

Iowa Compassion Capital Fund

Demonstration Project Evaluation

Final Evaluation Report May 2007

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This evaluation was conducted as part of Grant 90EJ0053/01, a Compassion Capital Fund (CCF) Demonstration Program funded through the Department of Health and Human Services (DHHS), Administration for Children and Families (ACF), Office of Community Services (OCS). The contents of this report represent the views of the authors and therefore do not necessarily represent the official views of the DHHS, ACF, OCS, CCF or The University of Iowa.

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INTRODUCTION

The Iowa Compassion Capital Fund Demonstration Project was implemented in Iowa *Compassion Iowa (CI)*. Its purpose was to build and enhance the capacity of Iowa faith-based organizations (FBOs) and community-based organizations (CBOs) seeking to better serve Iowans in need. The project is a part of a federal initiative in response to an executive order from the President of the United States to strengthen the capacity of FBOs/CBOs (FBCOs) in order to better address the needs of America's local communities.

Implemented by the Administration for Children and Families (ACF) through its Compassion Capital Fund (CCF) Demonstration Program, CCF was administered in Iowa by the Iowa Family Policy Center in partnership with a collaborative of FBCOs. Through awards to Iowa FBCOs the demonstration project was designed to increase their effectiveness and enhance their ability to provide social services. The implementation of the demonstration project provided direct technical assistance, professional training and sub-grant awards. These capacity building approaches were intended to improve organizational capacity in at least two of the following five critical areas: leadership development, organizational development, programs and services, funding, and community engagement.

The objectives of CI were to:

- Enhance and expand the knowledge base of Iowa's small, grassroots FBCOs;
- Make sub-grant awards to 25-35 FBCOs through a prescribed, open competitive RFP;
- Provide a system of training and technical assistance (T/TA) in the areas of leadership development, organizational development, programs and services, funding, and community engagement that meet at least two of the identified needs for each FBO/CBO served, enabling them to become operationally effective and financially viable organizations;
- Encourage and facilitate replication of appropriate models and best practices with developing grassroots FBCOs; and
- Serve as a bridge between ACF and project FBCOs in seeking additional funding resources to sustain emerging, successful regional models and best practices of this statewide project;

METHODOLOGY

Pre-Assessment Strategy

CI adapted a *Compassion Capital Project Survey of Faith-Based and Community Organizations*, a three-part process, including: 1) Organizational Demographics, 2) Barriers Survey, and 3) *Organizational Development Assessment Tool* (ODAT), to form the *IowaODAT*. This instrument contains response items reflecting the five critical project areas of:

- leadership development,
- organizational development,
- programs/services,
- funding, and
- community engagement.

The *IowaODAT* was made available online and was used by FBCOs to determine their levels of capacity building to better prepare them to respond to the RFP application.

A Collaborative Survey was also used to further assess FBCOs readiness status based on the above tools and the five critical areas. Successful sub-awardees participated in order to a) review their organization's perceived description of internal needs; b) assess perceived external community network collaboration; c) review organizational plans and collaborative realities; d) develop initial training/technical assistance plans; and e) fine-tune these plans involving at least two of the identified needs of each faith-based and community organization served.

In-depth pre-assessment strategy concluded with implementation of the *Organizational Assessment Tool* (OAT), developed by the Philadelphia-based TCC Group. The OAT comprised 160 sub-skill, scaled items to reveal functional strengths and organizational culture, and was administered among board chairs, executive directors and program/service heads. The OAT represents a core capacity assessment of four areas that correspond with the critical areas:

- Leadership (decision-making, vision casting, directing);
- Management (effectiveness/efficiency in use of resources);
- Adaptability (to change, internally and externally, programs and services); and
- Technical (skills and knowledge).

CI staff assisted awardees in entering data into TCC Group's database for individual awardee reports and a benchmark data study. Awardees participated with ICCP staff in an analysis of results, placing needs in priority, and determining at least two need areas requiring training/technical assistance interventions. The OAT was used in a pre-test of awardee capacity-building with a post-test of training, technical assistance and sub-award organizational outcomes.

Training/Technical Assistance Strategy

Following the rigorous pre-assessment strategy described above, a total of 25 small FBCOs received sub-awards up to \$15,000 and training/technical assistance capacity-building services from CI central staff and regional partners. These sub-grant awardees were served in five regional areas (central, northwest, northeast, southeast and southwest).

The intervention comprised capacity building in both community and organizational collaborative settings with an integrated network of services and resources providing leadership development, organizational development, programs and services development, funding, and community engagement. The ICCP Intermediary partner, three FBO and three CBO Iowa non-profit agencies, combined their expertise to provide one-on-one training/technical assistance services targeting a minimum of two of each sub-grantee's prioritized needs. Each organization received at least seven hours of technical assistance per month from the central Intermediary partner in person, and three hours per month from the regional manager. One hour was provided via telephone by the central and regional ICCP staff member. Quarterly sessions via the Iowa Communications Network (ICN) were scheduled around common issues and needs.

FBCOs not receiving a sub-grant award were encouraged to participate in quarterly regional training sessions. Grant writing, fund raising, mentoring and outcomes-based evaluation were areas identified as being in highest demand by smaller organizations. The overall approach is illustrated by the logic model illustrated in the table below:

ICCF LOGIC MODEL

FOCUS AREAS/OBJECTIVES	ACTIVITIES	PROCESS MEASURES	OUTCOMES	DATA SOURCE
Baseline assessment of pre-award involvement of FBOs and CBOs in delivery of social services	Orientation meetings with FBOs and CBOs Announce and Evaluate Applications	On-line satisfaction reports On-site observation Meeting minutes	Baseline measures of need established Baseline measures of org. readiness Baseline community collaboration measures	Web portal Meetings Site visits
Enhance and expand the knowledge base of Iowa FBOs and CBOs	Professional development training for sub-awardees covering following topics: 1. Leadership Development 2. Organizational Dev 3. Programs/Services 4. Funding 5. Community Engagement	Professional Development Training Sessions Evaluations Director Technical Assistance Interviews Web Based assistance E-mail listserv	Improve understanding process of grant application FBOs and CBOs write and provide organizational development plan Funding opportunities pursued to sustain capacity building efforts Website developed with data input portal	Iowa Organizational Development Assessment Tool (<i>IowaODAT</i>) & Applications TTC Group's <i>Org. Assessment Tool</i> <i>Feedback from FBCOs</i>
Provide technical assistance, support and sub-awards to 30-60 Iowa FBOs and CBOs Grant Sub-Awards	TA FBOs and CBOs, : Transformational Leadership; Strategic Planning; Board Development; Financial Management; Fund Development; Outcome Measurement; Coalition Building; Legal Assistance; Needs Assessments; Policies and Procedures Sub Awards	Content of 4,165 hours of Direct Technical Assistance to sub-awardee staff during 36 month grant period documented	-Skill increased among key staff -Increased capacity of organizations to provide social services: -Greater community integration/acceptance -Greater number of staff persons -Increased number of skilled staff/ target org -Increase in fund development (applications) -Increased network and collab. relationships -Increase in number of clients served -Range of services provided increased -Org.s improve capacity through awards	Network Analysis Pre- and Post Analysis and Follow-up Content Analysis Satisfaction survey
Encourage and facilitate replication of appropriate models and best practices with FBOs and CBOs	Relationship building with Intermediary Partners and other FBOs and CBOs	Direct Technical Assistance to sub-awardees follow-up evaluations	Long term relationships developed between FBCOs, CBOs and University/partner orgs. Long term relationships among University intermediary & partners enhanced Increased community collaboration, shared leadership, policy and procedures infrastructure, job satisfaction and organizational values	Network Analysis Pre-Post-Follow-up Analysis Meetings Interviews
Assist FBOs and CBOs in seeking additional funding	Prof Dev training/skill improvement	Observation/Evaluations	Improved community collaboration capacity Sustainability plans in place	Assess fund development activity ROI analysis

Network Analysis

Network analysis was used to provide a method to measure outcomes and changes in the functionality of community networks resulting from capacity-building activities. Social network analysis methods were used to gather, measure and analyze the linkages among the principle agencies as a model (e.g., collaboration, expansion and cohesion). A baseline survey as well as two follow-up surveys were conducted to provide several comparison points on how collaboration among the partner agencies changed over the course of the project. A copy of the network survey can be found in the appendices.

Data Collection

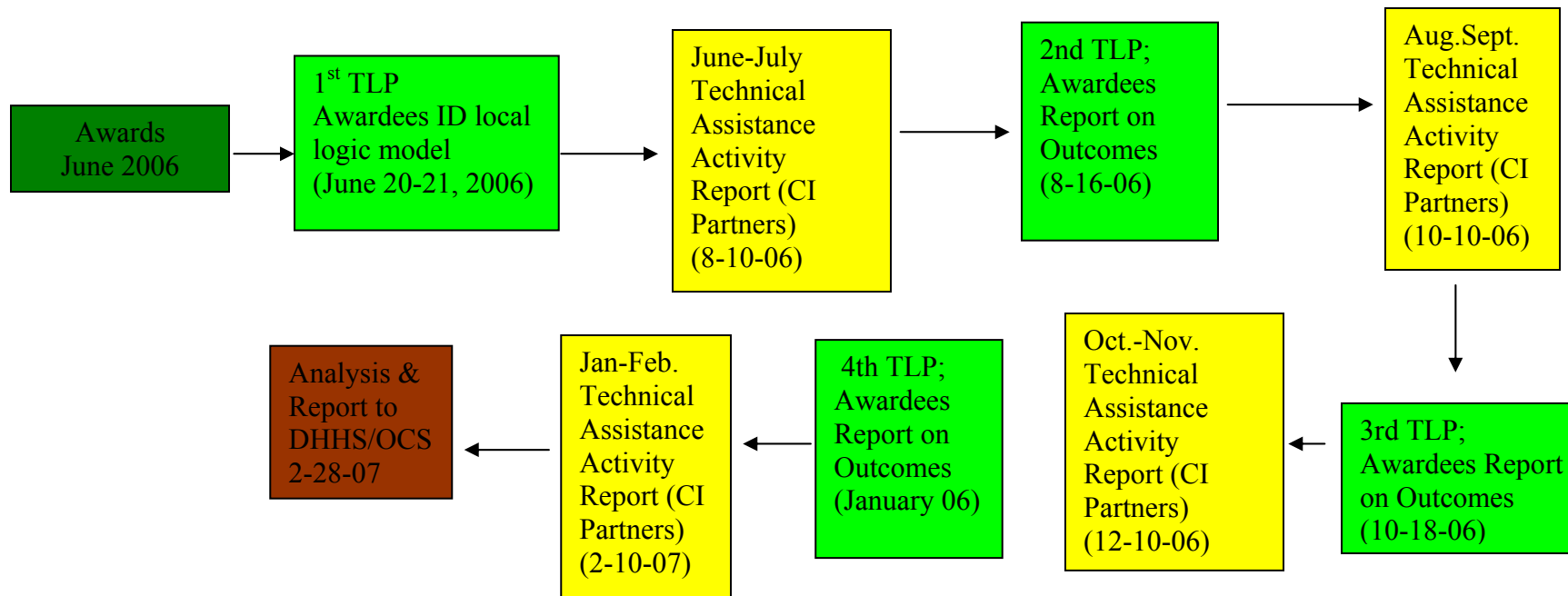
Data were collected by a University of Iowa research team. The data were collected in concert with project staff to ensure timely administration, reliable entry, and secure maintenance of all project data, including pre and post tests. Phone surveys were also conducted at the midpoint of the sub-award period to provide feedback to the project and to track perceptions of project progress from the perspective of participants in the sub-award program.

Other routine updates were provided by the evaluation so that project staff had feedback available as a mechanism for project quality assurance. The evaluation plan included a component that describes activities of the project, how the project was implemented and operated, how well the design was followed, the extent of adaptations and the implementation of proposed strategies targeting the desired results. While the outcome component provided both output and outcome measures, the process evaluation attended to issues related to project implementation, and perceived benefits received through the implementation. Documentation established a written record of the approach which others may then adopt with fidelity, or adapt to meet their own local needs. As a part of the project, each sub-awardee was required to develop a logic model similar to the logic model developed by the intermediary agency.

Post-Assessment Strategy

Follow-up assessments were conducted in collaboration among project staff and evaluation staff. The fundamental pre-post assessment was conducted through the administration of time-sequenced instruments (for relevancy due to the staged roll-out design) that measured the five critical areas. Through adaptation of a *Compassion Capital Project Survey of Faith-Based and Community Organizations* accompanied by the TCC Group's *Organizational Assessment Tool*, other measures of Leadership, Management, Adaptability, and Technical skill were assessed. Two follow-up Network Analysis surveys were also conducted to measure changes in collaboration among intermediary partners. The following illustrations provide visual examples of the sequencing of the measures and the relation of the measures to project implementation.

METHODOLOGY FIGURE 1. PROJECT DESIGN AND FLOW



Report by 10th	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb
	Perf Plan &								
<i>Partners Activity Tracking</i>	Results Matrix		√		√		√		√
			June		Aug		Oct.		Dec.
			July		Sept		Nov.		Jan.
Report at TLP									
<i>Awardees Perf. Reporting</i>			√		√			√	
	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb
	Perf Plan &		Jun/July		Aug/Sept			Nov/Dec	
	Results Matrix		Aug		Oct				
								Jan	
interviews					√				

RESULTS

Organizational Assessment Tool (OAT)

In-depth pre-assessment strategy involved implementation of the *Organizational Assessment Tool (OAT)*, developed by the Philadelphia-based TCC Group. The OAT comprises 160 sub-skill, scaled items to reveal functional strengths and organizational culture, and was administered among board chairs, executive directors and program/service directors. The OAT represents a core capacity model that assesses five essential areas of organizational effectiveness:

- Adaptive capacity,
- Leadership capacity,
- Management capacity,
- Technical capacity, and
- Organizational capacity

Scores represent baseline measures of developmental status of each agency which range from 0 to 100 percent. Ranges in data from 20 agencies completing the OAT are presented in Table 1, below.

OAT Table 1. OAT Range and Mean Scores for Five Organizational Dimensions

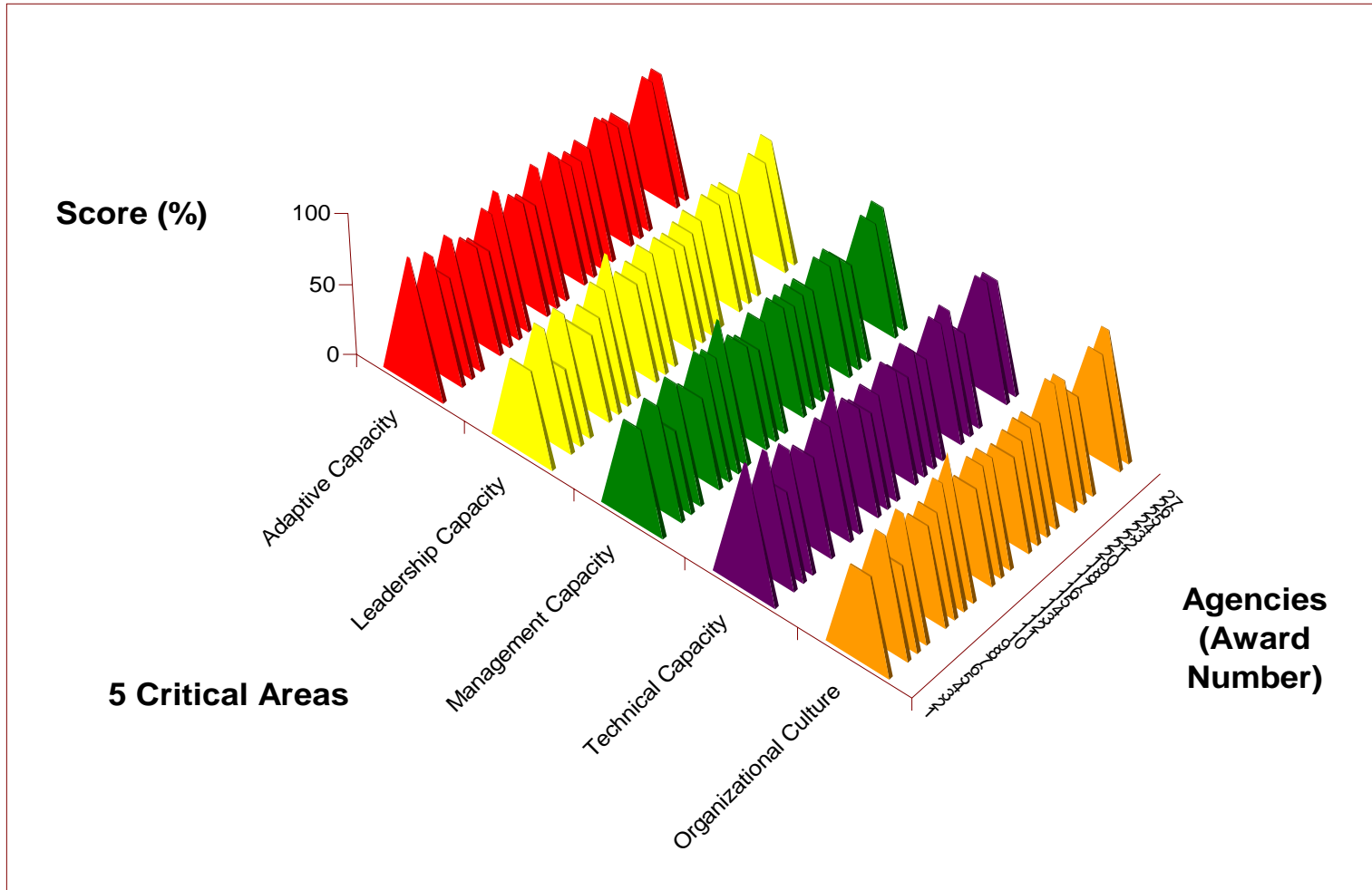
Critical Area	OAT Scores: Range (%)		Mean Percent Score
	Low	High	
Adaptive Capacity	60	90	73.8
Leadership Capacity	48	89	66.4
Management Capacity	52	90	68.1
Technical capacity	57	90	71.6
Organizational Capacity	55	94	71.0
Overall			70.0

Note: Technical capacity n=19.

These data show that OAT scores for sub-award agencies range from 50 to 90 with mean percentages near 70. The lowest scores were in the area of Leadership Capacity with ten (10) scoring at or below 65%; two scored below 60%, and one registered a score of 48% (the only score of any agency below 50% in any area). This suggests a pattern in which leadership is considered the area in which capacity building is needed the most. These pre-award assessment scores were important for designing technical assistance strategies in consultation with sub-awardees. Using the pre-award assessments and technical assistance provided by the intermediary, outcomes were measured by indicators in eleven (GPRA) outcome areas provided by OCS.

