and documents provided by each organization. While the evaluation team is highly trained in interviewing skills, to some degree, all case studies are influenced by the institutional memory and perspectives of interviewees as well as the willingness of organizations to allow evaluators access to sensitive documents. While the evaluation team experienced considerable openness from each of the organizations participating in the case studies, some caution should be noted when relying solely on case studies. Second, the online survey was limited by the types of questions that could be addressed in an online format and by the response rate. In particular, organizations that did not receive a PCCD grant through the Organizational Capacity Building Initiative were less likely to participate in the survey, thus limiting our ability to draw substantive comparisons between grantees and nongrantees. The survey also contained two technical features that discouraged some prospective respondents from participating.<sup>4</sup> Finally, four of the organizations surveyed were averse to completing an online questionnaire—they were sent a fax-back version of the survey but failed to complete it.

# **Findings**

Findings derive from an online survey of organizations that applied under the Organizational Capacity Building Initiative from 2003 to 2006 (includes both grant recipients and non-recipients) and case studies of five grantees that included technology assessments, where appropriate.

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<sup>&</sup>lt;sup>4</sup> Internet protocol automatically "times out" pages after twenty minutes of inactivity and one of the elements in the survey was formatted incorrectly (the item requesting budget did not accept dollar signs (\$) or commas).

#### **Online Survey**

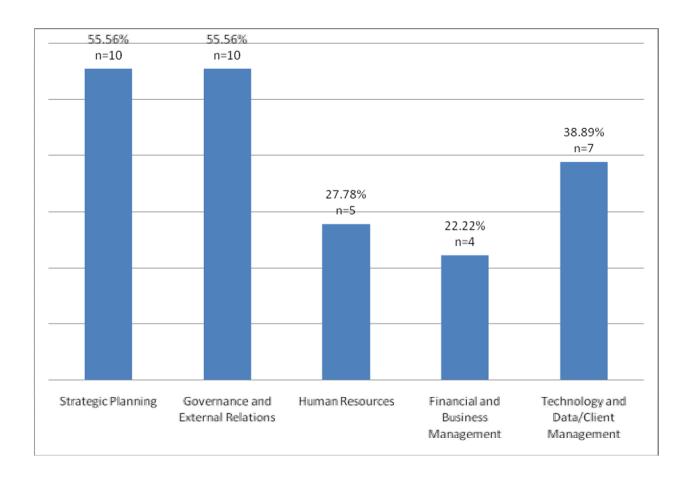
An online survey of 49 organizations that had applied for an organizational capacity grant between the years of 2003 to 2006 was conducted in September 2008. Of the 49 organizations contacted, 24 completed the questionnaire for a response rate of 49 percent. There was some discrepancy in the self-reported data versus the grant award listing provided by PCCD. Three organizations indicated that they had not received an organizational capacity building grant during the period in question, although PCCD records identified them as award recipients. Similarly, three organizations indicated they had received the grant, while PCCD records showed that they had not received the grant. The discrepancy is likely a result of the fact that organizations receive multiple grants from a variety of organizations and may not have recollection of this specific PCCD grant. To account for the discrepancy, a new variable was added to the database that used the PCCD official records to identify grant recipients (18 organizations) versus non-recipients (6 organizations). Due to the relatively small number of responding organizations, particularly organizations that that did not receive a grant, statistical variances between recipients and non-recipients cannot be reported with any level of accuracy. Therefore, the following analysis highlights activities undertaken by grantees.

**Finding 1**: Organizations tended to use grant funds for strategic planning and governance/external relations.

Exhibit 3 shows the types of activities supported through the Organizational Capacity Building Initiative. Organizations tended to use funds for a variety of purposes. Two types of activities were carried out by more than half of all responding organizations: strategic planning and governance/external relations. Strategic planning included activities associated with the development of mission statements, strategic plans, and agency goals. The area of governance/external relations referred to items concerning the board of directors, local

partnerships, communication, and marketing. The area least likely to be addressed through grant funds was financial and business management.

**Exhibit 3: Types of Activities Supported through the Organizational Capacity Building Initiative** 



A number of grantees commented on the value of PCCD's grants to professionalize and advance their organizations. Individual comments follow:

Coalition of Pennsylvania Crime Victim Organizations: *PCCD's grant helped put in place the transition between volunteer organization and a professionally staffed one. It also helped revise by-laws and transition the board into a governing body rather than a managing body.* 

Center for Victims of Violence and Crime: We have been able to expand technology, outreach, strategic planning—including a name modification—all of which prepared the agency to have more of a proactive public relations campaign and image.

Women's Center of Montgomery County: These organizational capacity grants gave us the basic building blocks so that we could complete the majority of the work and then bring the projects to completion with corporate or local partners who otherwise would not have agreed to be the primary funder of an effort. Also, especially with the technology grants, the projects we completed prepared us for the subsequent cuts that followed, as we found ourselves much better positioned than our sister agencies to meet funding requirements, reporting requirements, etc. at a time when funding was being cut.

Victim/Witness Assistance Program: It was a substantial change for our organization. It enabled us to build a brand around our non-profit organization, it enabled us to reach thousands of people, it enabled us to educate the community on our program, it allowed us to build and strengthen partnerships with other organizations, it allowed us to go after different funding sources and get money. It changed everything for the better!

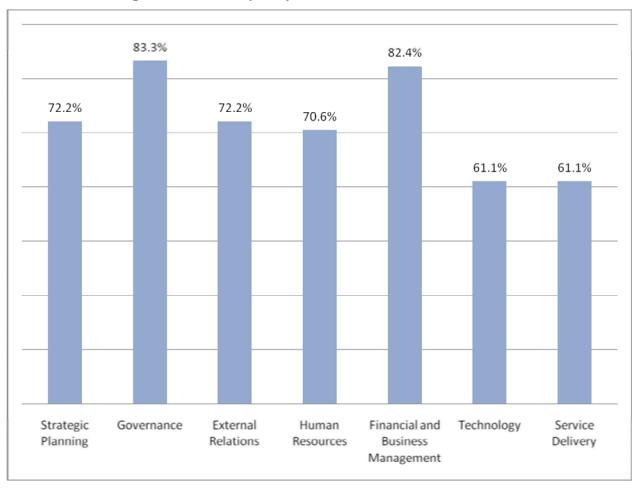
Turning Point of Lehigh Valley, Inc.: This grant enhanced our ability to communicate effectively and quickly across four sites, access webinars and other online training opportunities, access internet resources to help with our service provision and implement a bi-weekly enewsletter.

Women's Center of Beaver County: We became much more computer literate. We began to communicate with email, use the web. We have advanced tremendously. We use electronic submission of reports, applications. We use databases for our donors, software programs for data collection.

**Finding 2**: Grantees reported the highest levels of achievement in areas related to governance and financial/business management.

Responding organizations were asked to describe their level of achievement (fully achieved, partially achieved, not achieved) in specific areas related to strategic planning, governance, external relations, human resources, financial and business management, technology, and service delivery. Exhibit 4 identifies the degree of achievement of various aspects of organizational capacity by grantees. Generally, grantees were likely to indicate that they had "fully achieved" specific items related to governance and financial/business management. Conversely, grantees were least likely to report full achievement in areas related to technology and service delivery.





While areas of high achievement were noted through structured response categories, survey respondents were also asked to identify capacity-building activities that could be considered a "best practice." Individual comments are noted below.

Women's Center and Shelter of Greater Pittsburgh: Our Women's Center Business System, which is based on the Toyota production system.

Center for Victims of Violence and Crime: *Outreach to local minority populations, especially African American women.* 

Women's Center of Montgomery County: Our internal communications and access to data allows us to quickly respond to funding opportunities. Our volunteer training practices enable

us to have one of the largest active volunteer bases (172 direct service volunteers) in the state for domestic violence programs.

The Rape and Victim Assistance Center of Schuylkill County: We have collaborated with WalMart and have focused on ways that sexual victimization relates to other issues and social concerns as a means to sensitize the community...

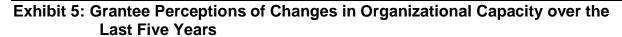
Philadelphia Children's Alliance: We conducted a "Development Assessment" that was very interesting and resulted in a plan for adjusting our focus in fund development.

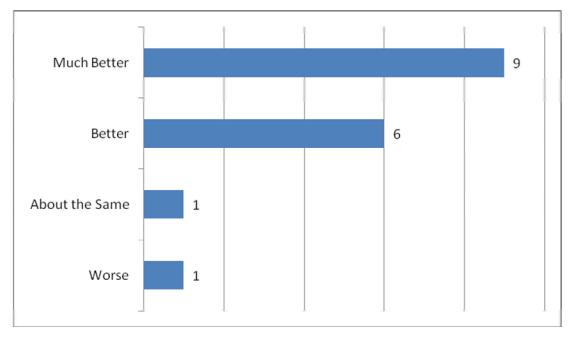
Crisis Center North (CCN): Two exceptional areas are in evaluation practices and legal practices. Currently, PSU (Penn State University) externally evaluates programming. Additionally, an internationally known law firm donates the services of sixty some lawyers to address any legal issue CCN might have.

Network of Victim Assistance: Strategic planning and the computerized record system through Social Solutions are best practices.

**Finding 3**: The majority of grantees reported that their organizational capacity has become "much better" over the past five years.

The questionnaire included an item on how organizational capacity has changed over the last five years. The majority of grantees (9 of 17) reported that their organizational capacity had become "much better" over the last five years. Just two grantees reported their organizational capacity was about the same or worse (see Exhibit 5). The case studies of five selected PCCD grantees elaborated the online survey findings and indicated that PCCD's organizational capacity building initiative had produced improvements in their organizational capacity. This point is discussed in the section on the case study findings below.





**Finding 4**: Victim services organizations indicated that their greatest needs were in the areas of marketing and outreach, collaboration, technology, financial planning, and volunteer recruitment/management.

Respondent scores of all responding organizations were compiled to gauge the levels of achievement for specific components of organizational capacity. High scores indicate that most organizations had "fully achieved" the component; low scores suggest lower levels of achievement. The top components of organizational capacity that received high achievement scores (90 percent or more of possible points) are:

- 1. We have regular and substantive communication with the board of directors.
- 2. Our mission statement effectively articulates our purpose.
- 3. We have access to professional advisors to help with legal, liability, accounting, and risk management.
- 4. We have a confidential client database to track use of services for clients and client demographics.

The lowest scores of achievement (65 percent or fewer points) were recorded for the following items:

- 1. Our financial statement is regularly audited by external consultants/firms.
- 2. We have a written technology plan.
- 3. We have a financial plan with multi-year expense and revenue projections.
- 4. We have practices in place to support successful recruitment and management of volunteers.

Survey participants were asked to specify current organizational capacity needs. These tended to fall into the areas of marketing and outreach, collaboration, and technology. Specific needs are offered below.

Women's Center and Shelter of Greater Pittsburgh: We need money to create a five-year strategic business plan as well as funding to create a new brand. The current marketing materials we have are outdated and not competitive.

Center for Victims of Violence and Crime: On-going-technology updates!!! Funding for staff wellness consultants and staff in-service facilitators

Women's Center of Montgomery County: We are also attempting, through our management and Board leadership, to create a more effective collaboration with other victim service providers in our region. This effort, led by our Executive Director and Board President, is aimed at identifying common needs – such as human resource management, training, and fundraising – where we can share our resources with other agencies to maximize our capabilities and pool resources.

The Rape and Victim Assistance Center of Schuylkill County: We need an ongoing plan to monitor and upgrade equipment. ... We need technical support regarding opportunities to host more trainings locally so we could share our expertise, build more networks and perhaps charge for these trainings.

Turning Point of Lehigh Valley, Inc.: We really need funding for informational videos, website development, Hispanic outreach, rural outreach and prevention program.

Philadelphia Children's Alliance: Donor tracking/donor tracking software, support with paying salaries of fundraising staff, support related to personnel theory and management. We could also use some consulting related to good governance—our board is very good but a recent strategic plan identified a goal of moving to excellence in governance.

Women's Center of Beaver County: Our webpage was developed by a student volunteer a number of years ago. It needs to be updated. We'd like to add the capacity to collect donations

via the webpage. Video conferencing or web conferencing and training is a need. Some of our client information is still done manually. We need more computers and software to become fully computerized.

Network of Victim Assistance: Continued technological capacity, HR polices review and updates, salary survey, feasibility studies for fee for service counseling programs.

#### **Case Studies**

The case studies provided rich information about the capacity building efforts of the five victim services agencies participating in the evaluation (The Center for Victims of Violence and Crime, the Women's Center and Shelter of Greater Pittsburgh, Network of Victim Assistance (NOVA), the Women's Center of Montgomery County, and the Philadelphia Children's Alliance). Two members of the NCSC's evaluation team spent approximately one day at each agency.<sup>5</sup> In each site, the evaluation team met with executive management and key agency staff who had been involved in the implementation of the various capacity building projects.

Prior to the site visits, the evaluation team had developed preliminary site profiles that summarized key aspects of the five agencies' PCCD capacity building grants since 1998, a structured interview protocol, and site-specific interview questions designed to address specific grant activities. During each site visit, the team used these tools to guide the interviews and observations. The site profiles provided a good vehicle for seeing a more complete picture of the capacity building areas the agencies had addressed over time and proved to be useful to agency staff in prompting recollections of priorities they had set, challenges they had faced, and lessons they had learned in addressing various implementation issues. The profiles also provided a framework for discussing other capacity building initiatives undertaken with support from resources other than PCCD.

As the site profiles indicate, the five victim services agencies implemented PCCD funded capacity building projects across several years in different areas, including technology, strategic

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<sup>&</sup>lt;sup>5</sup> The sites visits took place September 11 to 13, 2007 and August 8 and 9, 2007.

planning, public relations, outreach, professional development, personnel management, management infrastructure, and volunteer development. Among these capacity building areas, technology was the most prevalent, either as the focus of the project or as an element of it. Each of the five agencies implemented at least one technology related project, and two of the agencies implemented three. All of the agencies also implemented some type of technology using funds from sources other than PCCD.

Staff of each of the five victim services agencies reported that the PCCD capacity building grants they had received over time had been critical to the agencies' capacity building efforts. They cited several grounds for their assessments of the value of the PCCD grants. First, the individual grants had provided the anticipated capacity improvements for the agencies. Second, in many cases the agencies had been able to leverage their PCCD grants to obtain other funding needed for capacity building. Third, funding for some capacity areas (e.g., human resources and technology infrastructure) can be more difficult to obtain from private or other government sources because they do not fit neatly into the programmatic priorities of these potential funders. As noted in Finding 6, below, this challenge is particularly pertinent to technology capacity building.

The findings presented below are derived primarily from the interviews with agency staff and observations of software applications, as well as reviews of grant documentation submitted to PCCD over the course of the agencies' capacity building projects. The case study findings also informed the development of another product of this evaluation, a Capacity Building Toolkit for Victim Services Agencies.

**Finding 5**: The five victim services agencies implemented technology projects progressively with some level of technology planning.

Agency staff emphasized that capacity building cannot be a one time shot. Each of the agencies had assessed, either formally or informally, what their greatest capacity needs were and started there. For all of the agencies, technology was a component of their initial PCCD funded capacity building efforts. Four of the agencies began building their technology capabilities in the late 1990s and made progressive upgrades as the technology evolved and their needs to communicate more efficiently and effectively expanded.

Although few of the agencies had a specific technology plan, the processes they used to determine their needs and find ways to address them were coherent and led to satisfactory results. For example, under a 2002 grant from PCCD, the Women's Center and Shelter for Greater Pittsburgh (WC&S) assessed staff usage of computers and needs for which functions and then set the following priorities: (1) Accounting functions needed faster computers; (2) development staff needed to find information quickly for fundraising; (3) staff who did the most data entry need more capacity; and (4) finally, the agency created a client database that all staff needed to access, so the rest of the staff needed an upgraded computer to be able to use the database system. The technology plan also included staff training on technology usage, which WC&S customized to the staff's varying skill levels and training by purchasing training vouchers from CompUSA.

**Finding 6**: PCCD funding of technology is particularly critical for victim services agencies.

The five agencies used a variety of technology solutions to improve a wide range of capabilities related to external and internal communications, financial management, program management, staff development, fundraising and service delivery. A summary of each technology project is provided below (see Attachment C for a detailed outline).

Center for Victims of Violence and Crime: Obtained direct access to district attorney's court schedule for latest information on support and advocacy; provided access to the office network

from home; developed operations reporting, e.g., by location, type of service, numbers of people served, allocation of resources (paid staff versus volunteers), results of services; helped victims get information on releases from jail; and automate accounting and fundraising functions.

Women's Center and Shelter of Greater Pittsburgh: Trained staff to use computers at a variety of skill levels; acquired faster internet access; connected multiple agency locations electronically; achieved compatibility of word processing and other tools for all staff so staff can easily exchange files; stored victim client records electronically rather than on paper; became able to report statistics and demographics of client;, developed a searchable electronic list of resources like soup kitchens, by category, organization and zip code; upgraded accounting features to perform more functions; acquired ability to track donations and donor information electronically to enhance fundraising; promoted collaboration among staff members by making electronic information shareable;, allowed staff to access office information (e.g., donor database) and email from home; provided clients with computer resources (e.g., email, job search, literacy training); provided access to HR forms and information.

**Network of Victim Assistance (NOVA):** Stored victim client records electronically rather than on paper; was able to report statistics and demographics of clients and outcome data for school programs; tracked staff daily activity (hours and services); avoid expense of maintaining servers for software systems, and avoid security issues associated with local servers, through hosted software; stored documents electronically to make them accessible anywhere in the office and to save physical storage space; scanned records faster in a cost-effective way, and reduce problems with scanning; backed up data and images securely, and generated DVD of images; developed online survey of staff on training needs and, later, of effectiveness of the training; acquired faster internet access; avoided wasting time trying to make donated, obsolete computers work properly; shredded documents more cost-effectively; improved public outreach through anonymous online question-and-answer service (blog) on the website; tracked donors for follow-up contacts.