OAT Figure 1: OAT Scores in Five Areas of Organizational Effectiveness

OAT Scores for all Agencies

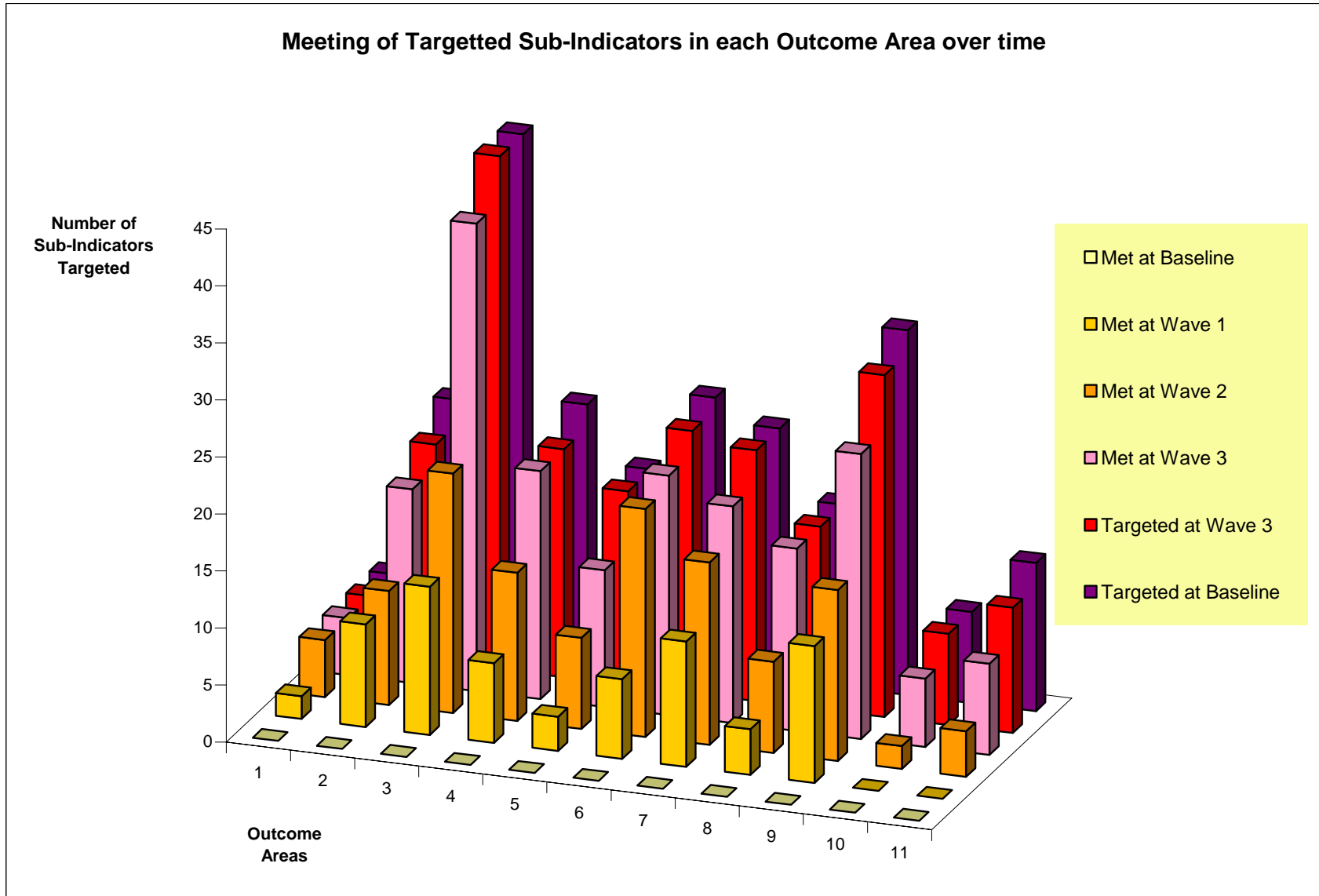


Each outcome area is measured by indicators ranging in number from two to fourteen per outcome area. Agencies self-select indicators and outcomes relevant for their particular project. For each agency, different developmental aims based on examination of the OAT and in consultation with the TA team lead to the selection of outcomes and indicators. Progress was measured over time at three points (waves 1, 2 and 3), and expressed as a ratio of the number of indicators achieved (numerator) to the total number of indicators identified for a specific outcomes (denominator). Thus at each wave the percentage would be expected to increase and by wave 3 it was expected that most would record 100% achievement of indicators for their chosen outcomes.

The eleven outcome areas include:

1. To increase the adaptive capacity of the organization to monitor and assess internal & external changes
2. To increase the adaptive capacity of the organization to respond to internal & external changes & opportunities
3. To increase the leadership capacity of the organization to create & sustain the vision, inspire, model prioritize, make decisions, provide direction & innovate
4. To increase the management capacity of the organization to use resources effectively & efficiently
5. To increase the technical capacity of the organization to utilize volunteers.
6. To increase the technical capacity of the organization to utilize technology.
7. To increase the technical capacity of the organization to offer social services.
8. To increase the technical capacity of the organization to keep effective records.
9. To increase the technical capacity of the organization to raise funds.
10. To increase the technical capacity of the organization to manage funds.
11. To increase the technical capacity of the organization to evaluate its effectiveness

OAT Figure 2: Incremental Achievement of Outcomes

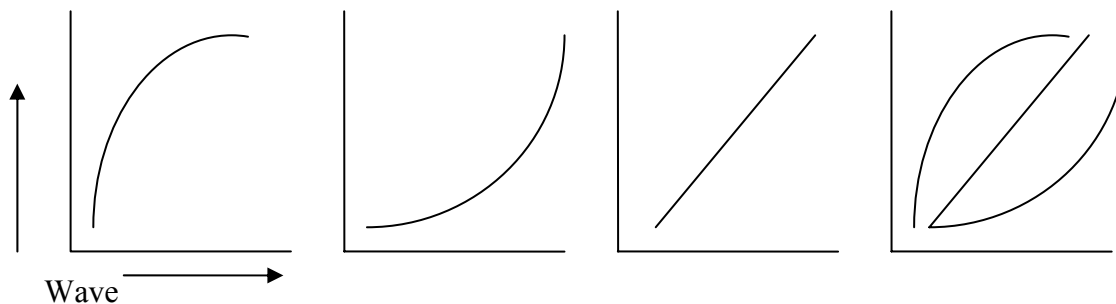


The illustration above shows the number of sub-indicators met (numerator) at Baseline (Wave 0), and at Waves 1, 2 and 3. It also illustrates the number targeted at baseline (original denominator) and again at Wave 3 (final denominator). (In some cases it became apparent that the targeted indicators either did not apply or no longer applied. When sub-awardees made adjustments in the targets the denominators changed.)

OAT Table 2: Targeted and Achieved Sub-indicators for Each Agency Over Time

Outcome Area: Increased capacity to....	Met at Baseline	Targeted at Baseline	Met at Wave 1	Targeted at Wave 1	Met at Wave 2	Targeted at Wave 2	Met at Wave 3	Targeted at Wave 3
1. Monitor and assess internal & external changes	0	5	2	5	5	5	5	5
2. Respond to internal & external changes & opportunities	0	21	9	21	10	21	17	19
3. Create & sustain the vision, inspire, model prioritize, make decisions, provide direction & innovate	0	45	13	45	21	45	41	45
4. Use resources effectively & efficiently	0	22	7	22	13	22	20	20
5. Utilize volunteers.	0	17	3	17	8	17	12	17
6. Utilize technology.	0	24	7	24	20	24	21	23
7. Offer social services.	0	22	11	22	16	22	19	22
8. Keep effective records.	0	16	4	16	8	16	16	16
9. Raise funds.	0	32	12	32	15	32	25	30
10. Manage funds.	0	8	0	8	2	8	6	8
11. Evaluate its effectiveness	0	13	0	13	4	13	8	11

Each of the five OAT subscale scores were totaled together to create a Total OAT score. These scores were compared across agencies producing a ranking of the agencies according to the five subscale scores and the Total OAT score (ties are possible). Each of the agencies were also grouped into one of four categories based on the trajectory of the rate at which they achieved their selected outcomes. The categories were identified by examining the graphs of the agency's percent of outcomes achieved across the four waves. The four clusters may be characterized as: agencies that met their outcomes relatively quickly; agencies that progressed slowly at first but then achieved all of their objectives by the end of the project period; agencies that achieved their outcomes incrementally at constant rate; and agencies that experienced a combination of these trajectories during the project period.



Each agency was ranked according to the receipt of funds (i.e., sub-award amount): above average, average or below average. In addition, each agency was ranked on number of T/TA hours recorded: above average, average, below average. Agencies with high OAT scores were compared to those with the lowest OAT scores on their funding and T/TA hours. It appears that those agencies with higher OAT rankings received above average funds and above average T/TA hours. Agencies with stronger leadership, management, technological capacity, organizational capacity, and adaptive capacity appear to be more successful at securing funding and utilizing T/TA.

Transformational Leadership Program (TLP)

Move The Mountain (MTM) has emerged as the nation's only transformational training program for human service agencies. In 1996, MTM conducted an email survey of smaller Iowa FBCOs and those in four other states. Responses were obtained from 221 organizations regarding poverty issues and 24 were interviewed on-site. When presented with choices, these leaders chose to engage: 1) the community to end poverty rather than just manage it; 2) high-impact strategies; 3) outcomes and indicators in addition to program funding compliance; 4) broadly dispersed leadership cultivated at all levels; 5) training focused on building knowledge and skills around new strategies; and 6) board agendas focused on community planning. As part of an OCS grant, a *Transformational Planning Manual* was developed that was used in the current project. During the project MTM provided practical training/technical assistance for Iowa FBCOs in developing: 1) transformational leadership agendas, 2) leadership teams comprising staff and board; 3) compelling internal and external data; 4) management systems to help ensure organizational functions; 5) community engagement through volunteerism in organizational and community programming; 6) high-impact strategies; 7) indicators for success; and 8) transformational leadership plans. These capacity building activities were intended to build on the relationships among the partners and address the five critical areas. In addition to regional TLPs, four statewide TLPs were conducted. Results according to TLP participants in the statewide TLPs are presented below:

TLP Table 1. Mean Score Response for TLP Session I Satisfaction Survey

TLP I June 20-21, 2006	Mean	Valid N
Providing a coherent and practical map for leadership?	4.38	63
Providing helpful information about leadership	4.48	63
Inspiring me to lead rather than manage?	4.43	61
Instilling the importance of leadership to increase capacity of my FBO	4.32	63
Emphasizing the importance of engaging the community in order to change the mindset?	4.67	63
Please rate the training overall	4.45	62
I increased my knowledge of strategies that can be used to increase leadership skills	4.29	63
I increased my knowledge of what I could do in my community to practice TLP leadership approaches	4.27	63
I understand more about how leadership is related to organizational development, funding and community engagement	4.40	62
Process was enjoyable and productive	4.40	63
Registration process	4.32	63
Host facility	4.10	63
Presenters were knowledgeable and effective	4.60	63

Comments:

- “What an inspirational group of examples leading the way to permanent future change!! Thank you.”
- “I can see you touched many so keep it up.”
- “I thought the training and procedure was informative and well put together. Good job!! Continue!”
- “I realize you all probably do not have much control of the physical facilities but the axiom; “The mind can only absorb as much as the gluteus maximus can endure.” In other words with regard to comfort-the chairs are in need of considerable improvement.”
- “Great course!”
- “I enjoyed training and it was very informative.”
- “It would be useful to have all slides on the disc or on paper- could you send it in advance via email and we could copy it ourselves?”
- “Not sure I am the right person in my organization for this training. Good material.”
- “Keep up the great job.”

- “Just a little lost at the beginning. Introductions would have helped over all.”
- “Good job and info by all involved. Thanks!”
- “Register by email, not just fax or mail.”

TLP Table 2. Mean Score Response for TLP Session II Satisfaction Survey

TLP August 2006	N	Mean	Std. Deviation
Providing a coherent and practical map for leadership	63	4.03	.879
Providing helpful information about leadership	63	4.13	.833
Inspiring me to lead rather than manage	63	4.11	.918
Instilling the importance of leadership to increase capacity of my FBO CBO	63	4.19	.840
Emphasizing the importance of engaging the community in order to change the mindset	63	4.52	.737
Please rate the training overall	63	4.14	.877
I increased my knowledge of strategies that can be used to increase leadership skills	63	4.08	.809
I increased my knowledge of what I could do in my community to practice TLP leadership approaches	63	4.22	.683
I understand more about how leadership is related to organizational development funding and community engagement	63	4.14	.780
Process was enjoyable and productive	60	4.07	.880
Registration process	60	4.17	.994
Host facility	61	3.70	1.160
Presenters were knowledgeable and effective	59	4.41	.768

Comments

- “Move the Mountain staff excellent.”
- “This is my first ½ meeting, so I am a little behind the curve. I’m looking forward to being involved in the whole process.”
- “This is an important leadership class that every organization should take and be encouraged to take.”
- “Just what we need!”
- “Don’t get upset when we network. It’s working!”
- “Different presenters, different answer”

- “We really enjoy and learn from Move the Mountain (Scott and Michelle). They are wonderful.”
- “Would like a short current mission statement of all attendees with their case for change and preferred future. Phone numbers, emails, etc. Perhaps early connections could help in our resulting dream.”
- “Thank you for providing the agenda in advance for this session.”
- “Wonderful information.”

TLP Table 3. Mean Score Response for TLP Session III Satisfaction Survey

TLP III October 17-18-2006	N	Mean	Std. Deviation
Providing a coherent and practical map for leadership	29	4.34	.721
Providing helpful information about leadership	29	4.28	.841
Inspiring me to lead rather than manage	29	4.10	.817
Instilling the importance of leadership to increase capacity of my FBO CBO	29	4.38	.775
Emphasizing the importance of engaging the community in order to change the mindset	29	4.66	.553
Please rate the training overall	29	4.24	.830
I increased my knowledge of strategies that can be used to increase leadership skills	29	4.10	.860
I increased my knowledge of what I could do in my community to practice TLP leadership approaches	29	4.07	.842
I understand more about how leadership is related to organizational development funding and community engagement	29	4.17	.889
Process was enjoyable and productive	29	4.14	.953
Registration process	29	4.38	.622
Host facility	29	3.76	1.244
Presenters were knowledgeable and effective	28	4.57	.634

Comments:

- “Bravo.”
- “Good workshop.”
- “Good Training.”
- “Very pleasant and staff is helpful.”
- “When we did our PowerPoint presentations it was very hard to concentrate on a one presentation with all those noise from the other presentations.”

- “Still had temperature control issues in the room.”
- “Enjoyed having other organizations in front & sharing their strategies, etc.”
- “Cold in meeting room. Evening session would have benefited from more separation of groups.”
- “Grant overview seemed to be included at last minute- Scott and Michelle are focused and clear.”
- “Thank you!”
- “I feel like I had an “Aha” moment this session about not doing too much & getting focused strategies.”
- “Participants were very knowledgeable about their group. Scott Miller was very good and zeroed in on many things. Corrections speaker was excellent.”
- “More Move the Mountain. Less other people.”
- “Shorter break 1st day for dinner.”

TLP Table 4. Mean Score Response for TLP Session IV Satisfaction Survey

TLP IV Jan 9-10, 2007	N	Mean	Std. Deviation
Providing a coherent and practical map for leadership ⁷	48	4.33	.859
Providing helpful information about leadership ⁷	48	4.52	.799
Inspiring me to lead rather than manage ⁷	48	4.35	.729
Instilling the importance of leadership to increase capacity of my FBO	48	4.54	.798
Emphasizing the importance of engaging the community in order to change the mindset?	47	4.60	.825
Please rate the training overall	47	4.47	.830
I increased my knowledge of strategies that can be used to increase leadership skills	48	4.44	.712
I increased my knowledge of what I could do in my community to practice TLP leadership approaches	48	4.40	.736
I understand more about how leadership is related to organizational development, funding and community engagement	48	4.44	.769
Process was enjoyable and productive	48	4.23	1.057
Registration process	48	4.38	.789
Host facility	48	4.00	1.011
Presenters were knowledgeable and effective	48	4.56	.769

Comments

- “Thank you so much for everything.”
- “Thank you!”
- “Thank you!”
- “Thank you!”
- “Michelle-thanks for the early confidence in me as the lead for our project- it helped the self-confidence level that I have to admit was lacking. Carol Doss BCC”
- “Thank you! All of you have been so helpful, supportive and personable. It has been a rewarding opportunity to have been a part of CI. Daryl and staff, you have managed to pull together a wonderful group- the relationship possibilities are fantastic!”
- “Learned a lot- thanks! Sometimes it was hard to get it done- but it added a lot to us.”
- “Very much appreciate all this process has done and will do for our organization.”
- “My only comment is to make the most of our time in Des Moines. It felt like those last few TLPs have had a lot of downtime.”
- “Thanks for everything!”
- “Awesome TLP, this network of FBCO will continue!”
- “During some meetings statements made by Marriage Matters individuals were offensive. Statements made during last Des Moines meeting regarding data and gay marriage, etc. In future may consider restructuring some. Would have made more sense to me to serve dinner and take shorter break and end earlier. Compassion IA paid for the food through our grant anyway.”
- “Learned a lot! (through the whole process) Move the Mountain is great!”
- “It would have been nice to have had more direct organizational specific feed-back on assignments and goals.”
- “Thank you for this opportunity- our organization has been blessed. We are in a better place because of Compassion Iowa. This process stretched us- causing us to grow. God Bless!”
- “Good meeting for good people!”
- “Great job!”

- “THANKS SO MUCH, NO COMMENTS”
- “I did not feel this last meeting provided good training. It felt much like a meeting just to meet. Other trainings were much more effective.”
- “I really enjoyed the TLP process. Scott and Michelle were excellent facilitators!”
- “This has been a valuable experience! Thank you!”
- “Thank you!”
- “I really mean all those fives. The benefits of this training are incalculable [immense] and will extend far beyond the individuals and organizations present.”
- “Training at times seemed to spread out~ otherwise very beneficial.”
- “Scheduling was biggest concern. Often I felt that we could have accomplished our task in longer one day periods. I would rather work all day long with dinner included rather than free space/time. My time with my family is more precious. Thanks for your efforts.”

Network Analysis

Introduction to Network Measures

A critical component of the project was the relationships among partners. We used network analysis to monitor these relationships. When examining interagency collaboration, one use of social network analysis is to identify those in the center of activity among members of a network. Measures of a network include: 1) centralization; 2) closeness; 3) betweenness; and 4) prestige. The degree of centralization quantifies the range or variability of the individual member indices. The index or measure ranges from 0 (no variability) to 1 (extreme variability for one member). For example, if each agency in a network is connected with the others equally then there is no variability for members because they are equally and exhaustively connected, then the degree of network centrality is 0. If one agency works with all other agencies and all other agencies work only with this agency, then the degree of network centrality is 1 (also known as a star network).

Closeness measures the distance of a member of the network to all the other members of the network. The closeness index ranges from 0 to 1, where 0 represents the lengths of geodesics (average shortest paths) as equal among network members, and 1 represents extreme variability. This concept addresses the extent to which a member can directly access other members of the network. (Geodesic is the shortest path between two nodes. A direct connection is a geodesic of 1. In some cases, network members must connect through other nodes or “travel” more than one path to connect with another member in the network.)

Betweenness is a measure of interactions between nonadjacent members of a network where one must access another member in the network in order to reach another. The betweenness index ranges from 0 (all members are equal in betweenness) to 1 (extreme variability with respect to one member). Prestige is similar to what is commonly referred to as popularity, or how many members choose a particular other node or member. The members of the network who are most prestigious are those most frequently chosen by others. The index for prestige reaches its maximum value of 1 when a member is chosen by all other members of the network. (For further description and interpretation of network measures see Richardson and Graf, 2004, *Measuring the Strengths of Community Collaboration*; Wasserman and Faust, 1994; Wasserman and Galaskiewicz, 1994; Scott, 2000; and Knoke & Kuklinski, 1982).

The CI network analysis is an assessment of collaboration among the partner agencies. Using data from representatives of the six original partner agencies, we analyzed change in seven dimensions of collaboration:

- 1) Awareness of other partner agency’s work;
- 2) Work with other partner agencies;
- 3) Work with other partner agencies on leadership development;
- 4) Work with other partner agencies on organizational development;
- 5) Work with other partner agencies on programs or services;
- 6) Work with other partner agencies on funding
- 7) Work with other partner agencies on community engagement.

Not only do these data provide measures of network structure, they may also be used for further development of collaboration, identifying strong relations among agencies as well as areas where relations can be strengthened.

Some important concepts related to measures examined through SNA techniques include: 1) walks and reachability; 2) geodesics and distance; 3) nodal degrees; and 4) network density. Nodes are the actors in a network and paths are the connections among those actors. A walk is a sequence of nodes (agencies) and paths (lines indicating a tie or connection between two agencies). The walk begins and ends with a node and each node in the path is connected by the lines following and preceding it in the sequence. For example, Agency A collaborates with Agency B would be represented by a line between these two nodal points. Assume also that Agency B collaborates with Agency C and that Agency A and Agency C do not collaborate. The span between Agency A and Agency C would be considered a walk. The length of a walk is the number of lines (in our example, two). Reachability is the measure of how many paths there are leading to a particular node. For example, since Agency A collaborates with Agency B, then both agencies are said to be reachable. Since Agency B also collaborates with Agency C and Agency A does not, Agency B is said to be more reachable than Agency A or Agency C. A geodesic (distance) is the shortest path between a given pair of nodes (the geodesic for Agency A and Agency C is two). Nodal degree is the number of lines connected with the node in a graph. Using the example above, it is the number of agencies indicating they work with a particular agency (for Agency B the nodal degree would be 2, and for Agency A and Agency C the nodal degree would be 1). Density is a measure of connectedness of the agencies in the network (percentage of all possible nodal degrees that the network exhibits).

In the analysis below we focus on the following network measures: outdegree, indegree, average degree, maximum nodal degree, average geodesic distance, average density, and network centralization. These measures were produced through analyses performed using UCINET 6 for Windows with illustrations obtained through the use of KrackPlot 3.0.