Women's Center of Montgomery County: Implemented electronic communications among staff and with board members; provided meeting minutes, downloadable forms, and recordings of board meeting electronically to board members from a website; provided online information and downloadable forms (like Walk-a-thon registration) to avoid phone calls, and tracked level of information access on the website; acquired internet services from another source which were not available from the regional carrier; connected multiple agency locations electronically; developed operations reporting; developed searchable electronic list of resources; created training videos by taping training given by consultants; made training videos available on the internet.

Philadelphia Children's Alliance: Recorded child abuse interviews to increase success of prosecution; acquired faster internet access; provided access to the office network from home; stored child advocacy referrals electronically rather than on paper; began to report statistics and demographics of cases and outcome data; developed public outreach to Spanish-speaking community by translating website content into Spanish; attracted volunteers by using the "Contact Us" link on the website as source of volunteers for newsletters, events and office work.

Each of the five agencies reported that the grants they received from PCCD for capacity building were very beneficial, but funding for technology related projects was critical to their ability to improve their capacity. They noted that other government and private funders typically do not rank technology among their funding priorities. Moreover, technology is continually evolving and victim services agencies need to stay current to maximize the efficiencies and benefits of the technology they have implemented. Relatively small investments in upgrades can have a large impact on the agencies' ability to meet increasing demands for their services.

**Finding 7**: Capacity building grants from PCCD and other funders provided leverage for the agencies to obtain complementary funds from other sources.

Each of the five agencies reported instances in which a capacity building grant helped the agency obtain additional funds from another public or private funder. The Center for Victims of Violence and Crime (CVVC) described the following example of both technology planning and leveraging resources. CVVC obtained a small grant from a local foundation to conduct a technology assessment. The agency used the grant to engage consulting services from the Bayer Center for Non-Profit Management at Robert Morris University. The assessment included staff computing needs, equipment needs, and updating the agency's network and computers. CVVC then obtained a Verizon foundation grant to match a PCCD grant, which paid for the network server and twenty personal computers, an assessment to identify power users and assign machines, and a plan to extend the life of the technology resources by cycling older hardware and software to those with lower needs.

**Finding 8**: Although the five agencies approach it differently, strategic planning is considered to be critical for organizational capacity building and program quality.

Staff of all the agencies expressed the belief that strategic planning is critical, even though it often is viewed as a distraction from the pressing needs of keeping up with the daily

work of the agency. Executive directors noted that strategic planning should entail an on-going dialogue among board members and staff. Open communication empowers staff to address situations and opportunities that arise suddenly and to make decisions quickly if necessary. For example, the Executive Director of CVVC learned at the last minute about the availability of a radio program slot the agency could use in its public awareness campaign. She had no time to notify board before she needed to accept or decline the opportunity. Because CVVC's strategic plan called for giving the organization a public face she felt empowered to accept the slot.

Other benefits of and suggestions for strategic planning offered by staff of the five agencies include the following:

- Strategic planning helps agencies envision a possible future
- Five-year horizons facilitate leveraging grant dollars over time and across funders for different phases of projects and initiatives
- A good strategic plan should be updated every year so the exercise does not become a major task
- A good strategic plan should provide directions, not a precise recipe to follow.
- Strategic planning requires self-assessment of talents and skills so the agency can build on its strengths and address its weaknesses
- A strategic plan needs a technology piece; for example, in one agency staff wanted remote access, the network had no security infrastructure so it would not work satisfactorily.
- For everything you do, you should prepare a strategic plan to identify where you are and where you want to go; what you do and what you want to do; how to do it most efficiently by building on strengths.
- It can be beneficial to bring in an outsider to work through ideas and issues and to help keep the roles of the executive director and the board balanced by setting appropriate boundaries.

**Finding 9**: Victim services agencies have employed consultants effectively to assist in capacity building efforts.

Each of the five victim services agencies had employed consulting services for one or more capacity building activity. Examples include strategic planning; technology assessments, acquisition and implementation; web site development; fundraising and development; marketing

and public relations; and management training. The agencies suggested a few guidelines to follow when using consultants:

- Obtain several bids for the desired services
- If you have had a good relationship with a consultant or agency, consider them first
- Avoid large marketing agencies, which tend to want to make the effort larger than required
- Look for consultants who understand your agency's mission and culture
- Look for consultants who understand the constraints smaller agencies typically have.

**Finding 10**: Capacity building initiatives often require more time and effort than agencies anticipate.

For a number of reasons, many capacity building projects require more time than the planners anticipated. For example, project planners should build in extra time for larger scale technology projects because delays are virtually inevitable. Projects that involve other organizations also often encounter delays because priorities, resources, leadership and commitments may change as the project proceeds. Agencies also should anticipate staff resistance to change and be prepared to address it. Managers can reduce resistance by involving staff as much as possible in designing, testing and implementing a new system or process. Agencies also should be prepared to lose staff who cannot adapt to the new ways of doing business.

**Finding 11**: Victim services agencies have expanded their capacities by teaming with other agencies to share resources.

The five agencies cited several ways they have partnered or networked with other agencies to share and expand resources. Three examples follow:

• The Center for Victims of Violence and Crime (CVVC) partnered with the Women's Center & Shelter of Greater Pittsburgh (WC&S) to obtain a two-year grant from the Heinz Endowment to hire an executive assistant who works for both agencies. The assistant focuses on helping the two agencies create a comprehensive victim services center with a 24/7 call center; a 7-12 person shelter facility at the WC&S; and a mobile trauma center, teaming trauma specialist therapists and seeking third-party

- billing (insurance). The grant pays for the executive assistant and two consultants (management and IT).
- CVVC shares human resources services with other agencies because none is large enough to support a full time human resources staff. The agencies use the same personnel policies and staff evaluation.
- WC&S partnered with a local mental health agency to provide the services of a child therapist. The county pays for the services from its mental health budget.

**Finding 12**: Victim services agencies typically do not have the resources to evaluate the outcomes of their services and therefore have developed few outcome measures.

The victim services agencies noted the difficulties in gathering data to evaluate outcomes for their clients. The collection of outcome measures is challenging for a number of reasons. In particular, long-term outcome measures are extremely difficult to capture because they require tracking clients over time and involve multiple intervening factors that can affect each outcome. Furthermore, traditional case management systems often do not facilitate the entry and analysis of outcome data. For these reasons, most funders and agencies focus on output measures, such as the number of clients receiving particular types of services, rather than on the outcomes (benefits) for individuals.

Finally, case management systems often do not facilitate the analysis of outcome data. For example, R/Client, a case management system used by several victim services agencies in Pennsylvania, has an outcomes module, but it only averages responses of clients to questions related to outcomes; it cannot compare clients' outcomes or correlate them to other data. ETO (Efforts to Outcomes), the case management system implemented by the Network for Victims of Crime (NOVA), has the capability to analyze and report outcomes. NOVA is developing outcome reports for some of its programs, but staff efforts are more focused on producing reports on outputs because most of their funders are interested in that type of information.

#### Recommendations

The following recommendations were put forward by the National Center for State Courts evaluation team, in consultation with the Pennsylvania Commission on Crime and Delinquency and members of the advisory board.

**Recommendation 1**: Continue funding and supporting the Victim Services Organizational Capacity Building Initiatives.

There is widespread support for continuing, and preferably, expanding the Initiatives grant program. A number of organizations reported that the grant was critical in developing an infrastructure that enabled the organizations to improve services and diversify funding sources.

**Recommendation 2**: As part of the Initiative, PCCD should develop an online resource for victim services organizations.

Grantees and all victim services organizations in Pennsylvania would benefit from a central online resource for the Organizational Capacity Building Initiatives. A website devoted to the grant program could provide specific resources on issues such as strategic planning, governance, external relations, human resources, financial and business management, technology, and service delivery. Moreover, the website could be used to highlight promising practices and create a network with linkages among agencies seeking common solutions and interested in sharing staff, services, or other resources. In doing so, PCCD would encourage organizations to share information that will ultimately result in a more efficient planning and implementation experience.

**Recommendation 3**: PCCD should create a mentorship program that partners relatively new or inexperienced organizations with organizations that have already demonstrated high levels of capacity.

Several grantees are operating at very high levels of capacity, while others are just starting to develop strategic plans and professionalize the organization. A mentorship program that teams relatively inexperienced grantees with those operating at higher levels of capacity would increase the impact of the grant program. Grantees should be partnered on a voluntary basis and matched on organizational goals and needs; the partnered organizations should not be competing for the same local resources. Mentorships should benefit both organizations and be flexible; they can be as basic as seeking telephone advice on specific capacity issues (such as how to recruit and manage volunteers) or be more formal relationships that may involve staff visits and broader aspects of organizational capacity. Project STRONG can be used as a model.

**Recommendation 4**: PCCD should consider allocating a small portion of the Initiatives grant funds for a mini-grant program designed to help organizations develop strategic plans.

A number of victim services organizations throughout the state appear to have considerable difficulties in applying for and securing an Organizational Capacity Building Initiatives grant. Some organizations are lacking comprehensive strategic plans, which are the basic building blocks of organizational capacity. The lack of such a plan greatly hinders organizations in their ability to improve capacity and seek grant funds. By developing a minigrant strategic planning program aimed specifically at particularly needy organizations, PCCD could ensure that all victim organizations have at least a minimal level of capacity and the potential to procure additional grant funds. PCCD should provide sample strategic plans on their dedicated organizational capacity website as a resource for the mini-grant program (see Recommendation 2).

**Recommendation 5**: The Initiatives program should require the development of a technology plan as part of any grant-funded technology projects.

PCCD should consider requiring organizations that propose to undertake technology projects to submit a basic technology plan at the time they are invited to submit a formal application. PCCD should create a one-page template that requests grant applicants to identify how the proposed technology will address specific needs and how it will be integrated to improve communication, increase efficiency, and enhance organizational capacity. This requirement would encourage grantees to consider how specific technology projects will "fit" into the larger plans and priorities made by the organization. Sample technology plans should be placed on PCCD's dedicated organizational capacity website (see Recommendation 2).

**Recommendation 6**: PCCD should consider allocating a small portion of the Initiatives grant funds for a mini-grant program designed to help organizations upgrade existing technology solutions.

Technology is continually evolving and victim services agencies need to stay current to maximize the efficiencies and benefits of the technology they have implemented. Relatively small investments in technology upgrades (e.g., obtaining software updates or additional computers) can have a large impact for agencies with very tight budgets.

**Recommendation 7**: PCCD should require applicants to submit logic models as part of the application process.

Evaluation would be better served if PCCD required applicants to submit logic models as part of the formal application process. PCCD should create a one-page template that can be used by applicants to identify inputs, outputs, and outcomes; with a strong recommendation that applicants use the organizational capacity toolkit as a guide. This requirement would allow PCCD to document the effectiveness of the grant program in a much more intensive way.

Additionally, this requirement would encourage organizations to consider ways in which proposed activities impact both organizational capacity and the delivery of services.

**Recommendation 8:** PCCD should require grantees to collect pre-implementation data that can be used to evaluate project performance.

Evaluation remains an afterthought for most victim services organizations.

Consequently, strong evaluation methods that incorporate pre- and post- project measures and/or comparison groups are lacking. PCCD should require grantees to collect pre-implementation data consistent with the logic models that were submitted as part of the application process. This requirement will lead to the ability to analyze the impact of specific projects, and can be used to guide future funding decisions.

**Recommendation 9**: PCCD should convene a collaborative expert panel to identify a core set of performance measures to evaluate outcomes.

In recent years, most victim services organizations have developed the capacity to measure and report their outputs, i.e., the numbers and types of services they provide to their clients of their various programs. However, few organizations have the capacity to measures outcomes—i.e., the positive differences their services make for their clients. PCCD should provide guidance by convening a panel of experts comprised of a cross-section of state agencies and victim services organizations and coalitions (such as the Pennsylvania Coalition Against Domestic Violence and the Pennsylvania Coalition Against Rape). The panel also should include representatives of existing users group for the R/Client case management system and users of other systems such as Social Solutions' ETO software to develop ways in which performance measures can be integrated into case management systems. The goal of the panel should be to develop performance measures that have significant meaning for most victim services organizations and to provide explicit instructions on how to collect, analyze, and report

the resulting data. The panel may want to refer to the Standards for Victim Assistance Programs and Providers developed by the National Victim Assistance Standards Consortium.<sup>6</sup>

**Recommendation 10**: PCCD should encourage collaboration with the goal of sustaining programs beyond the grant period.

A number of grantees have successfully leveraged organizational capacity building grants to procure additional funds and to develop partnerships that have ensured the continuation of programs beyond the grant period. PCCD should encourage collaboration between victim services organizations, businesses, foundations, higher education, and local governments. Successful examples of collaborations can be highlighted both online at the dedicated organizational capacity website (see Recommendation 2) and at the annual *Pathways for Victim Services Conference*.

**Recommendation 11**: PCCD should feature a track on organizational capacity tools and strategies at its annual *Pathways for Victim Services Conference*.

For the past ten years, PCCD has held an annual conference for victim services organizations and staff. The annual conference provides an excellent forum to present organizational capacity tools and strategies, and to highlight promising practices used by current agencies. The track could include examples from the business world, such as the *Alcoa Business System* that has been adapted by the Women's Center and Shelter of Greater Pittsburgh. The conference could also be used to feature concepts and approaches offered in the toolkit that was completed as a part of this grant project.

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<sup>&</sup>lt;sup>6</sup> See footnote 1.

#### **Conclusions**

PCCD's Organizational Capacity Building Initiatives played an integral role in the ability of victim services organizations in Pennsylvania to develop strategic plans, improve business processes, acquire technology, and enhance marketing and outreach efforts. The PCCD grants provided leverage that enabled organizations to obtain complementary funds from other sources. Improvements in organizational capacity have a direct, but unmeasured, impact on the quality and content of services provided to victims. In conclusion, the Organizational Capacity Building Initiatives program should be continued with additional support provided by PCCD and requirements placed on grantees that will strengthen evaluation efforts.

# **Attachments**

### **Contents**

- A. Interview Protocol
- **B.** Site Profiles
- C. Technology Profiles
- D. Organizational Capacity Building Survey

#### Attachment A

### **Organizational Capacity Building Projects**

#### **Interview Protocol**

For questions 1-5 refer to the project profile for each site (past grants & study period grant(s)).

- 1. How would you describe the organizational capacity area(s) addressed by this grant?
  - a. Strategic planning process
  - b. Business process/operations improvement
  - c. Management capabilities
  - d. Staff/professional development
  - e. Public relations and community outreach
  - f. Other
- 2. How did this grant fit in with your mission statement, existing strategic plan, previous organizational capacity grants, and other initiatives?
- 3. How did you implement the grant-funded project? Who was involved in the process?
  - a. Project management team
  - b. Advisory committee
  - c. Board of Directors
  - d. Internal stakeholders (staff & clients)
  - e. External stakeholders/partners
- 4. Please describe the types of activities you carried out under this grant. Are there any goals, accomplishments or products to add?
  - a. Goals
  - b. Accomplishments
  - c. Products
- 5. What types of challenges did you face and how did you overcome them?
  - a. Timing and delays
  - b. Use of consultants to carry out the work
  - c. Coordination with other agencies
  - d. For technology projects: privacy and confidentiality, agency liability,
  - e. Other problems/challenges
- 6. How did the grant impact services?
  - a. Direct service hours increased or decreased
  - b. Outreach and access (changes in client demographics)
  - c. Enhanced professional skills
  - d. Enhanced staff supervision
  - e. Coordination between agency offices and with other agencies
  - f. Referrals to community resources-increased resources, improved follow-up & feedback

- 7. Were any evaluations carried out to measure the effectiveness/impact of the grant?
  - a. Formal or informal?
  - b. Process or outcome?
  - c. By whom?
  - d. What performance measures were used?
  - e. What kinds of data were collected to demonstrate impact of the grant?
  - f. Did you produce any evaluation tools?
  - g. Are reports available?
- 8. Have the projects or programs been sustained after the grant period? If so, how are they currently being funded? Have you sought or received other funding to leverage PCCD capacity building grants?
- 9. Of all the activities carried out under this grant, are there any that you would consider to be a best practice that you would recommend to other victim services organizations in the state?
- 10. What lessons have you learned about organizational capacity building in general that could help other organizations?
- 11. What advice do you have for organizations that currently do not have many resources and have little organizational capacity?
- 12. For technology projects, if not addressed in previous questions:
  - a. What process did the agencies use to acquire technology solutions?
  - b. Who uses the technology solution and for what purposes?
  - c. What factors affect the use of the technology solution?
  - d. How does the technology affect staff time spent on direct services?
  - e. How does the technology impact timeliness and accuracy of agency records?
  - f. How is the technology solution serving the interests of the agencies' clients?