- **Outdegree** is the number of connections each agency or node has *to* other agencies or nodes. Outdegree is also considered a measure of influence: those with more connections *to* other nodes have relatively more influence on the activities of the network.
- **Indegree** is the number of connections each agency or node has *from* other agencies or nodes. Indegree is a measure of the extent to which one is chosen by others in the network; those with greater indegree have more prestige in the network.
- **Average degree** is the mean number of degrees (average of all outdegrees or indegrees) of all the members of a network. What is interesting about average degree is that those with the greatest number are found “where the action is” in the network (Wasserman and Faust, 1994, p. 179).
- The **maximum nodal degree** is the number of possible connections with other nodes. This is simply the number of nodes or agencies in the network minus one.

- The *average geodesic distance* is the average of the shortest paths between each two members in a network. A geodesic is the shortest path between two nodes. A direct connection is a geodesic of 1. In some cases, network members must connect through other nodes or “travel” more than one path to connect with another member in the network.
- *Average density* is a measure of how “connected” a network is, and is simply calculated as the average degree divided by the total possible (maximum nodal degrees).
- *Network Centralization* is a measure of the variability in the connectedness of the members of the network. The index ranges from 0 to 1 and is expressed in percent. Lower percentages indicate less variability in connections to others meaning that more agencies are central to the activities and the network is more egalitarian with greater collaboration among all of the network members. Higher percentages indicate more variability in connections which is associated with networks where one or few members have disproportionate connections and are therefore more influential or prestigious; this is an indication that collaboration may be limited among members of the network.

The analyses were based on asymmetric connections where only one agency in a given pair must respond to affirm the presence of a relationship. The connections or ties were “directed” to indicate which member of a given pair “chose the other.”

Analysis of Change in Collaboration Among Partner Agencies:

RELATION: AWARENESS OF THE WORK OF PARTNER AGENCIES

Network Analysis Table 1 and Figure 1, below, present and illustrate the results from responses at three different time points (baseline, follow-up I and follow-up II) to the question: Are you aware of the work of this agency? The measures presented include: outdegree, indegree, average number of degrees, maximum number of nodal degrees, average geodesic distance, average density of the network, and network centralization. One partner (Agency #5) did not participate in network activities at follow up II, which is reflected in the data tables and illustrations.

Average Geodesic Distance. The *average geodesic distance* between nodes (or agencies) was 1.27 at baseline, decreasing to 1.03 at follow-up I and remaining constant at 1.00 for follow-up II indicating that each node was, on average, approximately 1 1/3 “connections” away from other agencies at baseline but became closer over time to an average of one connection away from other agencies at follow-up I and II.

Outdegree. Outdegrees ranged from 40 percent to 100 percent at baseline, 80 percent to 100 percent at follow-up I, and 80 percent for all partners at follow-up II (except for Agency #5 with zero percent at follow-up II). At baseline, all but one of the partners/agencies reported greater than average (3.8) outdegrees. At follow-up I, five of the six agencies reported the maximum number of outdegrees (5), an increase from baseline. At follow-up II, a decrease in reported

outdegree activity occurred with an average outdegree of 3.3 and five agencies reporting 80% of the possible connections and one agency (#5) was no longer involved.

Indegree. Indegree percentages at baseline ranged from 20% to 100%, increasing at follow-up I with 5 partners showing 100% indegree activity, and then decreasing at follow-up II with one agency no longer involved and the remaining partners (5) reporting 80% indegree activity. Five of the partner agencies reported greater than average (3.8) indegrees at baseline. At follow-up I, the average indegree increased to 4.8 with five agencies reporting indegrees at the maximum nodal level of 5. At follow-up II, the average indegree decreased from follow-up I to 3.3, similar to the average indegree at baseline.

Density. The measure of density for this relationship was 77% at baseline indicating that slightly more than three-fourths of all possible connections were present at that point in time for awareness of the work of other partners. There was an increase in network density at follow-up I to 97%, indicating that, by then, nearly all of the possible connections were active. However, at follow-up II, only 67% or two-thirds of the possible connections were active at that time, a decrease from follow-up I and less than that at baseline.

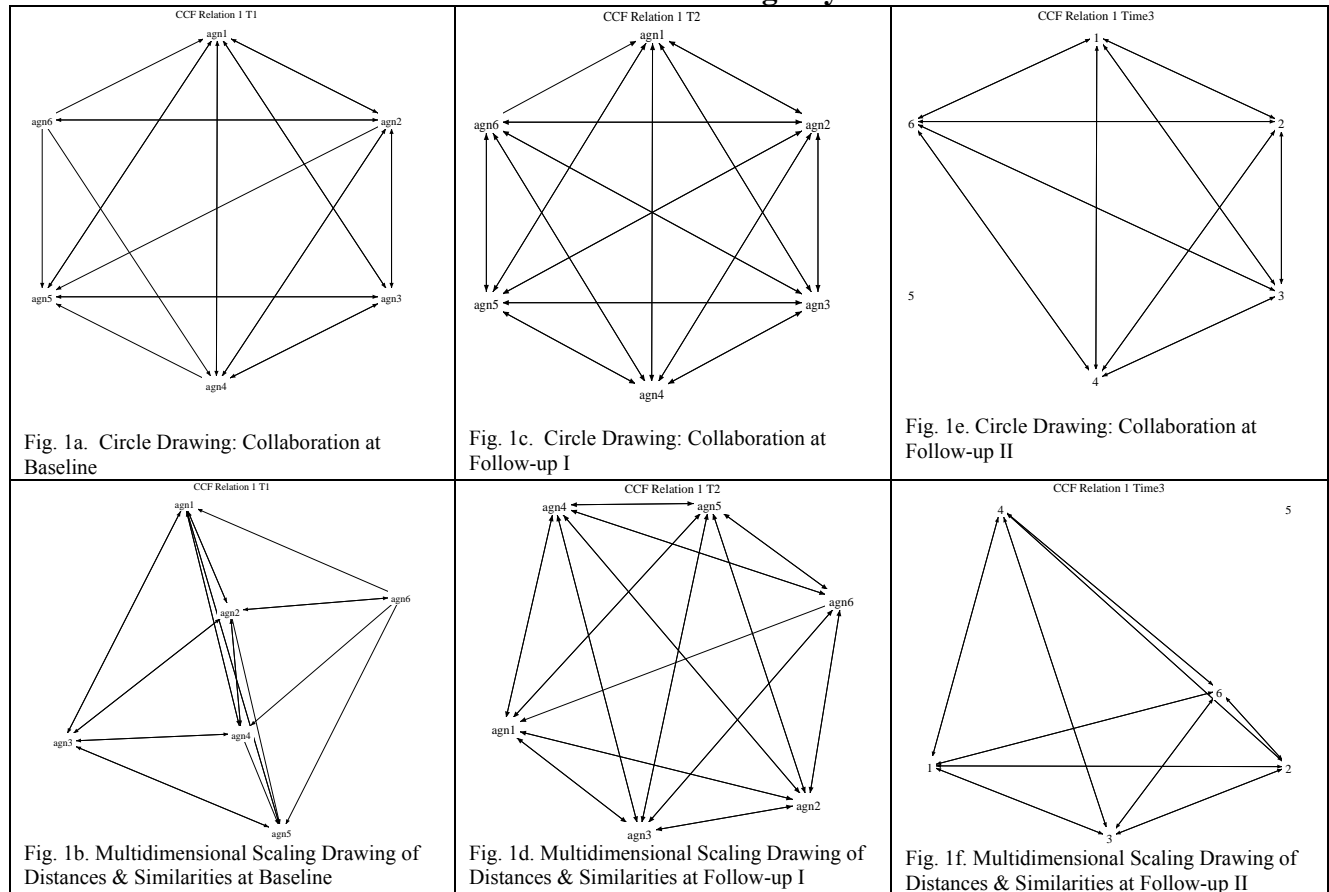
Illustration of Change in Network Collaboration. Network Analysis Figures 1a-1f illustrate the information presented in Network Analysis Table 1. Figures 1a, 1c and 1e are circle illustrations of the connections in the data among agencies. Figures 1b, 1d and 1f use a statistical technique to locate and illustrate the relative position of the nodes called multi-dimensional scaling (MDS). The MDS algorithm locates nodes based on their geodesic distances or shortest path between each pair of nodes. Agencies with more connections have more lines, and the arrowheads indicate direction matching the indegrees and outdegrees from the corresponding table.

The MDS diagrams here demonstrate that, in awareness of the work of other partner agencies, all six partners had connections at baseline and were equally involved as evidenced by the low baseline network centralization measure of 10%. At follow-up I, connections among all six partners had increased, and network centralization had decreased to 0% indicating maximum equal involvement by all partners. No one agency had more influence or prestige in this relationship than any other. By follow-up II, since Agency 5 was no longer involved, connections had decreased, but the remaining partners were still equally involved in awareness of the work of other partners as demonstrated by a 20% index of network centralization.

**Network Analysis Table 1. Compassion Iowa
Change in Collaboration Among Partners: Awareness of Other Partner Agency's Work**

Agency #	Baseline				Follow-up I				Follow-up II			
	Outdegree		Indegree		Outdegree		Indegree		Outdegree		Indegree	
	#	%	#	%	#	%	#	%	#	%	#	%
1. IFPC	4	80	5	100	4	80	5	100	4	80	4	80
2. ICFBCI	5	100	4	80	5	100	5	100	4	80	4	80
3. MM	4	80	4	80	5	100	5	100	4	80	4	80
4. MTMLC	4	80	4	80	5	100	5	100	4	80	4	80
5. ISU	2	40	5	100	5	100	5	100	0	0	0	0
6. NRCFCP	4	80	1	20	5	100	4	80	4	80	4	80
Avg Degree (std dev)	3.8 (0.89)		3.8 (1.34)		4.8 (0.37)		4.8 (0.37)		3.3 (1.49)		3.3 (1.49)	
Max Nodal Degrees	5		5		5		5		5		5	
Avg Geodesic Distance	1.27				1.03				1.00			
Avg Density (std dev)	76.7% (0.42)				96.7% (0.18)				66.7% (0.47)			
Network Centralization	10.0%				0.0%				20.0%			

**Network Analysis Figure 1. Compassion Iowa
Illustration of Change in Collaboration Among Partners:
Awareness of Other Partner Agency's Work**



RELATION: WORK WITH OTHER PARTNER AGENCIES

Network Analysis Table 2 and Figure 2, below, present and illustrate the results from responses at three different time points (baseline, follow-up I and follow-up II) to the question: Do you work with this agency? The measures presented include: outdegree, indegree, average number of degrees, maximum number of nodal degrees, average geodesic distance, average density of the network, and network centralization. One partner (Agency #5) no longer participated in network activities at follow up II.

Average Geodesic Distance. The *average geodesic distance* between nodes (or agencies) was 1.53 at baseline, decreasing to 1.13 at follow-up I and remaining constant at 1.05 for follow-up II indicating that each node was, on average, approximately 1 1/2 “connections” away from other agencies at baseline but became closer over time to an average of a little over one connection away from other agencies at follow-up I, and to one connection away on average at follow-up II.

Outdegree. Outdegrees ranged from 20 percent to 80 percent at baseline, 40 percent to 100 percent at follow-up I, and 60 percent to 80% at follow-up II (except for Agency #5 with zero percent at follow-up II). At baseline, four of the six partners/agencies reported greater than average (2.8) outdegrees. At follow-up I, four partners reported the maximum number of outdegrees (5), an increase from baseline. At follow-up II, a decrease in reported outdegree activity occurred with an average outdegree of 3.2, and four agencies reporting 80% of the possible connections, and one agency (#5) no longer involved.

Indegree. Indegree percentages at baseline ranged from 20% to 80%, increasing at follow-up I with percentages ranging from 60% to 100%, and then decreasing at follow-up II with percentages from 60% to 80% and one partner no longer involved. Four of the partner agencies reported greater than average (2.8) indegrees at baseline. At follow-up I, the average indegree increased to 4.3 with three agencies reporting indegrees at the maximum nodal level of 5. At follow-up II, the average indegree decreased from follow-up I to 3.2, but was still greater than the average at baseline.

Density. The measure of density for this relationship was 57% at baseline indicating that slightly more than one-half of all possible connections were present at that point in time. There was an increase in network density at follow-up I to 87%, indicating that, by then, over four-fifths of the possible connections were active. However, at follow-up II, only 63% or less than two-thirds of the possible connections were active at that time, a decrease from follow-up I although still more than at baseline.

Illustration of Change in Network Collaboration. Network Analysis Figures 2a-2f illustrate the information presented in Network Analysis Table 2. Figures 2a, 2c and 2e are circle illustrations of the connections in the data among agencies. Figures 2b, 2d and 2f use a statistical technique to locate and illustrate the relative position of the nodes called multi-dimensional scaling (MDS). The MDS algorithm locates nodes based on their geodesic distances or shortest path between

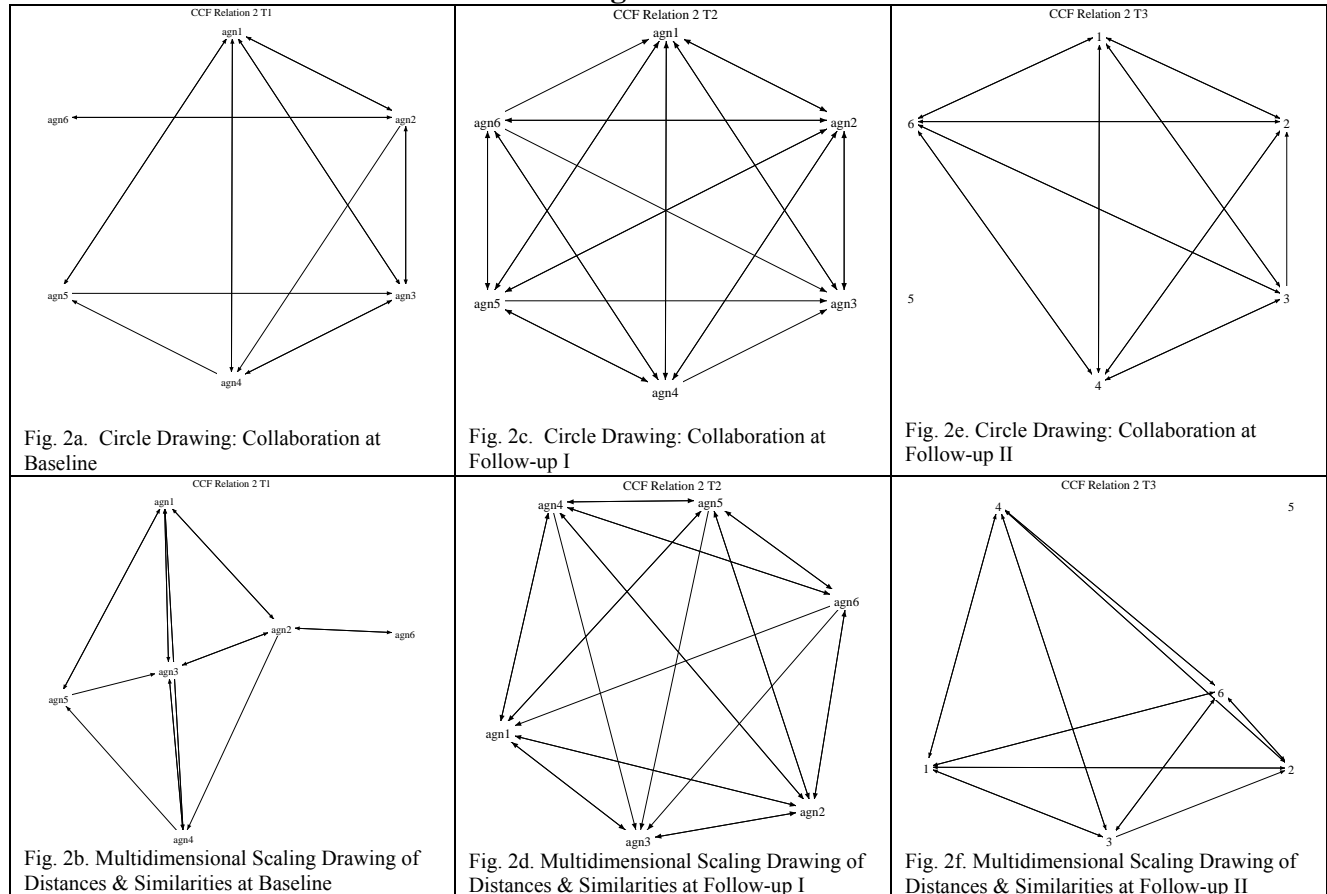
each pair of nodes. Agencies with more connections have more lines, and the arrowheads indicate direction matching the indegrees and outdegrees from the corresponding table.

The MDS diagrams here demonstrate that, in working with other partner agencies, all six partners had connections at baseline, although agency #6 was only connected through agency #2. The low baseline network centralization measure of 10% indicates that partners were equally involved in the network on this relation. At follow-up I, connections among all six partners had increased, and network centralization had decreased to 0% indicating maximum equal involvement by all partners. No one agency had more influence or prestige in this relationship than any other. By follow-up II, since Agency 5 was no longer involved, connections had decreased, but the remaining partners were still equally involved in awareness of the work of other partners as demonstrated by a 20% index of network centralization.

**Network Analysis Table 2. Compassion Iowa
Change in Collaboration Among Partners: Work With Other Partner Agencies**

Agency #	Baseline				Follow-up I				Follow-up II			
	Outdegree		Indegree		Outdegree		Indegree		Outdegree		Indegree	
	#	%	#	%	#	%	#	%	#	%	#	%
1. IFPC	4	80	4	80	4	80	5	100	4	80	4	80
2. ICFBCI	4	80	3	60	5	100	5	100	3	60	4	80
3. MM	3	60	4	80	2	40	5	100	4	80	3	60
4. MTMLC	3	60	3	60	5	100	4	80	4	80	4	80
5. ISU	2	40	2	40	5	100	4	80	0	0	0	0
6. NRCFCP	1	20	1	20	5	100	3	60	4	80	4	80
Avg Degree (std dev)	2.83 (1.067)		2.83 (1.067)		4.33 (1.106)		4.33 (0.745)		3.17 (1.462)		3.17 (1.462)	
Max Nodal Degrees	5		5		5		5		5		5	
Avg Geodesic Distance	1.53				1.13				1.05			
Avg Density (std dev)	56.7% (0.50)				86.7% (0.34)				63.3% (0.48)			
Network Centralization	20.0%				0.0%				20.0%			

**Network Analysis Figure 2. Compassion Iowa
Illustration of Change in Collaboration Among Partners: Work With Other Partner Agencies**



RELATION: WORK WITH OTHER PARTNER AGENCIES ON LEADERSHIP DEVELOPMENT

Network Analysis Table 3 and Figure 3, below, present and illustrate the results from responses at three different time points (baseline, follow-up I and follow-up II) to the question: Do you work with this agency on leadership development?

Average Geodesic Distance. The *average geodesic distance* between partners was 1.50 at baseline, decreasing to 1.14 at follow-up I and remaining constant at 1.13 for follow-up II. This demonstrates that each node was, on average, 1 1/2 “connections” away from other agencies at baseline and became closer over time to an average of just over one connection away from other agencies at follow-up I and follow-up II.

Outdegree. Outdegrees ranged from 0 percent to 80 percent at baseline, 40 percent to 100 percent at follow-up I, and 0 percent to 80% at follow-up II. At baseline, three of the six partner agencies reported greater than average (2.0) outdegrees. At follow-up I, four partners reported the average outdegree of 3.0 or greater, an increase from baseline. At follow-up II, outdegree average was 2.3, two agencies reporting 80% of the possible connections, and two agencies with no reported outdegree ties.

Indegree. Indegree percentages for this relation at baseline ranged from 20% to 60%, increasing at follow-up I with percentages ranging from 0% to 100%, and decreasing at follow-up II to a range of 40% to 60% and one partner no longer involved. Three of the partners reported greater than average (2.0) indegrees at baseline while at follow-up I, the average indegree increased to 3.0 with four agencies reporting at or above the average. At follow-up II, the average indegree decreased to 2.3, a little more than at baseline.

Density. The measure of density for this relation was 40% at baseline indicating that less than half of all possible connections, just 2 of a possible 5, were present at that time. Network density for this relation increased at follow-up I to 60% (3 of 5), and then decreased to 47% at follow-up II, slightly more than at baseline and one agency no longer involved.

Illustration of Change in Network Collaboration. Network Analysis Figures 3a-3f illustrate the information presented in Network Analysis Table 3. Figures 3a, 3c and 3e are circle illustrations of the connections in the data among agencies. Figures 3b, 3d and 3f use a statistical technique to locate and illustrate the relative position of the nodes called multi-dimensional scaling (MDS). The MDS algorithm locates nodes based on their geodesic distances or shortest path between each pair of nodes. Agencies with more connections have more lines, and the arrowheads indicate direction matching the indegrees and outdegrees from the corresponding table.