#### **Center for Victims of Violence and Crime**

**Summary of Past Organizational Capacity Building Grants: 1998-2001** 

	1998	1999	2000	2001
Capacity Area	Personnel	Technology	Strategic Planning	Personnel
	Community Resource	• Interactive website		• Director of Client Services
	Coordinator			
G 1	Administrative Coordinator		TD . 1 1 11	
Goals	Improve management capacity	Expand outreach through	ID stakeholders	Quality assurance
	Grant reporting and tracking	website	Self-assessment	• services
	Cultivate community resources	Provide client access to	Hold retreat to finalize plan	• supervision
	PR & marketing plan	services with website		<ul> <li>grant compliance</li> <li>External relationships</li> </ul>
Consultants		Web designer	Consultant	•
Accomplishments	Liaison to county government to	Launched website	ID stakeholders	Case review model developed
-	expedite contract/payments		Self-assessment	Weekly leadership team
	Increased public visibility		Retreat to finalize plan	meetings
	Volunteer recruitment		Completed strategic plan	Intake/assessment procedures
	Support network			Intake/assessment forms
				Professional development program
				More efficient operations
				through reorganization
Problems		Interactivity issues		
		Confidentiality		
		Agency liability		
		Web designer delays		
Products	Website started	Website	Strategic Plan	Intake/assessment procedures
	Video on juvenile justice program;			Intake/assessment forms
	shown daily in Juvenile Court			Professional development
Measures/Tools			Self-assessment tool	
Lessons		Do more research before	Do not conduct executive	
		working with web	search at same time as	
		designer	strategic plan	

### **Center for Victims of Violence and Crime**

Organizational Capacity Building Grants for Study Period: 2003-2006

	2003	2005-2006
Capacity Area	Public Awareness/Outreach	Technology
	Strategic Planning	• Remote connectivity (network server & access)
		Website redesign
Goals	Develop marketing & communication plan/materials Update website New brand identity • Raise visibility of CVVC • Expand outreach to underserved and un-served populations (Mon Valley/eastern county) • Expand outreach beyond criminal justice system service providers	Research options and implement best one for accomplishing secure remote access for main and satellite offices and mobile sites  Redesign website  Incorporate new branding, image & message  Create repository of information about violence prevention, CVVC services & community resources  Base content on Help & Healing Guide
Consultants	Three firms and various consultants for public relations, design, strategic planning	IT (Bayer Center for Non-Profit Management) Web designer for incorporating new branding & message Web design firm for technology support
Accomplishments	New name, logo, tag line & color scheme (Help & Healing Start Here)  Comprehensive revision of newsletter, letterhead & materials New strategic plan  Symposium series: violence in lives of African American women (Black & Blue: 1 symposium held; 2 planned)  Board/senior staff training: promoting CVVC mission Numerous media and community events	Established network with remote access from satellite offices and homes Implemented R/Client data management system for network Developed procedures for accessing system Provided training for accessing/using system Redesigned website with core content and quick links to information for specific populations
Products/Tools	Symposium series & materials Help & Healing Guide for victims/witnesses Peace It Together Membership Campaign & materials (including radio shows: WellWoman Radio Retreat; AM 860)	New website
Problems/Lessons		Research on IT options & coordination with county MIS for juvenile court site took longer than expected Cost of remote access higher than expected Needed more planning for communications among internal & external parties involved in both projects
Evaluation	Public Awareness Campaign: Process evaluation by ED/managers/BOD Development & PR com/BOD Symposium: facilitator, participant feedback (survey?) Planned: client & program data FY 2003-2006	

#### **Network of Victim Assistance**

**Summary of Past Organizational Capacity Building Grants: 1998-2003** 

	1998	1999	2002	2003
Capacity Area	Public Relations/Outreach Strategic Planning	Public Relations/Outreach	Strategic Planning Outreach & Marketing	Increase Volunteer Capacity
Goals	Create strategy to increase agency's visibility Build financial foundation	Continue PR work begun in 1997 grant Expand website Place billboards & posters in community Establish Citizen's Advisory Group Capital campaign/25 <sup>th</sup> anniversary celebration	Provide online services to victims through website, CyberCrisis Center Institute publicity campaign for CyberCrisis Center Outreach to youth and people with disabilities	Increase active volunteers to 30 Improve quality of volunteer program Formulate targeted recruitment strategies (colleges & community groups) Design marketing plan with radio, TV, movie theatre ads Develop program evaluation tools Begin mentoring program
Consultants	Public relations		Strategic planning & website improvement	
Accomplishments	PR plan developed Website developed Brochures & press releases	Established endowment fund Expanded donor database Expanded website Exceeded goal for PSAs Held 25 <sup>th</sup> anniversary events Distributed 1500 posters	Community needs assessment completed Website modified to provide online services; allows anonymous access Website on major search engines; banner ads on women-oriented sites Online services promoted in numerous ads in community	Doubled hotline volunteers from 16 to 32; 42 as of September 2007; critical to having active program Ads on Comcast & NPR NOVA on volunteer websites (Idealist, VolunteerMatch, Angelpoints) Designated voicemail line for intake data from hotline calls 7 volunteers with mentors
Problems			No capacity to make changes	
Products	Website		Stickers distributed to grades 4-12 Audio taped literature	Taped ad
Measures/Tools				Emergency Room Call Assessment Volunteer Performance Evaluation Volunteer Mentoring Program
Lessons			Vendor not service oriented Not as much usage as expected Some type of online anonymous service needed State should host an online hotline	

#### Network of Victim Assistance Organizational Capacity Building Grant for Study Period: 2003-2006

	2003-2006
Capacity Area	Technology: Computerized Client Record System
Goals	Research technology options and select most appropriate for various NOVA departments/types of services
	Develop system that other victim service agencies can replicate
	Transfer existing paper records to CD-ROM
	Enter open files into electronic record system
	Test system for validity & reliability and modify as necessary
	Train staff on using system
	Use record system to produce reports on outcome measures developed by NOVA
Consultants	Software implementation, testing & modification (Social Solutions and NPower PA)
Accomplishments	Hired NPower PA to assess needs and develop software RFP for client record database
	Purchased ETO software site license, training & annual user license fees from Social Solutions
	Converted open records data to new system
	Pilot testing & modifications made to accommodate needs of staff in NOVA's various departments
	Training provided to all staff
	After implementation for client records, expanded to education department
	Reports created for outcomes in direct services and education departments
Products/Tools	NOVA surveys integrated into client record software
	Outcome reports within electronic record system
	Electronic Communication with Clients Policy
	Communication Tools Usage Policy
<b>Problems/Lessons</b>	Two year project should have been designed as three year project
	<ul> <li>Selection of consultants &amp; software vendors took longer than anticipated</li> </ul>
	Contracting process took longer than anticipated
	Underestimation of complexity of scanning records
	Underestimation of time needed for modifications
Evaluation	Staff surveys (1) after system demonstration, (2) after pilot training of sample with range of computer skills, (3) after 2-day
	training of all staff, (4) after full implementation
Unanticipated	Learning how other non-profits across the country use technology to gather and use outcome based data
Results	NOVA provided technical assistance to other victim service providers seeking to computerize their record systems & shared
	policies on Electronic Communication with Clients & Communication Tools Usage with other victim service providers

### Philadelphia Children's Alliance

Summary of Past and Subsequent Organizational Capacity Building Grants: 2002-2004

	2002	2004
Capacity Area	Public Relations	Communications
1 0	Media campaign	• Website
	• Print materials (brochures)	• Print materials
	Website enhancement	Outreach to Spanish speaking community
	Facilities (installed DSL line)	Network upgrade
	Cultural Competency	
	Staff & board diversity	
	Cultural diversity training	
Goals	Increase awareness of agency and its services	Implement Spanish language website
	Enhance services by co-locating with the	Add networked computer for direct services
	Philadelphia PD Special Victims Unit and DHS	Install toll free telephone line for direct communications
	Expand volunteer base	between clients and caseworkers
	Increase staff & board diversity	
	Increase cultural competency of board	
Consultants	Print materials and media campaign	Print materials and publicity outsourced to consultant
	Website enhancement	
	Cultural diversity training	
Accomplishments	Built on previous successes with Teddy Bear	Efforts of excellent media professionals on Communications
	Campaign; negotiated PSAs with CBS affiliate	Committee resulted in numerous PSAs
	Transit advertising increased number of child sex	Toll free line; staff assessed line to be critical link for women in
	abuse reports to police & DHS by 32% in next	shelters
	month	Website in Spanish
	Exceeded goal of 33% staff diversity (44%)	NCATRAK (National Children's Alliance web-based case
D 11	Exceeded goal of increased volunteers	tracking system) obtained with other funds
Problems	Negotiations with landlord prevented facility	Graphics package/HTML issues were barrier to implementation
	renovations during grant period	of Spanish language website
Products	Projects always take longer than expected	Novvolottoms opposed noment
Products	Brochures, newsletters, posters for transit Fall Awareness Event—Photo shoot of children	Newsletters, annual report
	(general public) for use in program materials	
Measures/Tools	(general public) for use in program materials	Program statistics compared over past three years
Lessons	Less reliance on media and event consultants to	Needed more money for technology consultants; small agency
Lesouis	achieve greater control of process and product	cannot support in-house
	Needed longer time for renovations	cultive support in nouse
	1 1.00000 Tongor time for removations	