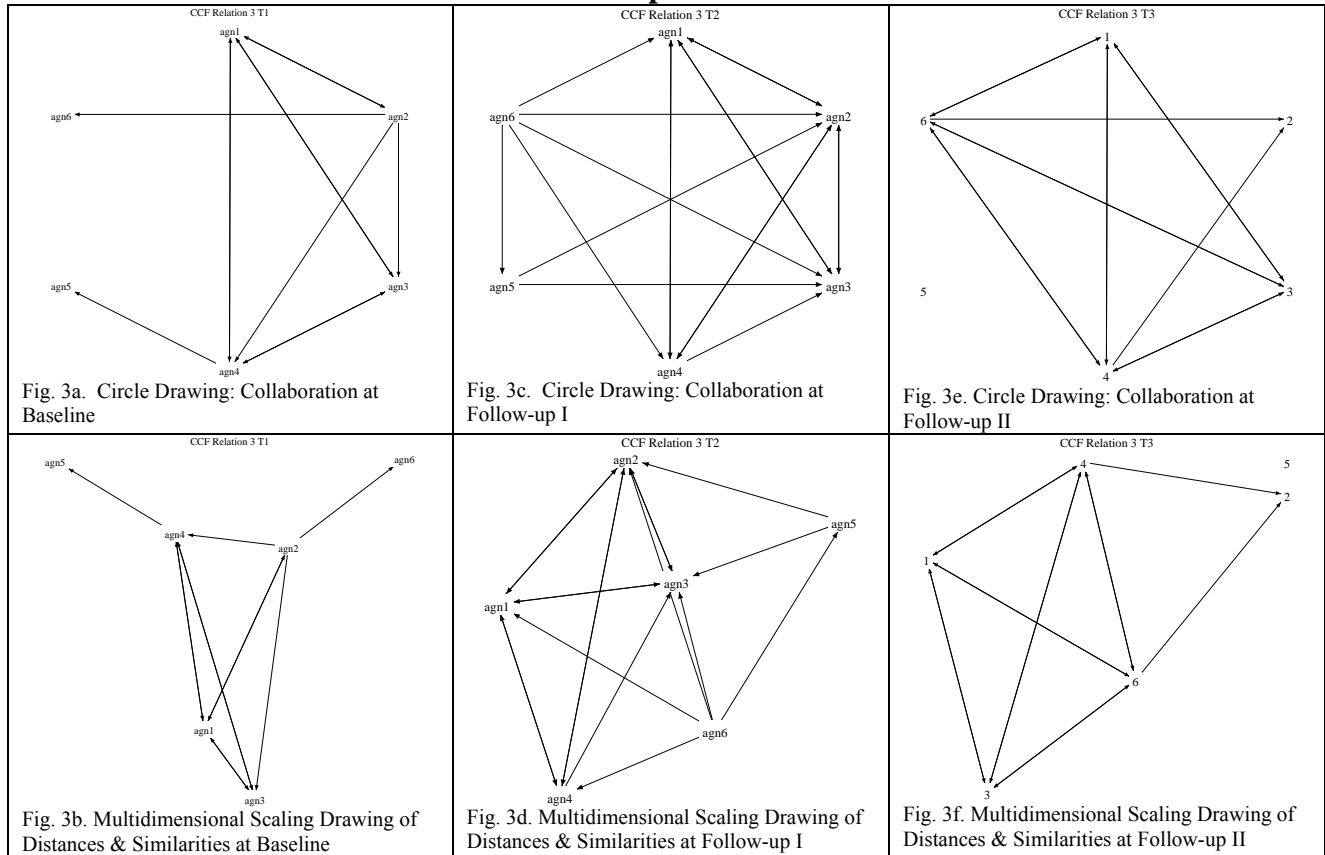
The MDS diagrams here demonstrate that, in working with other partner agencies on leadership development, all six partners had connections at baseline, although agencies #5 and #6 were only connected to one other agency by an incoming tie. The baseline network centralization measure of 40% indicates that some partners were more centrally involved in the network in working on

leadership development. At follow-up I, connections among all six partners had increased, and network centralization had decreased to 20% indicating that partners were more equally involved. By follow-up II, with agency #5 no longer involved, connections had decreased, and the network centralization index (40%) returned to the same level as at baseline, indicating less equal participation in leadership development activities.

Network Analysis Table 3. Compassion Iowa Change in Collaboration Among Partners: Work With on Leadership Development

Agency #	Baseline				Follow-up I				Follow-up II			
	Outdegree		Indegree		Outdegree		Indegree		Outdegree		Indegree	
	#	%	#	%	#	%	#	%	#	%	#	%
1. IFPC	3	60	3	60	3	60	4	80	3	60	3	60
2. ICFBCI	4	80	1	20	3	60	5	100	0	0	2	40
3. MM	2	40	3	60	2	40	5	100	3	60	3	60
4. MTMLC	3	60	3	60	3	60	3	60	4	80	3	60
5. ISU	0	0	1	20	2	40	1	20	0	0	0	0
6. NRCFCP	0	0	1	20	5	100	0	0	4	80	3	60
Avg Degree (std dev)	2.0 (1.53)		2.0 (1.00)		3.0 (1.00)		3.0 (1.92)		2.3 (1.700)		2.3 (1.106)	
Max Nodal Degrees	5		5		5		5		5		5	
Avg Geodesic Distance	1.50				1.14				1.13			
Avg Density (std dev)	40.0% (0.49)				60.0% (0.49)				46.7% (0.50)			
Network Centralization	40.0%				20.0%				40.0%			

Network Analysis Figure 3. Compassion Iowa Illustration of Change in Collaboration Among Partners: Work With on Leadership Development



RELATION: WORK WITH OTHER PARTNER AGENCIES ON ORGANIZATIONAL DEVELOPMENT

Network Analysis Table 4 and Figure 4, below, present and illustrate the results from responses at three different time points (baseline, follow-up I and follow-up II) to the question: Do you work with this agency on organizational development?

Average Geodesic Distance. The *average geodesic distance* between partners was 1.10 at baseline, increasing to 1.63 at follow-up I and decreasing to 1.15 at follow-up II. This demonstrates that each partner was, on average, just over one connection away from other agencies at baseline but became more distant at follow-up I to over 1 ½ connections away. At follow-up II, agencies again became closer together on average with a little over one connection between them similar to that at baseline.

Outdegree. Outdegrees ranged from 0 percent to 60 percent at baseline, increasing to 20 percent to 100 percent at follow-up I, and 20% to 80% at follow-up II (except for Agency #5 that was no longer involved). At baseline, three of the six partner agencies reported greater than average (1.5) outdegrees. At follow-up I, three partners reported the average outdegree (3.0) or greater, an increase from baseline. At follow-up II, outdegree activity showed a slight decrease from follow-up I with an average of 2.8, however, four partners reported greater than average outdegrees and of course one partner was no longer involved.

Indegree. Indegree percentages for this relation at baseline ranged from 0% to 40%, increasing at follow-up I with percentages ranging from 20% to 100%, and decreasing at follow-up II to a range of 0% to 80%. Four of the partners reported greater than average (1.5) indegrees at baseline while at follow-up I, the average indegree increased to 3.0 with three agencies reporting above average indegrees. At follow-up II, the average indegree showed a small decrease to 2.8 from follow-up I but greater than that at baseline with five agencies reporting above average indegrees.

Density. The measure of density for this relation was 30% at baseline indicating that less than one-third of all possible connections were present at that time. Network density for this relation increased at follow-up I to 60% and remained somewhat stable at 57% at follow-up II, more than at baseline..

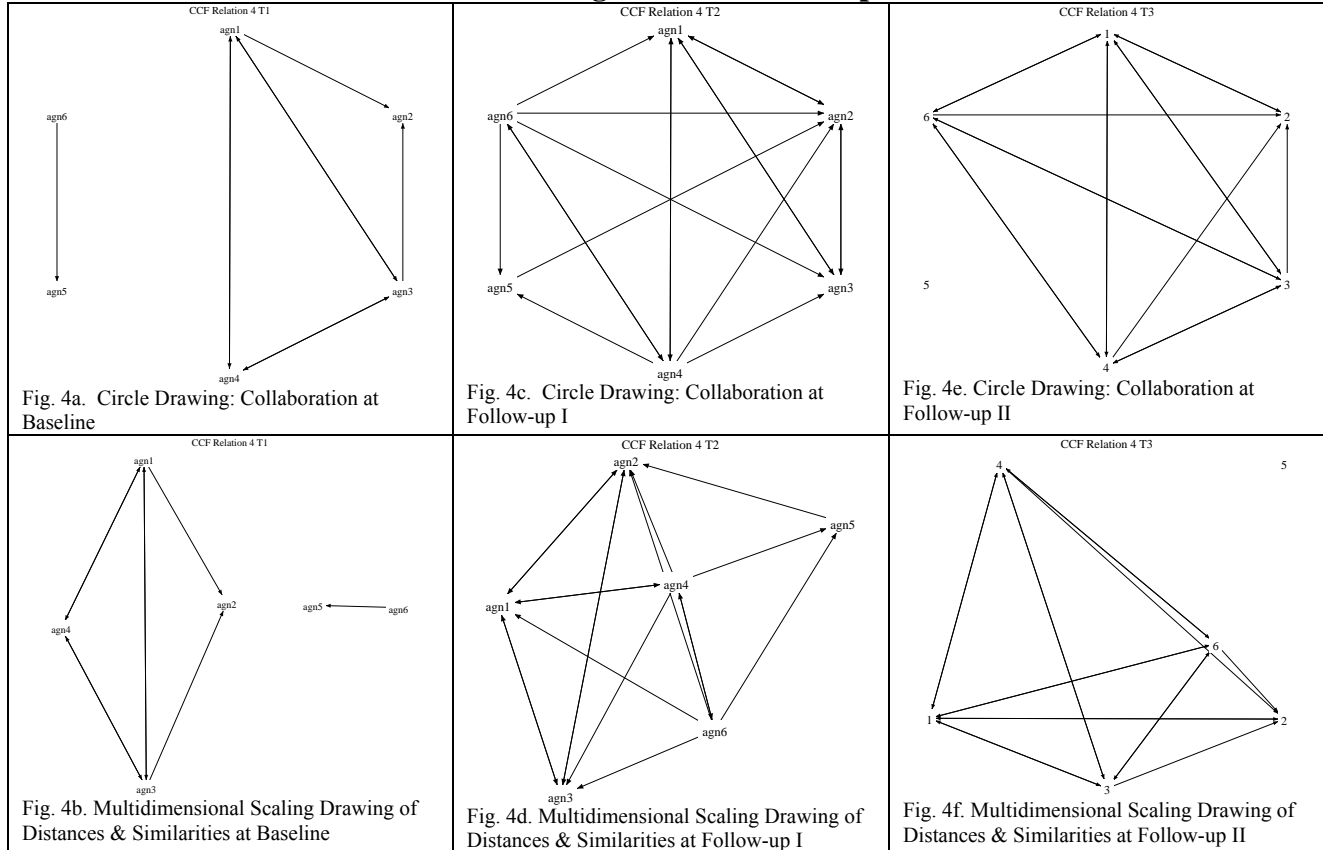
Illustration of Change in Network Collaboration. Network Analysis Figures 4a-4f illustrate the information presented in Network Analysis Table 4. Figures 4a, 4c and 4e are circle illustrations of the connections in the data among agencies. Figures 4b, 4d and 4f use a statistical technique to locate and illustrate the relative position of the nodes called multi-dimensional scaling (MDS). The MDS algorithm locates nodes based on their geodesic distances or shortest path between each pair of nodes. Agencies with more connections have more lines, and the arrowheads indicate direction matching the indegrees and outdegrees from the corresponding table.

The MDS diagrams here demonstrates that in working with other partner agencies on organizational development, two agencies at baseline (#5 and #6) were only connected to each other but not to the remaining partners. The baseline network centralization measure of 30% indicates that a few partners were more centrally involved in the network in working on organizational development. At follow-up I, all six partners were now connected to each other, and network centralization had decreased to 20% indicating that partners were more equally involved. By follow-up II, without agency #5, the remaining partners continued their close collaboration. The network centralization index (20%) indicated a similar level of equal participation in activities related to organizational development compared to follow-up I.

Network Analysis Table 4. Compassion Iowa
Change in Collaboration Among Partners: Work With on Organizational Development

Agency #	Baseline				Follow-up I				Follow-up II			
	Outdegree		Indegree		Outdegree		Indegree		Outdegree		Indegree	
	#	%	#	%	#	%	#	%	#	%	#	%
1. IFPC	3	60	2	40	3	60	4	80	4	80	4	80
2. ICFBCI	0	0	2	40	2	40	5	100	1	20	4	80
3. MM	3	60	2	40	2	40	4	80	4	80	3	60
4. MTMLC	2	40	2	40	5	100	2	40	4	80	3	60
5. ISU	0	0	1	20	1	20	2	40	0	0	0	0
6. NRCFCP	1	20	0	0	5	100	1	20	4	80	3	60
Avg Degree (std dev)	1.5 (1.26)		1.5 (0.76)		3.0 (1.53)		3.0 (1.41)		2.8 (1.68)		2.8 (1.34)	
Max Nodal Degrees	5		5		5		5		5		5	
Avg Geodesic Distance	1.10				1.63				1.15			
Avg Density (std dev)	30.0% (0.46)				60.0% (0.49)				56.7% (0.50)			
Network Centralization	30.0%				20.0%				20.0%			

Network Analysis Figure 4. Compassion Iowa
Illustration of Change in Collaboration Among Partners:
Work With on Organizational Development



RELATION: WORK WITH OTHER PARTNER AGENCIES ON PROGRAMS & SERVICES

Network Analysis Table 5 and Figure 5, below, present and illustrate the results from responses at three different time points (baseline, follow-up I and follow-up II) to the question: Do you work with this agency on programs and services?

Average Geodesic Distance. The *average geodesic distance* between partners was 1.50 at baseline, decreasing to 1.35 at follow-up I and again to 1.25 at follow-up II. This demonstrates that each node was, on average, 1 1/2 “connections” away from other agencies at baseline but became closer over time to an average of approximately 1 1/3 connections away from other agencies at follow-up I and 1 1/4 connections at follow-up II.

Outdegree. Outdegrees ranged from 0 percent to 80 percent at baseline, 0 to 100 percent at follow-up I, and 20 to 80 percent at follow-up II (with one agency no longer involved). At baseline, three of the six partner agencies reported greater than average (1.8) outdegrees. At follow-up I, two partners reported the average outdegree (2.2) or greater, an increase from baseline. At follow-up II, outdegree activity increased slightly again with an average of 2.5, while three partners reported outdegrees greater than the average.

Indegree. Indegree percentages for this relation at baseline ranged from 0% to 60%, increasing at follow-up I with a range from 20% to 60%, and increasing at follow-up II to a range of 40% to 80% and one partner no longer involved. Four of the partners reported greater than average (1.8) indegrees at baseline while at follow-up I, the average indegree increased slightly to 2.2 with two agencies reporting above the average. At follow-up II, the average indegree increased slightly again to 2.5, which is an overall increase from baseline.

Density. The measure of density for this relation was 37% at baseline indicating that a little more than 1/3 of all possible connections were present at that time. Network density for this relation increased at follow-up I to 43% and again to 50% at follow-up II, an increase from that at baseline.

Illustration of Change in Network Collaboration. Network Analysis Figures 5a-5f illustrate the information presented in Network Analysis Table 5. Figures 5a, 5c and 5e are circle illustrations of the connections in the data among agencies. Figures 5b, 5d and 5f use a statistical technique to locate and illustrate the relative position of the nodes called multi-dimensional scaling (MDS). The MDS algorithm locates nodes based on their geodesic distances or shortest path between each pair of nodes. Agencies with more connections have more lines, and the arrowheads indicate direction matching the indegrees and outdegrees from the corresponding table.

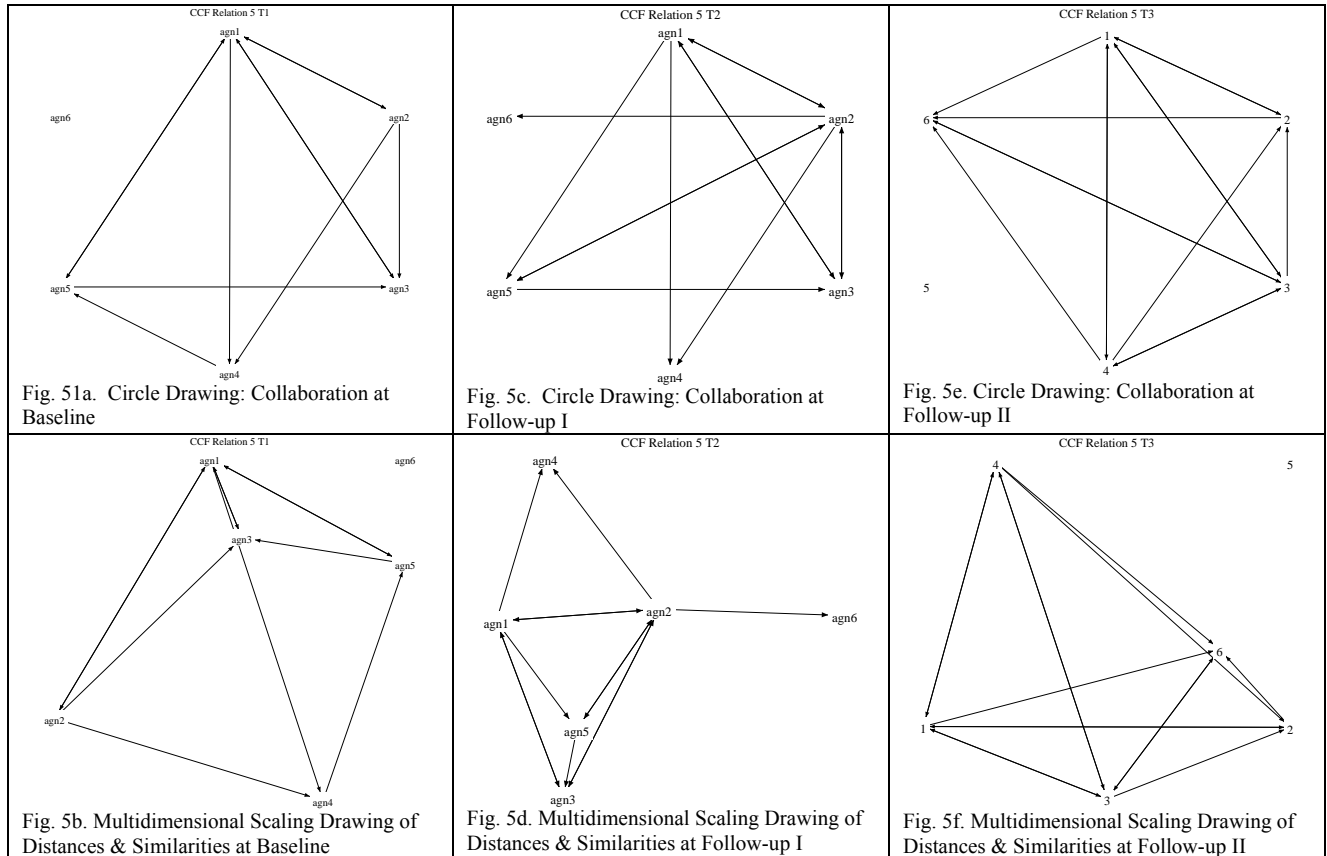
The MDS diagrams for this relation demonstrate that, in working with other partner agencies on programs and services, five partners had connections at baseline while agency #6 had no connections at all. The baseline network centralization measure of 40% indicates that some partners were more centrally involved in the network in working on programs and services. At

follow-up I, connections among all six partners had increased, agency #6 was now connected through one incoming tie, but network centralization had increased to 60%. This is an indication that a few partners were more centrally involved in activities related to programs and services. By follow-up II, although agency #5 was no longer involved, the remaining partners continued collaboration on programs and services, and the network centralization index (20%) indicates more equal participation in network activities than at either baseline or follow-up I.

**Network Analysis Table 5. Compassion Iowa
Change in Collaboration Among Partners: Work With on Programs or Services**

Agency #	Baseline				Follow-up I				Follow-up II			
	Outdegree		Indegree		Outdegree		Indegree		Outdegree		Indegree	
	#	%	#	%	#	%	#	%	#	%	#	%
1. IFPC	4	80	3	60	4	80	2	40	4	80	3	60
2. ICFBCI	3	60	1	20	5	100	3	60	2	40	3	60
3. MM	1	20	3	60	2	40	3	60	4	80	3	60
4. MTMLC	1	20	2	40	0	0	2	40	4	80	2	40
5. ISU	2	40	2	40	2	40	2	40	0	0	0	0
6. NRCFCP	0	0	0	0	0	0	1	20	1	20	4	80
Avg Degree (std dev)	1.8 (1.34)		1.8 (1.07)		2.2 (1.86)		2.2 (0.69)		2.5 (1.61)		2.5 (1.26)	
Max Nodal Degrees	5		5		5		5		5		5	
Avg Geodesic Distance	1.50				1.35				1.25			
Avg Density (std dev)	36.7% (0.48)				43.3% (0.50)				50.0% (0.50)			
Network Centralization	40.0%				60%				20.0%			

**Network Analysis Figure 5. Compassion Iowa
Illustration of Change in Collaboration Among Partners: Work With on Programs or Services**



RELATION: WORK WITH OTHER PARTNER AGENCIES ON FUNDING

Network Analysis Table 6 and Figure 6, below, present and illustrate the results from responses at three different time points (baseline, follow-up I and follow-up II) to the question: Do you work with this agency on funding?

Average Geodesic Distance. The *average geodesic distance* between partners was 1.50 at baseline, decreasing to 1.43 at follow-up I and again to 1.20 at follow-up II. This demonstrates that each partner, on average, was 1 1/2 “connections” away from other agencies at baseline but became closer over time to an average of approximately 1 2/5 connections away from other agencies at follow-up I, and separated by a little less than 1 1/4 connections at follow-up II.

Outdegree. Outdegrees ranged from 0 percent to 80 percent at baseline, 20 to 100 percent at follow-up I, and 20 to 80 percent at follow-up II (with one agency no longer involved at this point). At baseline, four of the partner agencies reported the same as or greater than average outdegrees (2.0). At follow-up I, the average outdegree increased to 3.3 and three partners reported outdegrees greater than the average. Although outdegree activity decreased at follow-up II to an average of 2.7, four partners reported greater than the average outdegrees.

Indegree. Indegree percentages for this relation at baseline ranged from 0% to 80%, increasing at follow-up I with a range from 40% to 100%, but decreasing at follow-up II to a range of 0% to 80%. Four of the partners reported indegrees at or greater than average (2.0) at baseline while at follow-up I, the average indegree increased to 3.3 with three agencies reporting above the average. At follow-up II, the average indegree decreased to 2.7 with four partners reporting indegree activity greater than the average.

Density. The measure of density for collaboration related to funding was 40% at baseline indicating that less than half of all possible connections were present at that time. Network density increased at follow-up I to 67% (2/3 of possible ties) and then decreased to 53% (more than half of the possible connections) at follow-up II, more than at baseline, even though one agency was no longer active in the network.

Illustration of Change in Network Collaboration. Network Analysis Figures 6a-6f illustrate the information presented in Network Analysis Table 6. Figures 6a, 6c and 6e are circle illustrations of the connections in the data among agencies. Figures 6b, 6d and 6f use a statistical technique to locate and illustrate the relative position of the nodes called multi-dimensional scaling (MDS). The MDS algorithm locates nodes based on their geodesic distances or shortest path between each pair of nodes. Agencies with more connections have more lines, and the arrowheads indicate direction matching the indegrees and outdegrees from the corresponding table.

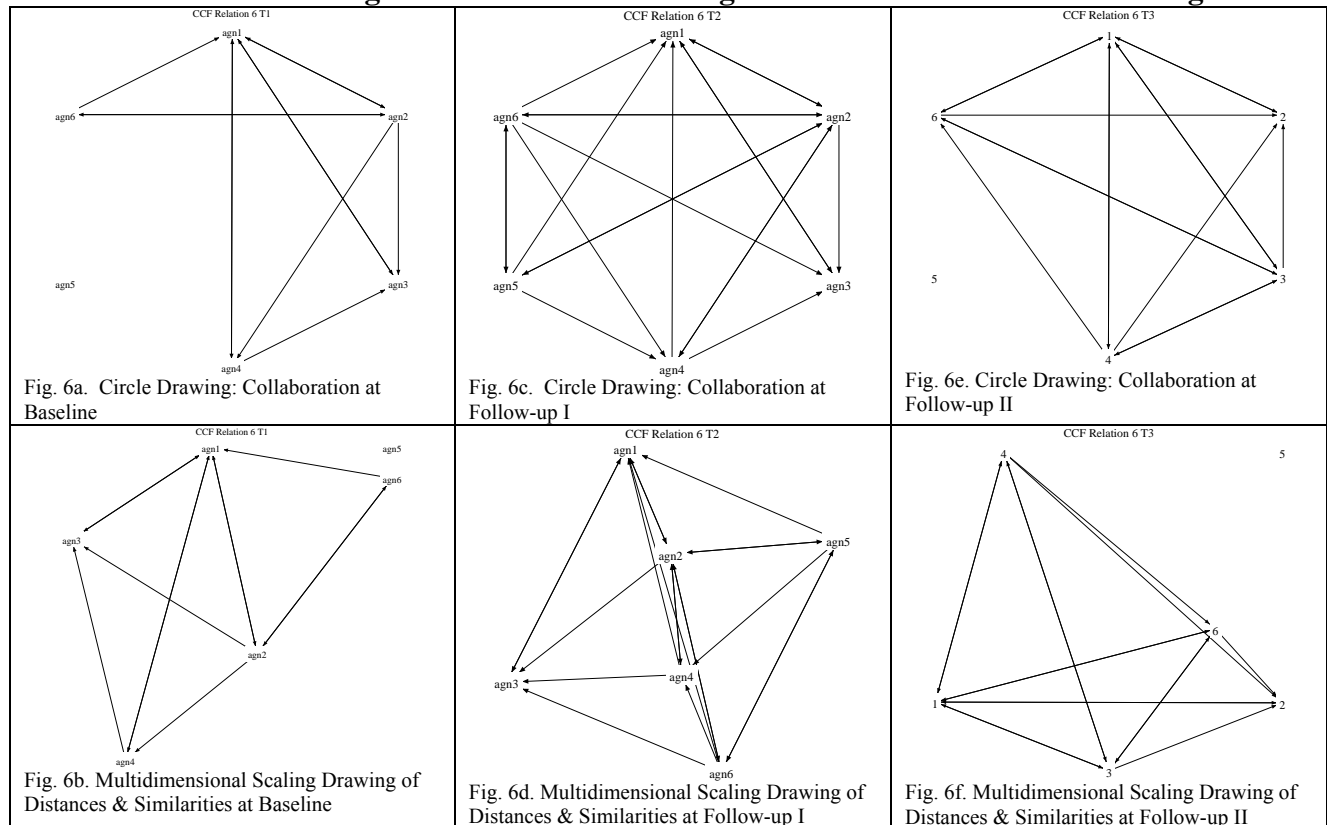
The MDS diagrams for this relation demonstrate that, in working with other partner agencies on funding, five partners had connections at baseline while agency #5 was “isolated” and on the periphery. The baseline network centralization measure of 40% indicates that partners were not equally involved in working on funding activities. At follow-up I, connections among all six

partners had increased, agency #5 was now connected, and network centralization had decreased to 10% indicating that partners were more equally participating in activities related to funding. By follow-up II, although agency #5 was no longer involved, the remaining partners continued collaboration on funding, and the network centralization index (20%) indicates a good level of participation on an equal basis.

**Network Analysis Table 6. Compassion Iowa
Change in Collaboration Among Partners: Work With on Funding**

Agency #	Baseline				Follow-up I				Follow-up II			
	Outdegree		Indegree		Outdegree		Indegree		Outdegree		Indegree	
	#	%	#	%	#	%	#	%	#	%	#	%
1. IFPC	3	60	4	80	2	40	5	100	4	80	4	80
2. ICFBCI	4	80	2	40	5	100	4	80	1	20	4	80
3. MM	1	20	3	60	1	20	4	80	4	80	3	60
4. MTMLC	2	40	2	40	3	60	3	60	4	80	2	40
5. ISU	0	0	0	0	4	80	2	40	0	0	0	0
6. NRCFCP	2	40	1	20	5	100	2	40	3	60	3	60
Avg Degree (std dev)	2.0 (1.29)		2.0 (1.29)		3.3 (1.49)		3.3 (1.11)		2.7 (1.60)		2.7 (1.37)	
Max Nodal Degrees	5		5		5		5		5		5	
Avg Geodesic Distance	1.50				1.43				1.20			
Avg Density (std dev)	40.0% (0.49)				66.7% (0.47)				53.3% (0.50)			
Network Centralization	40.0%				10.0%				20.0%			

**Network Analysis Figure 6. Compassion Iowa
Illustration of Change in Collaboration Among Partners: Work With on Funding**



RELATION: WORK WITH OTHER PARTNER AGENCIES ON COMMUNITY ENGAGEMENT

Network Analysis Table 7 and Figure 7, below, present and illustrate the results from responses at three different time points (baseline, follow-up I and follow-up II) to the question: Do you work with this agency on community engagement?

Average Geodesic Distance. The *average geodesic distance* between partners was 1.50 at baseline, decreasing to 1.27 at follow-up I and again to 1.13 at follow-up II. This demonstrates that each partner, on average, was 1 1/2 “connections” away from other agencies at baseline but became closer over time to an average of approximately 1 1/4 connections away from other agencies at follow-up I, and separated on average by a little more than one connection at follow-up II.

Outdegree. Outdegrees ranged from 0 percent to 80 percent at baseline, 40 to 100 percent at follow-up I, and 0 to 80 percent again at follow-up II (with one agency no longer active). At baseline, four of the partner agencies reported outdegrees greater than average (1.8) while at follow-up I, the average outdegree increased to 3.8 and four partners reported outdegrees greater than the average. Although outdegree activity decreased at follow-up II to an average of 2.3, three partners reported above average outdegree activity.

Indegree. Indegree percentages for this relation at baseline ranged from 0% to 60%, increasing at follow-up I with a range from 40% to 100%, but decreasing at follow-up II to a range of 40% to 60% with one agcy no longer involved. Five of the partners reported indegrees at or greater than average (1.8) at baseline while at follow-up I, the average indegree increased to 3.8 with three agencies reporting the maximum indegree of 5. At follow-up II, the average indegree decreased to 2.3 with four partners reporting above average indegrees and one agency no longer participating.

Density. The measure of density for collaboration related to community engagement was 37% at baseline indicating that a little more than one-third of all possible connections were present at that time. Network density increased at follow-up I to 77% (over 3/4 of possible ties) and then decreased to 47% (less than half of the possible connections) at follow-up II, more than at baseline, even though one agency was no longer active in the network.

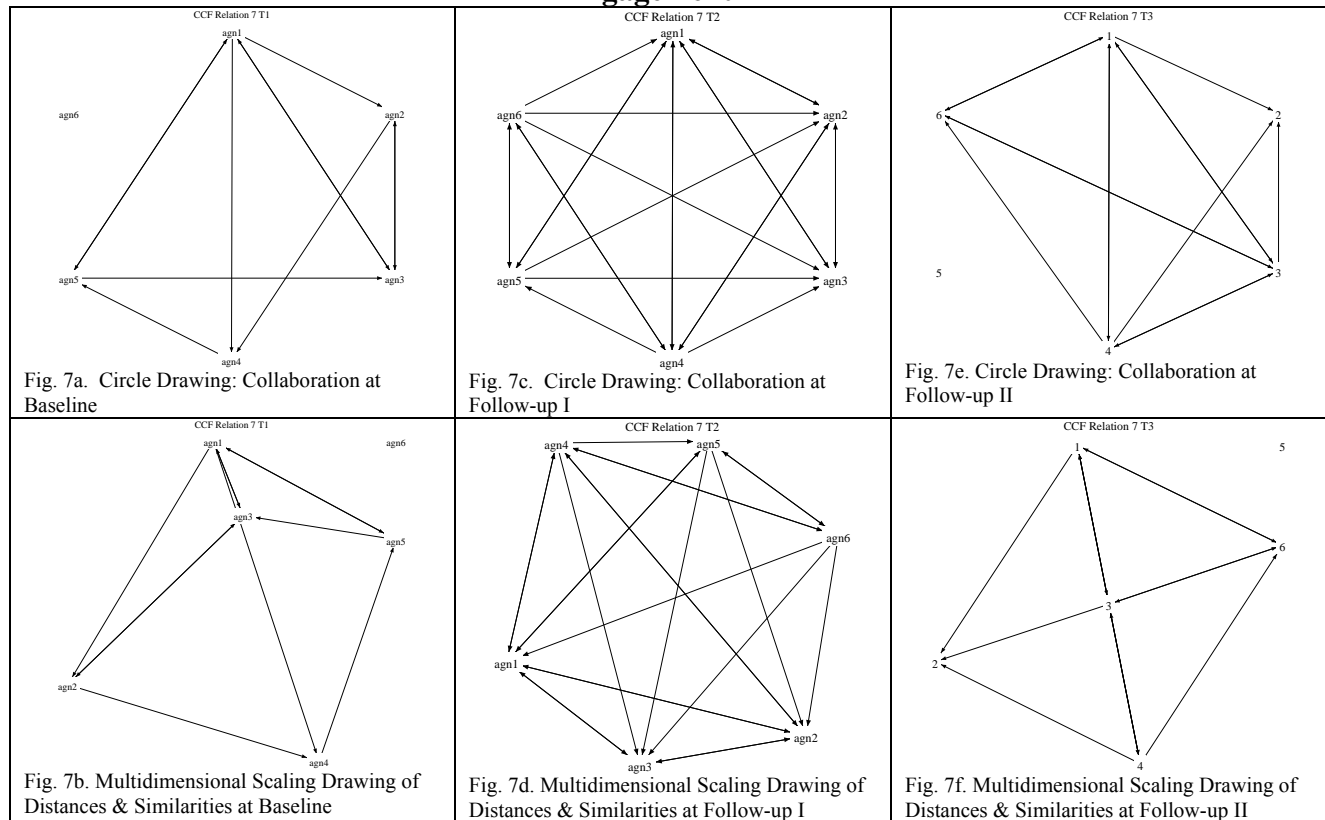
Illustration of Change in Network Collaboration. Network Analysis Figures 7a-7f illustrate the information presented in Network Analysis Table 7. Figures 7a, 7c and 7e are circle illustrations of the connections in the data among agencies. Figures 7b, 7d and 7f use a statistical technique to locate and illustrate the relative position of the nodes called multi-dimensional scaling (MDS). The MDS algorithm locates nodes based on their geodesic distances or shortest path between each pair of nodes. Agencies with more connections have more lines, and the arrowheads indicate direction matching the indegrees and outdegrees from the corresponding table.

The MDS diagrams for this relation demonstrate that, in working with other partner agencies on community engagement, five partners had connections at baseline while agency #6 was “isolated” and on the periphery. The baseline network centralization measure of 40% indicates that partners were not equally involved in working on community engagement activities. At follow-up I, connections among all six partners had increased, agency #6 was now connected, and network centralization had decreased to 0% indicating that partners were at a maximum level of equal participation. By follow-up II, with agency #5 not involved, the remaining partners continued collaboration though the network centralization index (30%) increases from follow-up I, indicating more centralized involvement in activities related to community engagement.

**Network Analysis Table 7. Compassion Iowa
Change in Collaboration Among Partners: Work With on Community Engagement**

Agency #	Baseline				Follow-up I				Follow-up II			
	Outdegree		Indegree		Outdegree		Indegree		Outdegree		Indegree	
	#	%	#	%	#	%	#	%	#	%	#	%
1. IFPC	4	80	2	40	4	80	5	100	4	80	3	60
2. ICFBCI	2	40	2	40	3	60	5	100	0	0	3	60
3. MM	2	40	3	60	2	40	5	100	4	80	3	60
4. MTMLC	1	20	2	40	5	100	3	60	4	80	2	40
5. ISU	2	40	2	40	4	80	3	60	0	0	0	0
6. NRCFCP	0	0	0	0	5	100	2	40	2	40	3	60
Avg Degree (std dev)	1.8 (1.21)		1.8 (0.898)		3.8 (1.07)		3.8 (1.21)		2.3 (1.80)		2.3 (1.11)	
Max Nodal Degrees	5		5		5		5		5		5	
Avg Geodesic Distance	1.50				1.27				1.13			
Avg Density (std dev)	36.7% (0.48)				76.7% (0.42)				46.7% (0.50)			
Network Centralization	40.0%				0.0%				30.0%			

**Network Analysis Figure 7. Compassion Iowa
Illustration of Change in Collaboration Among Partners: Work With on Community Engagement**



Phone Survey

In an effort to add further qualitative data from the perspective of participants in the project (i.e., sub-awardees), anecdotal information and feedback for those implementing the Compassion Iowa project were gathered through a phone survey conducted midway through the sub-awardee funding cycle in the summer of 2006. Contacts were made with two to three individuals in each organization. Results of the phone survey are summarized below.

1. What were your main goals for the project?

The goals described ranged from major development activities such as creating fundraising plans, strategic plans or general organizational plans to increasing capacity in areas organizations that were currently being addressed. were expecting to establish the fundamentals of their organization The more established organizations were expecting to enhance their organization (train workers, create a marketing strategy, identify new funding sources, etc.) . Response examples:

- **To develop and implement a funding plan, a community engagement plan, and an organizational plan.**
- **To enhance our organization. We were looking for help in the area of leadership, organization and fundraising.**
- **To increase the number of clients we serve, to provide better training, and to acquire equipment**
- **To increase the leadership development of staff and board members. To improve the efficiency of staff. To expand program and services.**
- **To increase our capacity to strengthen families**
- **To establish a 3/5 year strategic plan, to establish a diverse board, and to market our organization**

2. Has the project been helpful for building capacity at your agency? How

Twenty-seven individuals answered “yes” to this question. There was one “no” and one “undecided.” Many organizations attributed capacity building to the leadership programs. Other organizations identified gaining a computer, hiring assistance from outside sources, and re-thinking their mission/goals as signs of capacity building.

- **Training in leadership has helped to build capacity.**
- **We are learning how an organization should be structured, and we are learning the characteristics of an effective leader.**
- **Networking with like-minded organizations is invaluable**
- **We have gotten a lot of good educational training and guidance about capacity building. Compassion Iowa has helped us to identify our goals**
- **We now have computers. We use computers to educate our clients, and we use computers to assist clients in finding jobs and housing.**
- **By attending the Move the Mountain sessions, we are learning what needs to be done in order to address poverty.**
- **The educational component from Iowa State University has been helpful in building capacity.**

3. What have you found to be the most helpful? Least helpful?

Most?

Networking, training and knowledge gained was mentioned most frequently by participants. Some examples of responses:

- **The networking. The social agencies in Iowa are like Legos-they all fit together. So, it's good to get together and share ideas.**
- **The training has been the most helpful because we started out not knowing how to set up an organization.**
- **Compassion Iowa's hands on approach. They help us by holding us accountable. They keep us on track.**
- **Learning to narrow our focus. By learning to narrow our focus, we have increased our ability to move forward.**

Least Helpful?

The responses to this were varied, with no particular theme, although there was some consensus on not fitting the programmatic mold. Some examples:

- **The project has been geared towards organizations that are more established than we are. We are a start up organization and there's only one staff person (me). So, all the write ups, meetings, and homework are done by me. There's no other staff. There's only so much time in a week. We are doing so much in a 9 month period. We feel like we are lagging behind on our assignments. We are behind because we are understaffed. We are understaffed because we are under-funded. It's a vicious cycle and I'm the engine that pulls all the boxcars.**
- **The expectation that the awardees forge relationships. By forcing collaboration, networking feels coerced and it takes away from our liberty to develop relationships with those that we targeted (organizations not affiliated with the project).**
- **The regional meetings that are for program oriented organizations. Since our organizations focus on advocacy and not on programs, the information is not so helpful.**
- **There's not enough flexibility for the different types of organizations. They are too rigid.**

4. What motivated you to submit an application?

Most organizations saw the grant as an opportunity to build capacity and gain funding.

- **Our organization was offering programs but we did not have the leadership to run the organization. We needed help on how to bring more people into or organization.**

- **We were looking at constructing a 25 million dollar facility. We needed help with our marketing. We needed to visually show people what we were about.**
- **We were hoping to build long term sustainability for our new program.**
- **Someone in a social agency suggested I fill it out. After reviewing the information it seemed that it would move us along quicker.**

5. What were you hoping to achieve with the grant?

Capacity building was mentioned by many participants, along with the ability to increase their knowledge and skills regarding administrative responsibilities and organizational management as a not-for-profit organization.