### Philadelphia Children's Alliance

Organizational Capacity Building Grant for Study Period: 2003-2004

	2003-2004
Capacity Area	Management Infrastructure
	Public Relations
Goals	Hire Program Director
	Reassign work responsibilities
	Update & enhance website
	Translate program materials into various languages
	Continue newsletter
	Sustain media campaign on public transit vehicles
Consultants	Teddy Bear campaign
	Program services, staffing, program evaluation
Accomplishments	Agency reorganization: hired additional interviewer and additional victim services provider; reassigned responsibilities to
	other manager/staff in lieu of hiring Program Director
	Instituted evaluation process to monitor compliance with program standards
	Federal Comprehensive Victim Services Programs
	National Children's Alliance
	Increased reports of child sex abuse/referrals for services
	Increased volunteer base
Products/Tools	
Problems/Lessons	Sought project modification to hire staff for direct service positions & reassign some responsibilities to improve services, comply with program standards, and provide state-of-the art programs and practices
	Need for realistic expectations for recruiting Program Director with sufficient qualifications at the budgeted salary level
	Resolve staffing issues and make hiring decisions more quickly
	Difficulty in finding quality writers with understanding of PCA; staff writer now doing newsletters (extra hours)
	Projects/initiatives always take longer than anticipated so need to build in extra time
Evaluation	

#### Women's Center and Shelter of Greater Pittsburgh Summary of Past Organizational Capacity Building Grants: 1999-2002

	1999	2001	2002a	2002b
Capacity Area	Technology	Technology	Professional Development	Technology
	Hardware & software	Hardware & software	Training curriculum	Client database system
	Training	DSL line	Training	Upgrade network
		Training		Add hardware
				Training
Goals	Improve accuracy of	Improve agency efficiency &	Enhance effectiveness &	Improve network
	information	capacity through technology	professionalism of	performance
	Improve program	upgrades	advocates	Increased staff usage of
	management	Server, DSL, remote access,	Training for direct service	computers & software
	Increase productivity of Finance Department	internet access, work stations	staff & volunteers Code of Professional Conduct	Improved internal & external communications
	1			Improved tech assistance
				response
				More timely data reporting
				Reduce redundancy in data
				collection
Consultants		IT consultant		Consultant: data conversion
Accomplishments	Computers installed	Server installed	Developed curriculum	300% increase in server speed
	Printers installed	DSL line installed	21 trainings to 446 staff	Substantial increase in email
	Software installed	VPN installed	(duplicated)	& reduction in paper
	Staff training on new	Office XP software installed	16 trainings to 17 volunteers	Training completed
	hardware and software	7 work stations added	Supervision training for managers	Database conversion planned
Problems		Excess costs pushed staff training		Time to develop custom
		to next grant		computer training
				Consultant's attention to
				client database; carried over
<b>-</b>				to 2003 grant
Products	**			
Measures/Tools	User survey	Computer user survey	Evaluation conducted	Computer training survey
Lessons				
Other		Combined funding from several	Revised training topics in	
		sources for technology & tech	response to changed	
		staff	organizational needs	

#### Women's Center and Shelter of Greater Pittsburgh Organizational Capacity Building Grant for Study Period: 2003-2005

	2003-2005		
Capacity Area	Personnel		
	Advanced management training		
	Comprehensive revision of position descriptions		
	Technology		
	Upgrade fiscal software		
	Update website		
Goals	Increase supervisors' confidence in leadership & supervision skills		
	Improve communication & collaboration within agency		
	Competent accounting system for agency's needs		
	Increased staff productivity through technology upgrades		
	Greater staff understanding of their position requirements		
	Compensation consistent with position description and position responsibilities		
Consultants	Two firms provided management training		
Accomplishments	Accounting functions faster and more productive with new software/greater capabilities		
	Improved communication & collaboration within agency		
	Revised job descriptions (extensive iterative process involving managers, supervisors, and line staff)		
	New salary scales and pay adjustments		
	"HR Next" online service for access to latest human resources information & resources		
	Increased proficiency with hardware & software after training		
Duadu eta/Ta ela	Carry over from 2002: customized client database completed & staff trained		
Products/Tools	Staff survey on job descriptions		
Problems/Lessons Evaluation	Extension received to allow opportunity to participate in Alcoa Business Systems training		
Evaluation	Post-test assessment following each training		
	Survey of management staff about communications & collaboration Survey of staff using new hardware & software: training rated as beneficial and skills enhanced		
Other	Alcoa Business System training for all staff (separate funding from Alcoa Foundation)		
Oulti	WC&S participated in United Way of Allegheny County Wage & Benefit Survey, sponsored by Bayer		
	Center for Non-Profit Management		

### **Women's Center of Montgomery County**

**Summary of Past Organizational Capacity Building Grants: 2001-2003** 

	2001	2002	2003
Capacity Area	Technology	Technology	Professional Development
	Network 3 offices	Video link between WCMC and	• Training curricula (5 areas)
	• Upgrade software (Windows)	MC Courthouse in Norristown	PowerPoint presentations
	Update/enhance website	Training for volunteers	•
	Training	• CD-ROM	
Goals	Improve communications and	Enable video appearance for	Enhance ability to provide training at
	coordination among the 3 WCMC	temporary PFA	remote sites
	offices	Produce 4 interactive training projects	Create convenient & effective
	Improve data collection and analysis	for direct service volunteers	presentation tool that can be
	Increase awareness of WCMC services		adapted/modified as needed
	Improve service provision		Develop training curriculum for 5
	(identification & referrals)		types of victimization
	Create multimedia production studio		
Consultants	IT	IT	Computer; medical advocacy trainer
Accomplishments	Established network	Established videoconferencing links	Completed 5 presentations &
	Installed email and R/Client database	Trained 9 staff and 10 volunteers on	trainings within 6 months
	Trained all staff	video equipment	
Problems			
Products	R/Client training materials		
Measures/Tools			
Lessons	Needed PC Anywhere software to	Agreement on protocols with court	
	access R/Client	required more time than anticipated	
	Adjusted staff training to address	Needed to construct private rooms for	
	various levels of computer literacy	video equipment and privacy	
		Training in one office that provided	
	7 1 6	less court advocacy	
Other/unexpected	Increased accuracy of intake forms	Video conferencing among 3 offices	
results	Access to R/Client technical assistance	facilitates training and staff	
	through PCAR	meetings	
	Piloting R/Client for other agencies not	Increases safety & access to PFAs:	
	yet networked  In house production of media for 25 <sup>th</sup>	reduces time, travel, accommodates	
	In-house production of media for 25 <sup>th</sup> anniversary	petitioners with disabilities	
	10% increase in hits on website		
	10/0 Increase III ints on website		

#### Women's Center of Montgomery County Organizational Capacity Building Grant for Study Period: 2004

	2004		
Capacity Area	Technology: Computerized Resource Database		
Goals	Create & maintain electronic resource directory on secure server		
	Remote accessibility from 5 offices & 60 at-home counselors		
	Efficient search capability (e.g., geographic location, type of service)		
	Provide training on database use		
	Provide training on services/protocol/operations of various service providers		
	Provide training on domestic violence & child abuse resources for social services case workers		
Consultants	IT		
Accomplishments	Networked database server to 5 offices		
	Trained staff and volunteers on using database		
	Enhanced ability to provide information & referral to DV victims promptly & efficiently		
	Provided effective & adaptable resource tool for volunteers		
Products/Tools	Resource tool for case workers to take into the field		
Problems/Lessons	Budget more time for data entry		
	Difficulty finding effective search parameters easily used by volunteers with limited computer skills		
Evaluation			
Other/unexpected	Sharing database with police departments and other victim service providers in community		
results			

Capability	Technology	Agency
Store victim client records	Replaced inhouse-developed	NOVA
electronically rather than on paper; be	Access database that couldn't	
able to report statistics and	handle the volume of data, and	
demographics of clients and outcome	lacked capabilities like messaging,	
data for school programs; track staff	with a software package (ETO –	
daily activity (hours and services)	Efforts To Outcomes). Prerequisites	
,	include networked PCs.	
Avoid expense of maintaining servers	Acquired hosted case management	NOVA
for software systems, and avoid	system (ETO) available over the	
security issues associated with local	internet with security sign-on and	
servers	encrypted data transmissions)	
Store documents electronically to	Acquired document imaging system	NOVA
make them accessible anywhere in the	(hardware and software).	
office and to save physical storage	Prerequisites include networked	
space	PCs.	
Scan records faster in a cost-effective	Upgraded document scanner which	NOVA
way, and reduce problems with	cost more but solved the problems	
scanning (images not good, handle	<ul> <li>ended up saving time and money</li> </ul>	
documents on blue paper)	, , ,	
Back up data and images securely,	Acquired hard-drive backup and	NOVA
and generate DVD of images	DVD writer	
Online survey of staff on training needs	Downloaded free online survey tool.	NOVA
and, later, effectiveness of training	Prerequisites include internet	
	access	
Faster internet access	Switched from partial T1 line to	NOVA
	DSL	
Avoid wasting time trying to make	Acquired new PCs	NOVA
donated, obsolete computers work		
properly		
Shred documents more cost-effectively	Hired shredding service every six	NOVA
	months, rather than have	
	employees continuously do the	
	shredding themselves	
Anonymous online question-and-	Contracted with Brazos, Texas	NOVA
answer service (blog) for public	CyberCrisis Center and linked to	
outreach	agency website. Alternative is RAIN	
Track donors for follow-up contacts	Considered software package	NOVA
	(Razor's Edge)	
Electronic communications among	Email. Prerequisites include	WCMC
staff and with board members	networked PCs.	
Provide meeting minutes,	Created a website for board	WCMC
downloadable forms, and recordings of	member access only. It's possible	
board meeting electronically to board	to put a forum (blog) on the website	
members	for continuing discussions.	
Provide online information and	Created agency website hosted by	WCMC
downloadable forms (Walk-a-thon	a third party who also provides	
registration) to avoid phone calls, and	access statistics (time of day, day	
find out level of information access	of week/month)	