- **To learn how to be financially viable**
- **make sure our program was around for a long time**
- **To build a coalition that would address the needs of our clients**
- **We were hoping that the grant would give us the capacity to help people in the community a little better**
- **We felt the grant would allow us to reach more people, to train more people to become marriage counselors.**
- **To build a solid organizational structure**
- **To be equipped to train volunteers, to get a software and bookkeeping system, and to get assistance in financial management and counseling.**
- **To restructure our board, to develop a realistic strategic plan, and to expand our marketing strategies.**

6. Did you have any concerns about submitting your proposal?

The majority of the respondents answered “no” to this question.

- **The time commitments were a concern (trainings)**
- **That the Compassion Fund was linked to a faith-based initiative. We are not a faith-based agency. We were concerned that we would have to adopt a faith based component.**
- **After submitting the application in March, I wondered, “what if my needs change?”**
-

7. [Questions 7 identified the regional partner working with the agency]

8. How many times have you met with your regional manager?

The range was from 1 to 20 times with an average of 6 meetings per awardee. There was one outlier of 20 visits. Excluding the outlier from the equation, the mean was 5 meetings per awardee.

9. About how many hours would you say you have spent one-on-one with a Compassion Iowa Rep.

The range was from 1 to 15 hours spent one-on-one with an average of 4.5 hours.

10. And how much time have you spent in group settings on this project (e.g., TLPs)?

The range was from 15 to 120 hours with an average of 42 hours spent in group settings for the project. There was an outlier of 120 hours, excluding the outlier, the average was 39 hours.

11. Increase in Fund and Resource Development?

- **1 respondents strongly agreed**
- **9 respondent agreed**
- **2 respondents strongly disagreed**
- **13 respondents disagreed**
- **2 respondents were neutral**

a. You indicated that there has been an increase in funding and resource development; can you tell me by what amount? How much is from Public/Private funding

The range was from \$500 to \$25,000 evenly divided between private and public funding.

b. What contributed to the increase?

- **The information shared by Compassion Iowa on the proper ways to approach individuals.**
- **The initiative of our goals and community partnership**
- **The grant contributed to the increase**
- **After taking some of the classes, we became bolder; we would go out and ask for donations.**
- **People seeing what we are doing-community interaction**
- **Writing a program development grant. Our writing skills are attributed to the project.**
- **Working together with other community organizations**

c. If “You indicated that there has not been an increase in funding and resource development;” can you tell me more about your efforts to gain funding/resources?

Six participants reported they have not made any effort to fundraise; two mentioned they have engaged grant writers. Three indicated they are not addressing this issue at this time.

- **We have hired a consultant and we are conferring with a grant writer.**
- **Our goals for the grant did not include fundraising**
- **We are trying to get 501(c)(3) status. We currently fall under a church. We feel that people will be more likely to donate if or organization was separate from the church.**
- **We have developed a plan of action to determine sources of funding.**

- **We are in the process of doing the following: developing a marketing plan, training staff on how to fundraise, developing a donor database, and adding credibility to our organization by establishing financial polices and procedures.**

d. What contributed to that?

- **Getting awarded the grant money**
- **We were making progress before the grant**
- **The grant has given us security and confidence.**
- **The award, TLP training, and the ISU Nonprofit management courses**

12. Agency serves more clients?

a. By what number?

16 participants strongly agreed/agreed. Seven participants neither agreed or disagreed. The answers varied from serving three more people to a 50% increase in clientele.

Five participants indicated they were not seeing more clients, some of the reasons given were due to size of facility/organizational capacity and that is was not a goal to increase their client population.

13. What is one suggestion you would make to the leadership of Compassion Iowa to improve their efforts to help build capacity in your area among faith-based and community organizations?

Slowing down the process was mentioned by some of the awardees; reducing the length of time spent in meetings was also a frequently mentioned concern. Communication between leadership and awardees needs to increase.

- **The two day meetings can be condensed into one day. We have to hire babysitter and pay for mileage; our time should be better utilized.**
- **Slow down the training and allow us to absorb it. We are trying to absorb so much in a short period of time. It is almost overwhelming.**
- **There should be more communication from the regional manager and better clarification concerning the reporting assignments.**
- **Less lecture time and more networking with organizations throughout the state.**

14. Is there anything you need more of ?

Money was the most frequently mentioned need, with close to half of the awardees asking for more money. Need for more time was also at the forefront of needs. Other needs were more time with leadership. Nine respondents stated they did not need anything.

- **I need more time to get everything done.**
- **Flexibility surrounding meeting times**
- **More one-on-one dialogue with the leadership of Compassion Iowa.**
- **I need more assistance in setting up our financial record keeping system.**

15. Less of ?

Time spent in meetings was mentioned by less than 25% of respondents, along with paperwork, but it was the most frequent consistent remark across all sites. Otherwise the majority responded NO to this question.

- **Less time wasted. There's a group between the start-up organizations and the well established organizations. The well established organization has to sit through what they already know.**
- **Paperwork.**

16. Is there anything else you want to make sure the project knows concerning what awardees think about the project?

A wide variety of responses were reported for this question with some respondents feeling there should have been more separation between the start-up and established organizations, to glowing remarks about the value of the program and requests for more collaboration.

- **The project should separate the awardees into two categories-the start-ups and the more established organizations.**
- **There should be more flexibility for meeting attendance. People have jobs and getting off work for two days can be a strain.**
- **The project should encourage collaboration among FBO and CBO that are not part of the project.**
- **Compassion Iowa is like an angel to my organization.**

17. Since you first attended the bidders conference, do you think your organizational capacity has increased in the area of:

a. Leadership Development

Twenty-five out of twenty-six participants stated that their organizational capacity has increased in the area of leadership development.

- **We are learning the difference between leadership and management.**
- **Our board of directors is beginning to understand their role in the organization.**

b. Organizational Development

Twenty-two respondents answered “yes” while 12 respondents answered “no.”

- **We have developed an effective board and a steering committee.**
- **We have developed a structural change in our organization.**
- **Our staff efficiency has improved.**
- **The grant has made the development of our organization possible.**
- **We now have an operating book-keeping system.**
- **Yes, but not as fast as we would like. The project has shown us that we have a lot of work to do.**
- **Our consultant spent a week with us. This was critical to the framework of our organization.**
- **No. The grant has not impacted our organizational development much. We knew where we were going.**

c. Programs/Services

Over half the respondents indicated they are seeing changes in the area of programs and services. 12 respondents indicated there has been no change to-date, but of the organizations that are seeing changes, respondents have been able to add staff, increase programming, and increase their networking.

- **We are adding services and creating partnerships that previously did not exist.**
- **No. We have not yet implemented any changes in our programs and services.**
- **We are in the process of developing more educational programs for the communities we serve.**
- **The award has allowed us to develop a program that serves as a critical component to our organization.**
- **As a result of the grant, we have the capacity to teach community skills and ESL.**
- **Networking has contributed to increased capacity in our programs and services.**

d. Funding

Although close to half of the organizations indicated there has been no change in regards to funding, eight respondents indicated their capacity to get increased funding has improved; others indicated that their focus regarding funding has been shaped by the program.

- **A foundation has been laid in the area of funding. This foundation will allow us to move into different funding revenues.**
- **The management series classes and the grant-writing sessions have helped my organization by identifying funding sources.**
- **No. Funding was not one of our objectives.**
- **Our potential and ability has increased in the area of fundraising. I feel competent in the area of fundraising.**

- **No. Our capacity for funding has increased, but our actual funds have not increased.**
- **Community partnership has assisted in building funding.**

e. Community Engagement

Over half of the respondents indicated they have increased their ability to increase community engagement. Networking with other agencies/entities in their community has been key to community engagement.

- **Our organization is learning how to go out and promote the agency. We are learning that community engagement is more of group collaboration instead of an individual work.**
- **We are working with different agencies in the community. The project has encouraged us to step outside of our walls.**
- **No. We have always been strong in this area.**
- **No. I am protective about preserving my organization. Community engagement requires you to plant into someone else's vision.**
- **We have more community collaboration and organization. This allows us to discuss pertinent issues like conflict resolution.**
- **The trainings has taught us to enlarge our leadership circle and we are now networking with other organizations.**
- **We have gained more contacts. The project has given us confidence in how we build relationships and how we leverage community resources.**
- **We had very little community engagement before the grant; now we are interacting with numerous entities.**

18. Are there any key organizational *best practices* that you've recently implemented? (Identify the key organizational best practices that have been implemented in your agency). Tell me more about it/them.

Of the respondents who indicated they have recently implemented some key organizational best practices, they tended to be centered around procedural issues in their organization. The majority of those we interviewed reported some "best practice" had been implemented while four indicated that they were not sure what a "best practice" is and ten indicated there have not been any key organizational best practices implemented at this point in time.

- **We are in the process of increasing our computer use, increasing our marketing strategies, and creating a news letter.**
- **We are in the process of incorporating our organization.**
- **We have developed policies and procedures, a mission statement, a power point presentation, and various committees.**
- **We have adopted bylaws and a policy on handling conflicts of interests. We adopted these practices after reading a book supplied by the project.**

- **We have established a strategic planning process. The strategic planning process allows us to evaluate where we are currently and where we are trying to go.**
- **We have narrowed our focus. At the beginning, we were focusing on too many areas. By narrowing our focus, we were able to be more productive.**
- **A program that we have implemented is a best practice. The program is established in literature and it has helped build our capacity.**
- **We have a bench-marking plan. This plan enables us to evaluate or performance in board development, staffing, fundraising, and marketing.**
- **Our community engagement has served as a best practice.**

FINDINGS AND LESSONS LEARNED

Iowa Compassion Capital Project

I. What design flaws did you encounter in your CCF project that may have limited its effectiveness or efficiency?

Our experience was that there were no design flaws. Some lessons learned were unanticipated prior to project implementation, however, our design worked providing a solid foundation on which adaptations could be developed as needed throughout the project without compromising or adversely affecting the basic plan.

II. Explain how your program achieved its annual performance goals. Explain how it demonstrated improved efficiencies or cost-effectiveness in achieving those goals each year.

1) Liaison with State Agencies. One of the strategies used to create efficiencies and cost-effectiveness by the Iowa Compassion Capital Project (ICCP) was to invite State of Iowa government agencies to assist us build the capacity of our FBCOs. This action enabled the project to enhance and expand the knowledge base of our Iowa FBCOs in efficient and cost-effective ways. A) The Project Director used past relationships with state agencies to regularly refer FBCOs to specific agency staff members for more in-depth information; B) Agencies were provided periodic briefs regarding project progress. An example was the project's relationship with the HUD faith-based representative who regularly publicized project events and involved our FBCOs in agency training programs. Likewise, staffers at the Iowa Department of Human Services and Iowa Department of Corrections regularly provided liaison assistance both directly and through the project office. The Iowa Refugee Office also met with two of our FBCOs to learn from them and to consider how FBCO refugee groups in Des Moines and Cedar Rapids could best work together and use agency resources. C) Eleven state agency staff members representing seven agencies served as reviewers/responders for outcome presentations made by each of the project's 27 sub-awardees in Des Moines during the project's last major session. This extra technical assistance served to further strengthen and embellish the project's scheduled T/TA activities, and inform state agencies of the state's grassroots FBCO role and their valuable contributions made to the lives of those most in need. In addition, new relationships were built for ongoing communication and new, future local/regional/statewide service delivery.

2) Fiscal efficiencies and effectiveness. The Iowa project promoted its bidders conferences, in part, using the Iowa Communications Network (ICN), a statewide fiber-optic network facilitated through the State of Iowa at extremely reasonable rates. The project conducted sessions at 22 different sites across the state using library, school, community college, and hospital locations in smaller communities. This was accomplished in addition to the five on-site presentations made in the larger cities.

3) Funding resources. Multiple grant writing workshops were held in each of the five regions that capitalized on common funding resource needs and pertinent grant opportunities. As a result, plans were set by nearly 60% of all attendees to submit a foundation, state or federal grant

application in future months that directly addressed their best practice and models developed from and/or enhanced by project activity.

4) Sixty (60) one-day management courses were delivered through a special *Regional Management Series* using Iowa State University Extension Service teaching staff in all five regions of the state. The courses directly reflected a survey of attendees at the original bidder conferences and fiber-optic sessions. They were conducted at Extension offices thus proving to be both cost-effective and efficient in their facilitation.

5) The project's organizational structure of regionally-based managers and alternating monthly regional meetings for FBCOs provided the project an efficient and cost-effective means of staying in touch with progress toward achievement of outcomes and less travel cost for FBCOs. The use of still more traditional but effective means of personal communication (i.e. telephone, email, fax) further contributed to the project's effectiveness.

III. Share lessons learned and promising practices.

1) RFP Budgetary Stipulations. An efficient and effective Intermediary capacity building project starts with a serviceable RFP complete with clear narrative and budgetary components. A common tendency is for small, grassroots organizations to 'front load' their budgets with personnel/staff and supplies (PowerPoint projectors, etc.) items, and to not consider outside assistance—consultants—who can play a more central role in helping them achieve capacity building success. Change comes from the outside as well as within the organization. If the RFP is not clear, indeed, prescriptive in its budgetary requirements, the project will suffer from an overdose of physical "things" and not enjoy the consultation of experts equipped to move the organization forward. Meaningful outcomes are difficult to achieve through "things." Our RFP stated that personnel/staff/fringe costs could represent no more than 35% of the total budget (\$15,000). A budgetary limitation was not placed on supplies. Perhaps future Intermediaries should consider this stipulation.

2) Sub-awardee grant funds tied to measurable activities. Project staff must ask "What are the outcomes that might potentially emerge from the funds provided this sub-awardee application?" This answer should be clear before the award is granted to the FBCO. Thus, it is imperative that each submitted budget item be aligned with concrete narrative outcomes. In many cases, a re-alignment will need to be completed before funds are granted. This activity seems so elementary but, in essence, can be left undone.

3) Site Visits to Sub-Awardee Finalists. It is imperative that site visits be made to sub-awardee finalists to: a. survey the organization's attitude toward and readiness for capacity building, b. measure what was stated against what is observed, c. clarify intended outcomes with specific budget figures, d. clarify mutual Intermediary and FBCO obligations, e. obtain additional information, and f. answer additional questions. The ICCP used the TCC Group's Organizational Assessment Tool to further qualify and screen sub-awardee applicants.

4) Cultural Diversity. An Intermediary project can benefit by providing organizations with extraordinary cultural diversity a sub-grant award. Our experience in providing new capacity

for two African refugee groups (Des Moines and Cedar Rapids) who had not previously met resulted in new collaborative activity, liaison with Iowa's Office of Refugee Service, and enhanced cultural understanding by other sub-grantee organizational staff members.

5) Liaison with State Government Offices. Intermediaries, especially faith-based organizations, should actively invite state government officials and staff members to observe and participate in project functions, especially those involving sub-grantee activity. The ICCP project did so at various stages of its project. Some of the activities were to a. communicate bidder conferences through the state's Iowa Communications Network and staff collaboration, b. invite government officials/staff to attend the bidder conferences, c. refer sub-awardee questions, ideas, and resources to state/federal government office and visa versa, d. invite agency personnel to address gatherings of sub-awardee staff, e. alert government officials to quality work being accomplished by FBCOs in specific areas of the state, and f. involve state agency staff as reviewers of sub-awardee outcome presentations.

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(Network Analysis section)

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APPENDICES

Appendix A

List of Eleven Outcomes (Pick List)

Appendix B

Network Survey

Appendix C

Phone Survey Guide

Outcomes

- 1. To increase the adaptive capacity of the organization to **monitor and assess internal and external changes.**
- 2. To increase the adaptive capacity of the organization **to respond to internal and external changes and opportunities.**
- 3. To increase the leadership capacity of the organization **to create and sustain the vision, inspire, model, prioritize, make decisions, provide direction and innovate.**
- 4. To increase the management capacity of the organization **to use resources effectively and efficiently.**
- 5. To increase the technical capacity of the organization **to utilize volunteers.**
- 6. To increase the technical capacity of the organization **to utilize technology.**
- 7. To increase the technical capacity of the organization **to offer social services.**
- 8. To increase the technical capacity of the organization **to keep effective records.**
- 9. To increase the technical capacity of the organization **to raise funds.**
- 10. To increase the technical capacity of the organization **to manage funds.**
- 11. To increase the technical capacity of the organization **to evaluate its effectiveness.**

IFPC is evaluating services provided through the Compassion Capital Fund. The purpose of this survey is to gain information from organizations and agencies that have received awards. Please complete the questionnaire and return it via fax to 319.335.4964, or by regular mail to Brad Richardson, Ph.D, University of Iowa, 100 Oakdale Campus #W206, Iowa City, Iowa 52242-5000. Your responses will be kept confidential. Only the University of Iowa will have access to your questionnaire. If you have any questions, please contact Dr. Brad Richardson at 319-335-4924 or by (cell) 515.771.3589.

Please answer the following questions that tell us a little about you:

Please check a response in each box.

GENDER: Male Female

ETHNICITY: Hispanic or Latino Not Hispanic or Latino

RACE: White Black Asian Native American Multiracial Other/please specify: _____

Please answer the following questions. You may use the other side of this sheet if there is not enough space for your responses.

1. What outcomes have you identified for your part of the Compassion Iowa project?

2. What do you think is needed most to help increase your ability to serve those with whom you will work?

3. Please list individuals, community groups, government agencies or service organizations that you believe should be included in efforts to serve those with whom you will work?

Please indicate the extent to which you agree or disagree with the following statements
 [SA = strongly agree, A = agree, N =neither agree nor disagree, D = disagree, SD = strongly disagree]

<p>1. Compassion Iowa partners have trust in one another. SA A N D SD</p> <p>2. There is a clear, shared vision for what we are trying to do to serve agencies in communities across the state. SA A N D SD</p> <p>3. We do a good job at documenting our progress (outcomes). SA A N D SD</p> <p>4. Our project has measurable results that we want to achieve in serving organizations in order to build their capacity. SA A N D SD</p> <p>5. Tasks are appropriately distributed among partners. SA A N D SD</p> <p>6. Partner staff are representative of the populations they work with. SA A N D SD</p> <p>7. We have effective rules for handling conflict. SA A N D SD</p> <p>8. The CI partners have an effective process for making decisions. SA A N D SD</p> <p>9. We have a clear action plan for building capacity among organizations who request our assistance. SA A N D SD</p> <p>10. Some partners seem to have more power in making decisions about how we proceed than others. SA A N D SD</p> <p>11. Our CI partnership adequately meets the cultural and language needs of minorities. SA A N D SD</p> <p>12. Our CI partnership seeks to bring in new members to participate in planning, training and technical assistance on an ongoing basis. SA A N D SD</p>	<p>13. The amount of time spent in meetings is appropriate. SA A N D SD</p> <p>14. The project keeps the larger community well-informed about our work in serving organizations in communities throughout the state. SA A N D SD</p> <p>15. Our community has a plan for evaluating results and using results to improve our services. SA A N D SD</p> <p>16. I feel that the CI partnership is making progress toward building capacity among small agencies throughout the state. SA A N D SD</p> <p>17. Consumers are involved in planning and decision-making. SA A N D SD</p> <p>18. We plan for sustaining initiatives after initial grant funds run out. SA A N D SD</p> <p>19. I have an equal voice within this collaboration. SA A N D SD</p> <p>20. Members of the CI partnership openly discuss self-interests. SA A N D SD</p> <p>21. Partners effectively communicate with each other. SA A N D SD</p> <p>22. Partners agree on issues of importance. SA A N D SD</p> <p>23. Partners commonly share information and resources to assist each other. SA A N D SD</p> <p>24. This partnership is effective in capacity-building. SA A N D SD</p>
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**INTERVIEW GUIDE FOR COMPASSION IOWA
CAPACITY BUILDING DEMONSTRATION PROGRAM
DHHS-OCS-COMPASSION CAPITAL FUND INITIATIVE**

Name and Title: _____

Name of Agency: _____

Phone: _____

Introduction

Hi, my name is _____. I work for the University of Iowa School of Social Work's National Resource Center for Family Centered Practice. We are conducting the evaluation and report to the Federal Gov't on the performance of the Compassion Capital Fund Demonstration Project in Iowa and I'd like to talk with you for just a few minutes about your project.

We will be writing a brief summary from input we gather from those across the state who have been involved with Compassion Iowa as awardees. (If asked - no names will be included in anything we write and if there's something you don't want us to include, you can say that, too. We will hold everything said here in confidence and will not identify any individuals we talk to in any summary report that we write.)

Setting the Tone

Before beginning I'd like to get a little background about what the original proposal was about and how you feel generally about working with the Compassion Iowa group.

- 1.1. **What were your main goals for the project?**
- 1.2. ***Has the project been helpful for building capacity at your agency?***
How?
- 1.3. **What have you found to be most helpful?**
- 1.4. **Least helpful?**
2. **What motivated you to submit an application?**
 - 2.1. **What were you hoping to achieve with the grant?**
 - 2.2. **Did you have any concerns about submitting your proposal?**
3. **Now let's talk a little about your experience as an awardee.**
 - 3.1 **Who is the regional manager for the Compassion Iowa Project in your area?**

3.2. How many times have you met with your regional manager?

4. About how many hours would you say you have spent one-on-one with a Compassion Iowa representative?

5. And how much time have you spent in group settings on this project (e.g., TLPs)?

Now I'm going to read a few statements to you and you tell me if you strongly agree, agree, disagree or strongly disagree:

Since your Award began in June:

6. Staff in your agency are more skilled.

SA A N D SD

7. The agency is working more with other organizations in the community.

SA A N D SD

8. There has been an increase in fund development.

SA A N D SD

[If q8 is SA, A]

8.1. You indicated that there has been an increase in funding and resource development; can you tell me by what amount?

A. How much is from Public Funding?

B. How much is from Private Funding?

8.2 Probe: What do you think contributed to that?

[If q8 is SD, D]

8.3 You indicated that there has not been an increase in funding and resource development; can you tell me more about your efforts to gain funding/resources?

8.4. Probe: What do you think contributed to that?

9. Funding sources are more diverse.

SA A N D SD

10. There has been an increase in networking or collaborative relationships.

SA A N D SD

11. My agency can now serve more clients.

SA A N D SD

[If q11 is SA, A]

11. 1 You indicated that there has been an increase in the number of clients served through the organization; can you tell me by what number?

[If q11 is SD, D]

11.2 You indicated that there has not been an increase in the number of additional person served through the organization; can you tell me why?

12. We have more services than we had last year.

SA A N D SD

13. Our agency has more leadership skills.

SA A N D SD

14. I feel like the capacity of my agency has increased.

SA A N D SD

15. There has been an improvement in the social services provided by my agency.

SA A N D SD

16. There has been an expansion in the social services provided by my agency.

SA A N D SD

17. What is one suggestion you would make to the leadership of Compassion Iowa to improve their efforts to help build capacity in your area among faith-based and community organizations?

18. Is there anything you need more of ?

18.1 Less of ?

19. Is there anything else you want to make sure the project knows concerning what awardees think about the project?

20. Since you first attended the bidders conference, do you think your organizational capacity has increased in the area of:

a. Leadership Development

If yes, Could you tell me more about that, or how has that been accomplished?

b. Organizational Dev

If yes, Could you tell me more about that, or how has that been accomplished?

c. Programs/Services

If yes, Could you tell me more about that, or how has that been accomplished?

d. Funding

If yes, Could you tell me more about that, or how has that been accomplished?

e. Community Engagement

If yes, Could you tell me more about that, or how has that been accomplished?

21. Are there any key organizational *best practices* that you've recently implemented? (Identify the key organizational best practices that have been implemented in your agency).

21.1 Can you tell me more about it/them

Conclusion:

Thank you for everything you've shared today. We truly appreciate the time you've given us. We will be taking this information and turning it into a summary report to share with the project. Again, thank you so much for your time and commitment. We will do our best to communicate feedback to Compassion Iowa so they can continually improve the project.

**Guidance for Final Performance Report
CCF Demonstration Projects (FY 2005 Grantees)**

I. Grant Information - Provide the following information:

- o grant number **90EJ0053/01**
- o grantee organization name **Iowa Family Policy Center**
- o funding priority area: at-risk youth, marriage, homeless, or rural communities **N/A**
- o grantee type (i.e., faith-based charity, secular non-profit, government entity, or public/private partnership) **faith-based charity**
- o target population (geography, ethnicity) **State of Iowa, all ethnicities**
- o period covered by report **October 1, 2005 – February 28, 2007**
- o contact person name, address, telephone/e-mail **Michael Hartwig, 1100 N. Hickory Blvd., Suite 107, Pleasant Hill, IA 50327 515.263.3495, mhartwig@iowaprofamily.org**

II. Summary of activities - Detail CCF activities as originally outlined in your application’s proposed strategy, and discuss major revisions to the originally proposed strategy during the course of your project. Using tables with appropriate narrative explanation, concisely describe how your project’s actual activities reflect your proposed and/or amended approach. Include target and actual numbers for units of service as well as financial activity.

- A. Units of Service** - Provide information on the amount of subawards issued and quantify the amount of training and technical assistance provided for the project period. Also provide the number of organizations served for each type of service. Separate out the number and amount of awards issued to faith-based organizations (FBOs) and other community-based organizations (CBOs).

Unit of service		Number of units of service		Number of organizations served	
Service	Unit	Target	Actual	Target	Actual
Subawards	dollars				
<i>FBOs</i>	\$	184415	184806	16	16
<i>CBOs</i>	\$	135585	135473	11	11
<i>One-on-one technical assistance</i>	hours	4165	7910	27	27
<i>Training</i>	hours	8474	8625	27	27

NOTE: Some non-sub-awardees received training and technical assistance but are not included in this table.

B. Financial Activity – Provide or attach the following information on financial activity for your project for the project period.

- Project activities as itemized in your program’s most recently [approved budget](#). List approved budgeted items, as well as items over \$1000 which were not approved budget items. The activity description should specify the cost item and contain a few words describing the purpose for the cost.
- The date of most recent approved budget. **November 8, 2005**
- Approved budget amounts for each activity.
- Actual amount spent for each activity.

Activity / use of funds	Approved Budget	Actual amount spent
A. Personnel	\$ 7,990	\$ 8,535
1. Project Administrator	\$ 34,986	\$ 37,481
2. Project PI	\$ 49,980	
3. Project Director	\$ 24,990	\$ 32,635
4. Project Assistant		\$ 11,466
5. Project Fiscal Officer	\$ 14,994	\$ 16,000
6. IFPC Staff Salary Compensation	\$ -	
B. Fringe Benefits		
1. Project Administrator	\$ 1,598	\$ 1,617
2. Project PI	\$ 6,997	\$ 6,979
3. Project Director	\$ 9,996	
4. Project Assistant	\$ 4,998	\$ 7,490
6. Project Fiscal Officer	\$ 2,999	\$ 2,288
C. Travel		
1. Project Ground Travel		
a. Central Center	\$ 12,888	\$ 6,312
b. Regional Centers	\$ 6,283	\$ 8,974
2. Out-of-state travel	\$ 2,500	\$ 4,429
D. Equipment		
1. Central Region	\$ -	\$ -
2. Northwest Region	\$ -	\$ -
3. Southeast Region	\$ -	\$ -
4. Southwest Region	\$ -	\$ -
5. Northeast Region	\$ -	\$ -
E. Supplies	\$ 5,000	\$ 17,027.64
1. Central	\$ 5,000	\$ 1,493.20
2. Regional		
F. Contractual	\$100,000	\$ 123,937.42
1. Intermediary Partners	\$ 80,000	\$ -
a. Move The Mountain		
b. Beyond Welfare	\$ 30,000	\$ 61,158.80
c. Iowa State University Extension Service	\$ -	\$ -
d. Marriage Matters of Iowa	\$ -	\$ 66,379.00
e. Iowa Center for FBCO Initiatives		\$ -
2. Regional Intermediary Partners	\$ 8,000	\$ 11,052.00
a. Northwest IFPC	\$ 8,000	\$ 8,000.00
b. Southeast IFPC	\$ 8,000	\$ 7,000.00
c. Southwest IFPC	\$ 8,000	\$ 4,571.00
d. Northeast, Beyond Welfare	\$ 43,200	\$ 43,200.00
3. Project Internal Evaluator	\$ -	\$ 10,000.00
4. Grant Audit		
G. Construction (n/a)		
H. Other	\$ -	\$ 11,700.00
1. Rent/Utilities (central office)	\$ -	\$ -
2. Rent/Utilities	\$ 2,500	\$ 2,503.56
3. CCT Group Organizational Development Tool	\$ 1,101	\$ 4,282.68

4. Printing	\$ -	\$ -
5. Telephone/Internet/ICN		
6. Subgrant Award Funds	\$ 320,000	\$ 322,305.62

C. Subawards – Provide information on each sub-award provided during the project period, including:

- Name of each sub-award recipient
- Brief description of each organization, including organization type (i.e. faith-based or community-based organization) and history of federal funding
- Location of sub-award recipient: city and state
- The use of funds

Award amount

Name of sub-award recipient	Organization Description	Location	Use of Funds	Award Amount
1) Calvary Family Center	Calvary Family Center is a faith-based charity targeting the African-American/Black community of Ft. Dodge. The services of Calvary Family Center focus on the following: at-risk youth.	Ft. Dodge	Contractual-\$5,450 Training-\$260 Travel-\$1250 Supplies-\$3138	\$10,098
2) Center for Financial Education	The Center for Financial Education is a faith-based charity targeting the Hispanic/Latino community of Sioux City. The services of the Center for Financial Education focus in the following: rural communities, families in need, and marriage education and preparation services.	Sioux Center	Contractual-\$1,000 Training-\$2,500 Travel-\$1,000 Supplies-\$6,675 Personnel-\$1,000	\$12,175
3) Church of Damascus Road	The Church of the Damascus Road is a faith-based charity targeting all ethnicities of the community of Ft. Dodge. The services of The Church of the Damascus Road focus on the following: families in transition from welfare to work, prisoners re-entering the community, children of prisoners, addicts, marriage education and preparation services.	Ft. Dodge	Contractual-\$3,680 Training-\$550 Travel-\$1,424 Supplies-\$2,800 Personnel-\$1,700	\$10,154
4) Faith in Action Senior Volunteer Program	Faith in Action Senior Volunteer Program is a secular organization (no ethnic targets) in Rock Valley, Iowa. The services of the Faith in Action Senior Volunteer Program focus on the following: rural communities and elders in need.	Rock Valley	Contractual-\$5,900 Training-\$3,300 Travel-\$1,000 Supplies-\$1,100 Personnel-\$3,500	\$14,800

Name of sub-award recipient	Organization Description	Location	Use of Funds	Award Amount
5) Christian Community Development	Christian Community Development is a faith-based organization targeting all ethnicities of the community of Waterloo. The services of Christian Community Development focus on the following: homelessness, families in transition from welfare to work, prisoners re-entering the community, children of prisoners, addicts	Waterloo	Contractual- \$3,100 Travel- \$1,000 Supplies- \$4,650 Personnel- \$1,625	\$10,375
6) Family and Children's Council	Family and Children's Council/Harambee Coalition is a secular organization targeting the African-American/Black community of Waterloo. The services of the Family and Children's Council/Harambee Coalition focus on the following: at-risk youth.	Waterloo	Contractual- \$3,405 Training- \$1,975 Travel- \$1,475 Supplies- \$2,700 Personnel- \$1,000	\$10,555
7) Generation Sans Frontieres	Generation Sans Frontieres is a secular organization targeting the African-American community of Cedar Rapids. The services of Generations San Frontieres focus on the following: at-risk youth, homelessness, elders in need, families in transition from welfare to work, addicts marriage education and preparation services.	Cedar Rapids	Contractual- \$2,000 Travel- \$1,000 Supplies- \$5,140 Personnel- 1,000	\$9,140
8) His Hands Ministry	His Hands Ministry is a faith-based charity targeting all ethnicities of the community of Cedar Rapids. The services of His Hands Ministry focus on the following: at-risk youth, homelessness, families in transition from welfare to work, prisoners re-entering the community, children of prisoners, addicts, marriage education and preparation services.	Cedar Rapids	Contractual- \$2,995 Training- \$2,670 Travel- \$1,604 Supplies- \$2,150 Personnel- \$2,500	\$11,919

Name of sub-award recipient	Organization Description	Location	Use of Funds	Award Amount
9) North Liberty Community Food and Clothing Pantry	North Liberty Community Food & Clothing Pantry is a faith-based organization that targets all ethnicities of the community of North Liberty. The services of North Liberty Community Food & Clothing Pantry focus on the following: homelessness, rural communities, elders in need, and families in transition from welfare to work.	North Liberty	Training - \$175 Travel - \$1500 Supplies - \$3655 Personnel - \$2615 Contractual - \$1700	\$9,645
10) Adult Activity Center	Adult Activity Center is a public/private partnership targeting all ethnicities of the community of Montezuma. The services of Adult Activity Center focus on the following: rural communities and elders in need.	Montezuma	Contractual- \$5,404 Training- \$552 Travel- \$1,125 Supplies- \$3,151	\$10,232
11) Muscatine Center for Social Action	Muscatine Center for Social Action is a secular organization targeting all ethnicities of the community of Muscatine. The services of Muscatine Center for Social Action focus on the following: homelessness, families in transition from welfare to work, and addicts.	Muscatine	Training- \$2,760 Travel- \$1,200 Supplies- \$10,018	\$13,978
12) New Hope Community Inc.	New Hope Community is a faith-based charity (no ethnic target). The services of New Hope Community focus on the following: at-risk youth, homelessness, families in transition from welfare to work, and marriage education and preparation services.	Oskaloosa	Contractual- \$4,350 Training- \$800 Travel- \$1,000 Supplies- \$3,000 Personnel- \$2,928	\$12,078
13) Ottumwa Community Outreach Ministry	Ottumwa Community Outreach Ministry is a faith-based charity targeting the Asian-American and Hispanic/Latino communities of Ottumwa. The services of Ottumwa Community Outreach Ministry focus on the following: homelessness, rural communities, and prisoners re-entering the community.	Ottumwa	Contractual- \$2,725 Training- \$1,900 Travel- \$1,000 Supplies- \$3,200 Personnel- \$3,500	\$12,325

Name of sub-award recipient	Organization Description	Location	Use of Funds	Award Amount
14) Community Outreach Committee	Community Outreach Committee is a faith-based charity targeting the Hispanic/Latino community of Council Bluffs. The services of Community Outreach Committee focus on the following: homelessness, and families in transition from welfare to work.	Council Bluffs	Contractual- \$5,500 Travel- \$2,000 Supplies- \$2,600	\$10,100
15) MICAH House	MICAH House is a secular organization targeting all ethnicities of the community of Council Bluffs. The services of MICAH House focus on homelessness.	Council Bluffs	Contractual- \$5,180 Travel- \$1,000 Supplies- \$6,000 Personnel- \$1,000	\$13,180
16) Shelby County Community Outreach	Shelby County Community Outreach is a faith-based charity (no ethnic target) in Harlan, IA. The services of Shelby County Community Outreach focus on the following: at-risk youth, homelessness, rural communities, elders in need, and families in transition from welfare to work.	Harlan	Contractual- \$1,385 Training- \$2,100 Travel- \$1,000 Supplies- \$3,800 Personnel- \$3,500	\$11,785
17) Trailblazers	Trailblazers is a faith-based charity targeting Hispanic/Latino and African-American/Black communities of Council Bluffs. The services of Trailblazers focus on the following: at-risk youth, gang influence and involvement, homelessness, elders in need, families in transition from welfare to work, prisoners re-entering the community, children of prisoners, addicts, and marriage education and preparation services.	Council Bluffs	Contractual- \$1,500 Training- \$100 Travel- \$1,000 Supplies- \$7,660 Personnel- \$3,380	\$13,640
18) Venture Hope	Venture Hope is a public/private partnership targeting the Hispanic/Latino community of Council Bluffs. The services of Venture Hope focus on the following: at-risk youth, homelessness, and prisoners re-entering the community.	Council Bluffs	Contractual- \$3,000 Training- \$1500 Travel- \$1000 Supplies- \$5,500 Personnel- \$1,800	\$12,800

Name of sub-award recipient	Organization Description	Location	Use of Funds	Award Amount
19) Boone County CARES	Boone County CARES is public private partnership targeting all ethnicities of the community of Boone. The services of Boone County CARES focus on the following: At-risk youth, homelessness, families in transition from welfare to work, and children of prisoners, and addicts.	Boone	Contractual- \$1,850 Training- \$7,000 Travel- \$1,000 Supplies- \$2,450 Personnel- \$2,700	\$15,000
20) Kingsway Christian College	Kingsway Christian College is a faith-based organization targeting the Hispanic/Latino and African-American/Black community of Des Moines. The services of Kingsway Christian focus on the following: marriage education and preparation.	Des Moines	Contractual- \$8,979 Supplies- \$3,079 Personnel- \$1,300	\$13,358
21) Pathway Enterprises	The Pathway Enterprises is a faith-based charity targeting all ethnicities of the community of Des Moines. The services of Pathway Enterprises focus on the following: homelessness, families in transition from welfare to work, prisoners re-entering the community, and addicts.	Des Moines	Contractual- \$4,250 Training- \$1,100 Supplies- \$4,963	\$10,313
22) Starr Jammerz	Starr Jammerz Inc. is a public/private partnership targeting all ethnicities of the community of Des Moines. The services of Starr Jammerz Inc. focus on the following: at-risk youth, gang influence and involvement, families in transition from welfare to work, children of prisoners, and addicts.	Des Moines	Contractual- \$3,000 Supplies- \$7,500 Personnel- \$2,500	\$13,000
23) The Family Plan	Family Plan/Family Ties is a faith-based organization (with no ethnic target) in the community of Des Moines. The services of Family Plan/Family Ties focus on the following: at-risk youth, families in transition from welfare to work, prisoners re-entering the community, children of prisoners, and marriage education and preparation services.	Des Moines	Contractual- \$6,000 Trainings- \$2,200 Supplies- \$3,100 Personnel- \$2,000	\$13,300

D. Significant technical assistance and/or training activities— Provide the following information for engagements lasting an hour or longer since the last semiannual report:

- Technical assistance or training methods: needs assessment, one-on-one expert coaching, or training workshop
- Date of engagement
- Location: city and state
- Name of organization *or* number of organizations attending
- Type of organization(s): FBO or CBO, sub-award recipient or non-sub-award recipient
- Capacity building needs identified or addressed—Identify critical area of capacity building and focus of improvements.