Capability	Technology	Agency
Internet services not available from the	Contracted with DSL reseller who	WCMC
regional carrier	was able to provide services not	
	available from the regional carrier	
	(Verizon) or at less cost: blocks of	
	dedicated IP addresses, Follow- through with Verizon	
Connect multiple agency locations	Contracted with DSL provider and	WCMC
electronically	implemented remote access	VVOIVIO
oloon or nouny	software	
Operations reporting, e.g., by location,	Implemented case management	WCMC
type of service, numbers of people	system (R/Client)	
served, allocation of resources (paid		
staff versus volunteers), disciplinary		
issues (hours of counseling, people		
served), track serial offenders and		
serial victims, how many offices are		
serving one person, comparisons to the board and funders		
Searchable electronic list of resources,	Developed inhouse Access	WCMC
e.g., DV resources (hotlines, shelters,	database, with 1,100 entries in	VVOIVIO
support groups, legal accompaniment,	categories, searchable by name	
medical accompaniment); non-DV	(including partial name), lawyer,	
hotlines, emergency needs housing	category, ID number, name & city,	
(transitional housing, food and	name & zip code, zip code alone	
clothing, financial assistance,		
employment, education assistance,		
medical services), lawyers, therapists,		
special services (elderly, children,		
teens, immigrants), county and public (police, court, district justices, public		
welfare, townships, schools)		
Create training videos by taping	Acquired video camera, video	WCMC
training given by consultants	editing software, DVD creation	
,	software	
Make training videos available on the	Acquired web hosting service or	WCMC
internet	inhouse-run website	
Record child abuse interviews to	Acquired video camera	PCA
increase success of prosecution	O Mala al francis Pala as to DOI	DOA
Faster internet access Access office network from home	Switched from dial-up to DSL	PCA PCA
Store child advocacy referrals	Acquired network access server Subscribed to national database for	PCA
electronically rather than on paper; be	child advocacy (NCA Track)	FCA
able to report statistics and	orma davodady (140/1 Tradit)	
demographics of cases and outcome		
data		
Public outreach to Spanish-speaking	Created client marketing channel	PCA
community	by translating website content into	
A.,	Spanish	DO /
Attract volunteers	Created volunteer marketing	PCA
	channel by using "Contact Us" on	
	website as source of volunteers for newsletters, events and office work	
Train staff to use computers at a	Outsourced computer training to	WCSGP
variety of skill levels	commercial trainers	.,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,
	January Committee Committe	1

Capability	Technology	Agency
Faster internet access	Switched from DSL to higher-speed leased connection	WCSGP
Connect multiple agency locations electronically	Implemented servers and network for all locations using higher speed line	WCSGP
Compatibility of word processing and other tools for all staff so staff can easily exchange files	Implemented standard Microsoft Office applications for all allocations	WCSGP
Store victim client records electronically rather than on paper; be able to report statistics and demographics of clients	Converted Foxpro database that couldn't handle the volume of data, and lacked capabilities, to a morecapable platform (SQL Server database), with Crystal Reports.	WCSGP
Searchable electronic list of resources like soup kitchens, by category, organization and zip code	Developed inhouse Access database	WCSGP
Accounting features to perform more functions	Upgraded accounting software (Microsoft Great Plains Dynamics) to include payroll, general ledger and payables	WCSGP
Track donations and donor information electronically to enhance fundraising	Acquired software (Blackbaud's Raisers Edge) for fundraising management and development activities including volunteer management, special event management, and membership management	WCSGP
Promote collaborate among staff members by making electronic information shareable	Created shared calendars and shared folders on the network to provide access to information (e.g., community education, school training programs, advocacy)	WCSGP
Allow staff to access office information (e.g., donor database) and email from home	Implemented software (GoToMyPC)	WCSGP
Provide clients with computer resources (e.g., email, job search, literacy training)	Set up seven PCs in training room for client use	WCSGP
Access to HR forms and information	Subscribed to service that provides HR templates and information (HR Next.com, now known as hr.blr.com)	WCSGP
Direct access to district attorney's court schedule for latest information on support and advocacy	Obtained permission to access DA's court schedule online	CVVC
Access office network from home	Acquired network access server	CVVC
Operations reporting, e.g., by location, type of service, numbers of people served, allocation of resources (paid staff versus volunteers), results of services	Implemented case management system (R/Client)	CVVC

Capability	Technology	Agency
Help victims get information on releases from jail	Provide internet point of contact for victims, their friends and family, to track the custody status of an offender housed in a county jail within the Commonwealth (PA SAVIN)	CVVC
Automate accounting and fundraising functions	Implemented financial and accounting software (Black Baud's Financial Edge and Raisers Edge)	CVVC

#### ATTACHMENT D

#### **Organizational Capacity Building Survey**

#### Introduction to the Survey

Grant between 2003 and 2008?

With a grant from the Pennsylvania Commission on Crime and Delinquency (PCCD), the National Center for State Courts (NCSC) is evaluating the effectiveness of PCCD's Organizational Capacity Building Initiatives. The evaluation includes an assessment of current organizational capacity of all applicants for PCCD capacity building grants in 2003-2006. Because your organization was an applicant during this time period, we are asking you to complete an online self-assessment survey. Your individual responses will remain anonymous; only the results will be reported to PCCD in a final report. If you would like to receive a copy of this report, please enter your email address below. We thank you in advance for participating in this self-assessment survey. The results are intended to assist PCCD as it refines its capacity building grant program. If you have any questions about the survey or the NCSC's evaluation, please contact the Project Director, Brenda Uekert, PhD, at buekert@ncsc.org or 757-259-1861. You also may direct questions to PCCD by contacting Deborah Almoney at dalmoney@state.pa.us or 717-787-5152 ext. 3039.

Please enter your email address if you would like to receive an electronic copy of the final rep
About Your Organization
The following items ask for basic information about your organization, including staffing, clientele, and budget figures. Please answer each of the items as accurately as possible. Estimates are acceptable when actual figures cannot be located.
Name of organization*
Name of person completing survey
Title of person completing survey
Number of years employed by this organization
Did your organization receive a grant(s) from PCCD's Organizational Capacity Building Initiati
Did your organization receive a grant(s) from PCCD's Organizational Capacity Building Initiati between 2003 and 2008?

7. Did your organization receive a PCCD grant OTHER than the Organizational Capacity Building

	None ▼			
8.	How many FTE (full-time equivalent) staff are e	mployed by your	organization?	
9.	How many FTE (full-time equivalent) volunteers clients? Please estimate if actual figures are not available.	s provide services	s to your organizati	on or your
10.	How many clients has your organization served If figures are not available for a particular year, please en		e years?	
	2003			
	2004			
	2005			
	2006			
	2007			
11.	What is your organization's current annual budg	get?		
12.	What are your funding sources, by percentage of Please estimate the percentage of your budget that come. The sum of the numbers entered must equal 100.	of funds? es from the following	sources.	
	Grants			
	Private Donations			
	State or local government			
	Contracts for services			
	Client fees			
	Other			
13.	Generally, how has your organization changed of	over the last 5 ye	ears in terms of the	following?
		Increased	Stayed About the Same	Decreased
	Direct service hours	0	$\odot$	$\circ$
	Outreach to target communities	$\odot$	$\odot$	$\circ$

Technological capacity

Services provided

Staff retention

0

 $\odot$ 

 $\odot$ 

 $\odot$ 

 $\odot$ 

0

0

 $\odot$ 

0

	Referrals FROM other organizations	$\odot$		$\odot$	$\odot$
	Referrals TO other organizations	$\circ$		$\odot$	$\circ$
	Grant procurement	O		$\odot$	0
14.	Please explain the reasons behind the changes i	n the items	noted abov	e.	
15.	STRATEGIC PLANNING Strategic Planning				
		Fully Achieved	Partially Achieved	Not Achieved	Not Pertinent to our Organization's Goals
	Our mission statement effectively articulates our purpose.	0	$\circ$	0	$\circ$
	Our strategic plan details specific goals, objectives and strategies.	0	$\circ$	0	$\circ$
	We regularly gather information to monitor progress toward goals.	$\circ$	$\odot$	0	$\circ$
	We regularly review the strategic plan and revise as needed.	0	0	0	O
16.	Has grant funding helped you develop any of the	e above item	ns in the las	st 5 years?	
	☐ Yes, a PCCD Organizational Capacity Building	g grant			
	$\square$ Yes, a PCCD grant other their Organizational	Capacity Bu	ıilding gran	t	
	$\square$ Yes, a non-PCCD grant				
	□ No				

#### **GOVERNANCE AND EXTERNAL RELATIONS**

17. Governance

		Fully Achieved	Partially Achieved	Not Achieved	Not Pertinent to our Organization's Goals
	There is a clear structure in place to guide the activities of the board of directors.	0	0	0	$\odot$
	We have regular and substantive communication with the board of directors.	O	$\circ$	0	$oldsymbol{\circ}$
	The board of directors plays an effective oversight role.	0	$\odot$	0	C
	The board of directors is effective in promoting our organization.	0	O	0	O
18.	External Relations				
		Fully Achieved	Partially Achieved	Not Achieved	Not Pertinent to our Organization's Goals
	We are successful in creating partnerships and alliances with local agencies/groups.	0	0	0	$\odot$
	We provide regular communication to the community about our services (e.g., newsletter, website updates, etc)	O	0	0	0
	We actively promote our services to our targeted population.	$\circ$	$\circ$	0	O
	The community and potential clients are aware of our services.	0	0	0	0
19.	Has grant funding helped you develop any of the	above item	ns in the las	st 5 years?	
	$\square$ Yes, a PCCD Organizational Capacity Building	grant			
	$\square$ Yes, an other grant from PCCD				
	$\square$ Yes, a non-PCCD grant				
	□ No				
	HUMAN RESOURCES				
20.	Human Resources				
		Fully Achieved	Partially Achieved	Not Achieved	Not Pertinent to our Organization's Goals
	We regularly assess and update job	$\circ$	$\circ$	$\circ$	$\circ$

Our staff recruiting and retention plans keep us competitive.

0 0 0 0

	We actively provide new resources and training to encourage staff to excel.	$\odot$	$\odot$	$\odot$	$\circ$
	We provide regular opportunities for collaboration between staff and management.	$\circ$	0	$\circ$	$\circ$
	We have practices in place to support successful recruitment and management of volunteers.	0	0	0	O
21.	Has grant funding helped you develop any of the	above item	ns in the las	t 5 years?	
	☐ Yes, a PCCD Organizational Capacity Building	grant			
	$\square$ Yes, a PCCD grant other their Organizational	Capacity Bu	ıilding gran	t	
	$\square$ Yes, a non-PCCD grant				
	□ No				
	FINANCIAL & BUSINESS MANAGEMEN	IT			
22.	Financial and Business Management	•			
	Ğ				
		Fully Achieved	Partially Achieved	Not Achieved	Not Pertinent to our Organization's Goals
	Our financial software is sufficient for managing finances and producing reports.	$\odot$	$\odot$	$\odot$	O
		0	0	0	© ©
	managing finances and producing reports.  Our financial statement is regularly audited by				
	managing finances and producing reports.  Our financial statement is regularly audited by external consultants/firms.  We have a financial plan with multi-year	0	0	0	0
	managing finances and producing reports.  Our financial statement is regularly audited by external consultants/firms.  We have a financial plan with multi-year expense and revenue projections.  We have systems in place to appropriately manage records, data collection, and client privacy.  We have access to professional advisors to help with legal, liability, accounting, and risk	0	© ©	0	0
	managing finances and producing reports.  Our financial statement is regularly audited by external consultants/firms.  We have a financial plan with multi-year expense and revenue projections.  We have systems in place to appropriately manage records, data collection, and client privacy.  We have access to professional advisors to	0 0	o o	© ©	0 0
	managing finances and producing reports.  Our financial statement is regularly audited by external consultants/firms.  We have a financial plan with multi-year expense and revenue projections.  We have systems in place to appropriately manage records, data collection, and client privacy.  We have access to professional advisors to help with legal, liability, accounting, and risk management.  We have a fundraising plan with specific	<ul><li>0</li><li>0</li><li>0</li><li>0</li></ul>	© © ©	© © ©	0 0
23.	managing finances and producing reports.  Our financial statement is regularly audited by external consultants/firms.  We have a financial plan with multi-year expense and revenue projections.  We have systems in place to appropriately manage records, data collection, and client privacy.  We have access to professional advisors to help with legal, liability, accounting, and risk management.  We have a fundraising plan with specific financial goals and schedules.  We have a diverse funding base that includes	© © © ©	© © © ©	© © © ©	<ul><li>0</li><li>0</li><li>0</li><li>0</li><li>0</li></ul>
23.	managing finances and producing reports.  Our financial statement is regularly audited by external consultants/firms.  We have a financial plan with multi-year expense and revenue projections.  We have systems in place to appropriately manage records, data collection, and client privacy.  We have access to professional advisors to help with legal, liability, accounting, and risk management.  We have a fundraising plan with specific financial goals and schedules.  We have a diverse funding base that includes an appropriate mix of funding sources.	© © © © o above item	© © © ©	© © © ©	
23.	managing finances and producing reports.  Our financial statement is regularly audited by external consultants/firms.  We have a financial plan with multi-year expense and revenue projections.  We have systems in place to appropriately manage records, data collection, and client privacy.  We have access to professional advisors to help with legal, liability, accounting, and risk management.  We have a fundraising plan with specific financial goals and schedules.  We have a diverse funding base that includes an appropriate mix of funding sources.	© © © o above item	© © © ©	© © © © © o o o o o o o o o o o o o o o	<ul><li>0</li><li>0</li><li>0</li><li>0</li><li>0</li></ul>
23.	managing finances and producing reports.  Our financial statement is regularly audited by external consultants/firms.  We have a financial plan with multi-year expense and revenue projections.  We have systems in place to appropriately manage records, data collection, and client privacy.  We have access to professional advisors to help with legal, liability, accounting, and risk management.  We have a fundraising plan with specific financial goals and schedules.  We have a diverse funding base that includes an appropriate mix of funding sources.  Has grant funding helped you develop any of the	© © © o above item	© © © ©	© © © © © o o o o o o o o o o o o o o o	<ul><li>0</li><li>0</li><li>0</li><li>0</li><li>0</li></ul>

### **Technology & Data/Client Management**

#### 24. Technology

		Fully Achieved	Partially Achieved	Not Achieved	Not Pertinent to our Organization's Goals
	We have a written technology plan.	$\odot$	$\odot$	$\circ$	O
	We use technology systems for secure communications among staff and across service locations.	C	0	$\circ$	O
	We have a confidential client database to track use of services for clients and client demographics.	0	0	0	O
	We use technology to manage staff, such as automated timesheet entry and staffing schedules.	0	$\circ$	$\circ$	$\odot$
	We use technology systems to gather and report data for potential funding sources.	0	$\circ$	$\circ$	$\odot$
25.	Service Delivery				
		Fully Achieved	Partially Achieved	Not Achieved	Not Pertinent to our Organization's Goals
	We have the methods in place to monitor and measure the quality of our programs.	$\circ$	$\odot$	$\circ$	$\circ$
	1 3 1 3				
	We regularly assess our clients' needs and adjust programs accordingly.	0	0	$\circ$	O
	We regularly assess our clients' needs and	© ©	© ©	0	0
	We regularly assess our clients' needs and adjust programs accordingly.  We have targeted programs that consider the			-	
26.	We regularly assess our clients' needs and adjust programs accordingly.  We have targeted programs that consider the needs of our diverse client groups.  We have formal mechanisms in place to routinely solicit feedback from clients and	© ©	© ©	0	O
26.	We regularly assess our clients' needs and adjust programs accordingly.  We have targeted programs that consider the needs of our diverse client groups.  We have formal mechanisms in place to routinely solicit feedback from clients and others.	© © e above item	© ©	0	O
26.	We regularly assess our clients' needs and adjust programs accordingly.  We have targeted programs that consider the needs of our diverse client groups.  We have formal mechanisms in place to routinely solicit feedback from clients and others.  Has grant funding helped you develop any of the	© above item grant	© ons in the las	© © et 5 years?	O
26.	We regularly assess our clients' needs and adjust programs accordingly.  We have targeted programs that consider the needs of our diverse client groups.  We have formal mechanisms in place to routinely solicit feedback from clients and others.  Has grant funding helped you develop any of the Yes, a PCCD Organizational Capacity Building	© above item grant	© ons in the las	© © et 5 years?	O

#### **General Assessment**

In this final portion of the survey we ask for your general assessment of your organizational capacity. In addition, we ask that you identify current capacity-building needs.

27.	Please provide an overall assessment of your organizational capacity.
	© Excellent
	○ Good
	© Fair
	© Poor
28.	How has your organizational capacity changed over the last 5 years?
	○ Much Better
	© Better
	C About the Same
	© Worse
	○ Much Worse
29.	How do you currently fund activities associated with organizational capacity building?
30.	If you received a grant through PCCD's Organizational Capacity-Building initiative, what was the impact of this grant on your organizational capacity? Were your activities sustained after the grant ended? Were you able to use this grant to obtain other funding? Please be as specific as you can.
31.	If you did not receive a PCCD grant, how have you been able to address organizational capacity building?

32. Are there any organizational capacity-building activities carried out by your organization that you

	consider to be a "best practice"?	
		~
33.	What are your current organizational capacity needs?	
		<b>—</b> 1
34.	Please provide any additional comments or suggestions.	
		اگ
		<b>—</b>