T/A/T METHOD	Date of engagement	Location City, State	Organization(s) Name or number of organizations attending	Type of Organization	Needs addressed; critical area(s) identified; focus of improvements
Training Wrkshp: Regional TLP	02/06/06	Des Moines IA	6 organizations attended	FBOs, CBOs, All Sub-awardees	Organizational development, community engagement, leadership development
Training Wrkshp Regional TLP	02/07/06	West Liberty IA	5 organizations attended	FBOs, CBOs, All Sub-awardees	Organizational development, community engagement, leadership development
Training Wrkshp Regional TLP	02/08/06	Storm Lake IA	6 organizations attended	FBOs, CBOs, All Sub-awardees	Organizational development, community engagement, leadership development
Needs Assessm't Training Wrkshp 1-1 expert coach	2/8-10/06	Des Moines IA	African Family of Relief in Iowa	CBO Sub-awardee	Funding, Community engagement
Needs Assessm't Training Wrkshp	2/8-10/06	Des Moines IA	Boone County CARES	CBO Sub-awardee	Programs and Services
1-1 expert coach, Needs Assessm't Training Wrkshp	2/8-10/06	Des Moines IA	Calvary Family Center	FBO Sub-awardee	Organizational Development
1-1 expert coach, Needs Assessm't Training Wrkshp	2/8-10/06	Des Moines IA	Family Ties	FBO Sub-awardee	Programs and Services
1-1 expert coach, Needs Assessm't Training Wrkshp	2/8-10/06	Des Moines IA	Kingsway Christian College	FBO Sub-awardee	Programs and Services
Needs Assessm't Training Wrkshp	2/8-10/06	Des Moines IA	Pathways Enterprises	FBO Sub-awardee	Funding
Needs Assessm't Training Wrkshp	2/8-10/06	Des Moines IA	Starr Jammerz	CBO Sub-awardee	Funding
Training Wrkshp Regional TLP	02/13/06	Storm Lake, IA	5 organizations attended	FBOs, CBOs, All Sub-awardees	Organizational development, community engagement, leadership development
Training Wrkshp Regional TLP	02/14/06	Council Bluffs, IA	5 organizations attended	FBOs, CBOs, All Sub-awardees	Organizational development, community engagement, leadership development

T/A/T METHOD	Date of engagement	Location City, State	Organization(s) Name or number of organizations attending	Type of Organization	Needs addressed; critical area(s) identified; focus of improvements
1-1 expert coach, Needs Assessm't	6/5/06	Council Bluffs IA	Community Outreach Committee	FBO Sub-awardee	Leadership Development, Organizational Development
1-1 expert coach, Needs Assessm't	6/5/06	Council Bluffs IA	MICAH House	CBO Sub-awardee	Leadership Development, Organizational Development
1-1 expert coach, Needs Assessm't	6/5/06	Council Bluffs IA	Shelby County Community Outreach	FBO Sub-awardee	Leadership Development, Organizational Development
1-1 expert coach, Needs Assessm't	6/5/06	Des Moines IA	Venture Hope	CBO Sub-awardee	Leadership Development, Organizational Development
Training Wrkshp: Regional TLP	6/5/06	Council Bluffs IA	4 organizations attended	FBOs, CBOs, All Sub-awardees	Organizational development, community engagement, leadership development
Training Wrkshp Regional TLP	6/20-21/06	Des Moines IA	11 organizations attended	FBOs, CBOs, All Sub-awardees	Organizational development, leadership development, community engagement
1-1 expert coach	7/11/06	Des Moines IA	Kingsway Christian College	FBO, Sub-awardee	Funding, Community Engagement, Programs and Services
1-1 expert coach	7/13/06	Des Moines IA	Family Ties	FBO, Sub-awardee	Community Engagement, Programs and Services
Training Wrkshp Regional TLP	7/18/06	Des Moines IA	5 organizations attended	FBOs, CBOs, All Sub-awardees	Organizational development, leadership development, community engagement
1-1 expert coach	7/24/06	Storm Lake IA	Church of Damascus Road	FBO, Sub-awardee	Organizational Development, Programs and Services, Community Engagement
1-1 expert coach	7/25/06	Iowa City IA	Ministry of Health and Healing	FBO, Sub-awardee	Organizational Development, Funding
1-1 expert coach	7/25/06	Cedar Rapids IA	Generation Sans Frontieres and His Hands Ministry	FBOs, CBOs, All Sub-awardees	Organizational Development, Community Engagement, Programs and Services
1-1 expert coach	7/26/06	Storm Lake IA	Christian Community Development, NW IA Council of Families & Children, and Faith in Action Seminar	FBOs, CBOs, All Sub-awardees	Organizational Development, Funding
Training Wrkshp TLP	8/9/06	Des Moines IA	27 organizations attended	16 FBOs, 11 CBOs, All Sub-awardees	Organizational development, leadership development, community engagement

T/A/T METHOD	Date of engagement	Location City, State	Organization(s) Name or number of organizations attending	Type of Organization	Needs addressed; critical area(s) identified; focus of improvements
Training Wrkshp Grant Writing	9/26/06	Waterloo IA	4 organizations attended	FBOs, CBOs, Sub-awardees and non sub-awardees	Funding
Training Wrkshp Leadership and Team Development	10/03/06	Washing ton, IA	6 organizations attended	FBOs, CBOs, Sub-awardees and non sub-awardees	Organizational Development, Leadership Development
Training Wrkshp Strategic Planning Process	10/03/06	Council Bluffs, IA	5 organizations attended	FBOs, CBOs, All Sub-awardees	Organizational Development
Training Wrkshp Fund Raising & Donor Development	10/03/06	Sioux City, IA	5 organizations attended	FBOs, CBOs, Sub-awardees and non sub-awardees	Funding, Community Engagement
Training Wrkshp Coalition Building	10/03/06	Waterloo, IA	6 organizations attended	FBOs, CBOs, Sub-awardees and non sub-awardees	Community Engagement, Leadership Development
Training Wrkshp Building Effective Boards	10/10/06	Sioux City, IA	5 organizations attended	FBOs, CBOs, Sub-awardees and non sub-awardees	Organizational Development, Leadership Development
Training Wrkshp Identifying & Leveraging Community Resources	10/10/06	Waterloo, IA	5 organizations attended	FBOs, CBOs, Sub-awardees and non sub-awardees	Funding, Community Engagement
Training Wrkshp Grant Writing	10/10/06	Council Bluffs, IA	9 organizations attended	FBOs, CBOs, Sub-awardees and non sub-awardees	Funding
Building Effective Boards	10/12/06	Des Moines, IA	13 organizations attended	FBOs, CBOs, Sub-awardees and non sub-awardees	Organizational Development, Leadership Development
Grant Writing	10/12/06	Washington, IA	3 organizations attended	FBOs, CBOs, Sub-awardees and non sub-awardees	Funding
Training Wrkshp: Regional TLP	10/17-18/2006	Des Moines, IA	27 organizations attended	16 FBOs, 11 CBOs, All Sub-awardees	Organizational development, community engagement, leadership development
Volunteer Recruitment and Management	10/24/06	Washington IA	9 organizations attended	FBOs, CBOs, Sub-awardees and non sub-awardees	Community Engagement, Leadership Development
Marketing Strategy	10/24/06	Des Moines, IA	12 organizations attended	FBOs, CBOs, Sub-awardees and non sub-awardees	Organizational Development, Funding, Leadership Development
Fiscal Management	10/24/06	Council Bluffs, IA	10 organizations attended	FBOs, CBOs, All Sub-awardees	Organizational development

T/A/T METHOD	Date of engagement	Location City, State	Organization(s) Name or number of organizations attending	Type of Organization	Needs addressed; critical area(s) identified; focus of improvements
Grant Writing	10/24/06	Waterloo, IA	6 organizations attended	FBOs, CBOs, Sub-awardees and non sub-awardees	Funding
Grant Writing	10/26/06	Sioux City, IA	9 organizations attended	FBOs, CBOs, Sub-awardees and non sub-awardees	Funding
Grant Writing	10/31/06	Des Moines, IA	6 organizations attended	FBOs, CBOs, Sub-awardees and non sub-awardees	Funding
Grant Writing	11/01/06	Washington IA	5 organizations attended	FBOs, CBOs, Sub-awardees and non sub-awardees	Funding
Training Wrkshp Regional TLP	11/7/06	Council Bluffs IA	5 organizations attended	FBOs, CBOs, All Sub-awardees	Organizational development, community engagement, leadership development
Training Wrkshp Regional TLP	11/8/06	Sioux City IA	5 organizations attended	FBOs, CBOs, All Sub-awardees	Organizational development, community engagement, leadership development
Training Wrkshp Regional TLP	11/10/06	Des Moines IA	6 organizations attended	FBOs, CBOs, All Sub-awardees	Organizational development, community engagement, leadership development
Training Wrkshp Regional TLP	11/15/06	Oskaloosa IA	5 organizations attended	FBOs, CBOs, All Sub-awardees	Organizational development, community engagement, leadership development
Training Wrkshp Regional TLP	11/16/06	Waterloo IA	6 organizations attended	FBOs, CBOs, All Sub-awardees	Organizational development, community engagement, leadership development
Training Wrkshp Final TLP	1/9-10/07	Des Moines IA	27 organizations attended	16 FBOs, 11 CBOs, All Sub-awardees	Organizational development, community engagement, leadership development

III. FBCO capacity-building outcomes - Describe the [outcomes](#) that organizations receiving subawards and/or technical assistance have achieved related to your CCF activities during the project period. Provide information from any internal or external evaluation of program outcomes or processes, including but not limited to:

- Improved knowledge and skills gained from training sessions.
- Improved organizational development based on pre- and post-organizational assessments.
- Management, leadership & infrastructure improvements/ key organizational best practices. *List each accomplishment in table format provided below.*
- Expansion and diversification of funding. *Complete the table below with any supporting data for each organization.*
- Expansion or enhancement of social services. *List in table format provided below and provide supporting data for each organization.*

Tables are provided below. Also see the attached external evaluation report on program outcomes and processes entitled *Iowa Compassion Capital Fund Demonstration Project Evaluation: Final Evaluation Report May 2007*

Short Term Outcomes

Key organizational practices: Management, leadership & infrastructure improvements				
Sub-award or TTA Recipient	Improved management/leadership practice or infrastructure **			
1 Adult Activity Center	Y	L	M	
2 African Family of Relief in Iowa	Y	L	M	I
3 Boone County CARES	Y	L		
4 Calvary Family Center	Y	L	M	I
5 Center for Financial Education	Y	L	M	I
6 Christian Community Development	Y	L	M	I
7 Church of Damascus Road	Y	L	M	I
8 Community Outreach Committee	Y	L	M	I
9 Faith in Action Senior Volunteer Program	Y	L	M	I
10 Family and Children's Council	Y	L	M	I
11 Generation Sans Frontieres	Y	L	M	I
12 His Hands Ministry	Y	L	M	I
13 Kingsway Christian College	Y	L		I
14 MICAH House	Y	L	M	I
15 Ministry of Health and Healing	Y	L	M	I
16 Muscatine Center for Social Action	Y	L	M	
17 New Hope Community	Y	L	M	I
18 N Liberty Community Food and Clothing Pantry	Y	L	M	I
19 NW Iowa Council of Families & Children	Y	L	M	I
20 Ottumwa Community Outreach Ministry	Y	L	M	I
21 Pathway Enterprises	Y	L	M	I

22 Public Action Uniting for Liberty	Y	L	I
23 Shelby County Community Outreach	Y		M
24 Starr Jammerz	Y	L	I
25 Family Ties of Iowa	Y	L	
26 Trailblazers	Y	L	M I
27 Venture Hope	Y	L	I
Number of key organizational practices implemented¹:			1 to 3 per agency
Number of organizations implementing key organizational practices:			27

****Legend:** Y=yes L=improved leadership practice M=improved management practice
I=improved infrastructure

¹A list of key practices for social-service organizations has been captured the [performance measurement guidance](#) for the outcome measurement plan. For information about best practices, see the Intermediary Development Series guide, [Identifying and Promoting Best Practices](#).

Long Term Outcomes

Improvements in fund development			
Sub-award or TTA Recipient	New Revenue Source(s)²	Increase in grants or contracts from Federal, state or local government agencies³	Increase in funds from private sources (individuals, foundations, etc.)⁴
1 Adult Activity Center	Yes	\$2,647	
2 African Family of Relief in Iowa	No		
3 Boone County CARES	Yes	\$8,866	
4 Calvary Family Center	Yes		\$1
5 Center for Financial Education	Yes		\$25,000
6 Christian Community Development	Yes		\$1
7 Church of Damascus Road	No		
8 Community Outreach Committee	No		
9 Faith in Action Senior Volunteer Prog.	Yes		\$5,000
10 Family and Children's Council	Yes	\$10,588	
11 Generation Sans Frontieres	Yes		\$1
12 His Hands Ministry	Yes		\$100
13 Kingsway Christian College	Yes		\$100
14 MICA House	Yes		\$1
15 Ministry of Health and Healing	Yes		\$1
16 Muscatine Center for Social Action	No		
17 New Hope Community	Yes		\$1,500
18 N Liberty Community Food & Clothing Pantry	No		
19 NW Iowa Council of Families & Children	Yes	\$30,000	

20 Ottumwa Community Outreach Ministry	Yes	\$2,500	\$2,500
21 Pathway Enterprises	No		
22 Public Action Uniting for Liberty	Yes		\$100
23 Shelby County Community Outreach	Yes	\$1	\$1
24 Starr Jammerz	Yes	\$80,000	
25 Family Ties of Iowa	Yes	\$100	\$100
26 Trailblazers	Yes		\$500
27 Venture Hope	Yes	\$1	\$1
Number of organizations served which have diversified their funding sources:⁵	21		
Total increase in funding from public and private sources for organizations served:		\$134,703	\$34,907

NOTE: Totals do not include funds from CCF awards which would add \$322,306 to the increase in grants or contracts from federal, state or local government agencies or from private sources if direct funding only is considered. \$1 is entered where increases are projected based on our audit survey during the sub-award cycle; \$100 is entered where some funding was reported and the specific amount was not known; \$2500 was entered where new funding was reported but not noted whether from federal/state/local or private sources.

² *Revenue sources* include the following: annual gifts, major gifts, planned gifts, foundation grants, cause-related marketing, corporate giving, corporate giving, mission-focused earned income, unrelated business income, in-kind, supporting organization, benefit events, Federal government, state and local municipalities, churches and denominations, and federated funds. For definitions of these sources, see the Intermediary Development Series guide, *Building Multiple Revenue Sources* and go to the section, [Revenue Sources](#).

³ Public funding includes grants and contracts from Federal, state, and local government. Include only amounts that are attributable to CCF-supported developments such as improved fund development strategies, the implementation of a new program, improvement of existing programs, or improved outcome measurement.

⁴ Private funding includes funds generated from individual donors and earned income as well as grants from foundations and federated giving campaigns, such as the United Way. To determine an increase in private funding, compare funding from these sources for a 12-month period prior to CCF activities to funding from these sources for a 12-month period after CCF activities.

⁵ *Organizations which have diversified funding sources* are organizations that have successfully received a new type of funding. For a complete list of fourteen revenue sources and definitions, see the Intermediary Development Series guide, *Building Multiple Revenue Sources* and go to the section, [Revenue Sources](#).

Expansions and enhancements of social services	
Sub-award or TTA Recipient	Expansion or enhancement of social service⁶
1 Adult Activity Center	
2 African Family of Relief in Iowa	Expansion & enhancement; incr. by 16 .
3 Boone County CARES	
4 Calvary Family Center	Expansion & enhancement; by 10% .
5 Center for Financial Education	Expansion & enhancement; by 50 .
6 Christian Community Development	Expansion & enhancement
7 Church of Damascus Road	Expansion & enhancement; by 3 .
8 Community Outreach Committee	Expansion & enhancement
9 Faith in Action Senior Volunteer Program	Expansion & enhancement; by 50%
10 Family and Children's Council	Enhancement
11 Generation Sans Frontieres	Expansion & enhancement; by 10 .
12 His Hands Ministry	
13 Kingsway Christian College	Expansion & enhancement; by 25 .
14 MICAH House	Expansion
15 Ministry of Health and Healing	Expansion
16 Muscatine Center for Social Action	
17 New Hope Community	Expansion & enhancement; by 75 .
18 N. Liberty Community Food & Clothing Pantry	Enhancement
19 NW Iowa Council of Families & Children	Expansion & enhancement; by 24 .
20 Ottumwa Community Outreach Ministry	Enhancement; increased by 20
21 Pathway Enterprises	Expansion
22 Public Action Uniting for Liberty	Expansion & enhancement; by 50%
23 Shelby County Community Outreach	
24 Starr Jammerz	Expansion & enhancement
25 Family Ties of Iowa	Expansion & enhancement
26 Trailblazers	Expansion & enhancement; by 15 .
27 Venture Hope	Expansion & enhancement; # of partners has doubled .
Total number of organizations served reporting improved or expanded social services⁶:	22
Total number of additional persons served⁷:	576

NOTE: The total number of additional persons served is reported as an estimate based on two times the minimum number of additional persons reported by agencies providing specific numbers of additional persons served. Some sub-awardees reported a number, some a percent of increase, and some reported an unknown increase.

⁶Improved or expanded social services include any verifiable change to programs and services in an effort to implement an improved service model, introduce new services, or serve additional persons.

⁷Additional persons served include persons served as a result of the introduction of a new service or the expansion of an existing service. Include numbers of additional persons served only for those organizations for whom the expansion could plausibly be related to CCF activities.

IV. Significant Findings or Events - Please address the following:

- What design flaws did you encounter in your CCF project that may have limited its effectiveness or efficiency?
- Explain how your program achieved its annual performance goals. Explain how it demonstrated improved efficiencies or cost-effectiveness in achieving those goals each year.
- Share lessons learned and [promising practices](#) from your project that will assist current grantees and the CCF program in operating smooth, efficient, and effective CCF Demonstration Program projects.

1. Design Flaws

Our experience was that there were no design flaws. Some lessons learned were unanticipated prior to project implementation, however, our design worked providing a solid foundation on which adaptations could be developed as needed throughout the project without compromising or adversely affecting the basic plan.

2. Achievement of Annual Performance Goals

Annual performance goals were achieved through the use of outcomes and indicators tracking and through a close working relationship with the University-based external evaluator. Efficiencies and cost-effectiveness were reviewed every two months. The following specific strategies were employed in the project implementation:

1) Liaison with State Agencies. One of the strategies used to create efficiencies and cost-effectiveness by the Iowa Compassion Capital Project (ICCP) was to invite State of Iowa government agencies to assist us build the capacity of our FBCOs. This action enabled the project to enhance and expand the knowledge base of our Iowa FBCOs in efficient and cost-effective ways. A) The Project Director used past relationships with state agencies to regularly refer FBCOs to specific agency staff members for more in-depth information; B) Agencies were provided periodic briefs regarding project progress. An example was the project's relationship with the HUD faith-based representative who regularly publicized project events and involved our FBCOs in agency training programs. Likewise, staffers at the Iowa Department of Human Services and Iowa Department of Corrections regularly provided liaison assistance both directly and through the project office. The Iowa Refugee Office also met with two of our FBCOs to learn from them and to consider how FBCO refugee groups in Des Moines and Cedar Rapids could best work together and use agency resources. C) Eleven state agency staff members representing seven agencies served as reviewers/responders for outcome presentations made by each of the project's 27 sub-awardees in Des Moines during the project's last major session. This extra technical assistance served to further strengthen and embellish the project's scheduled T/TA activities, and inform state agencies of the state's grassroots FBCO role and their valuable contributions made to the lives of those most in need. In addition, new relationships were built for ongoing communication and new, future local/regional/statewide service delivery.

2) Fiscal efficiencies and effectiveness. The Iowa project promoted its bidders conferences, in part, using the Iowa Communications Network (ICN), a statewide fiber-optic network facilitated through the State of Iowa at extremely reasonable rates. The project conducted sessions at 22 different sites across the state using library, school, community college, and hospital locations in smaller communities. This was accomplished in addition to the five on-site presentations made in the larger cities.

3) Funding resources. Multiple grant writing workshops were held in each of the five regions that capitalized on common funding resource needs and pertinent grant opportunities. As a result, plans were set by nearly 60% of all attendees to submit a foundation, state or federal grant application in future months that directly addressed their best practice and models developed from and/or enhanced by project activity.

4) Sixty (60) one-day management courses were delivered through a special *Regional Management Series* using Iowa State University Extension Service teaching staff in all five regions of the state. The courses directly reflected a survey of attendees at the original bidder conferences and fiber-optic sessions. They were conducted at Extension offices thus proving to be both cost-effective and efficient in their facilitation.

5) The project's organizational structure of regionally-based managers and alternating monthly regional meetings for FBCOs provided the project an efficient and cost-effective means of staying in touch with progress toward achievement of outcomes and less travel cost for FBCOs. The use of still more traditional but effective means of personal communication (i.e. telephone, email, fax) further contributed to the project's effectiveness.

3. Lessons Learned

The selection process performed well and employed a system of checks and balances to ensure that a diverse group of sub-awardees were selected. Sixty percent of sub-awardees represented or served minority populations. Geographic diversity was achieved through the implementation of a 5 region selection process which insured rural/urban diversity as well as ethnic and racial diversity among sub-awardees. Though the selection design, sixty percent of the sub-awardees were FBCOs and 40 percent were CBOs; this is encouraging since FBCOs have historically not been as successful in competing for funds to serve local populations. The project also demonstrated expanded knowledge gained by sub-awardees and the achievement of outcomes identified as critical by the Office of Community Services. Additional specific lessons learned are provided below:

1) RFP Budgetary Stipulations. An efficient and effective Intermediary capacity building project starts with a serviceable RFP complete with clear narrative and budgetary components. A common tendency is for small, grassroots organizations to 'front load' their budgets with personnel/staff and supplies (PowerPoint projectors, etc.) items, and to not consider outside assistance—consultants—who can play a more central role in helping them achieve capacity building success. Change comes from the outside as well as within the organization. If the RFP is not clear, indeed, prescriptive in its budgetary requirements, the project will suffer from an overdose of physical "things" and not enjoy the consultation of experts equipped to move the

organization forward. Meaningful outcomes are difficult to achieve through “things.” Our RFP stated that personnel/staff/fringe costs could represent no more than 35% of the total budget (\$15,000). A budgetary limitation was not placed on supplies. Perhaps future Intermediaries should consider this stipulation.

2) Sub-awardee grant funds tied to measurable activities. Project staff must ask “What are the outcomes that might potentially emerge from the funds provided this sub-awardee application?” This answer should be clear before the award is granted to the FBCO. Thus, it is imperative that each submitted budget item be aligned with concrete narrative outcomes. In many cases, a re-alignment will need to be completed before funds are granted. This activity seems so elementary but, in essence, can be left undone.

3) Site Visits to Sub-Awardee Finalists. It is imperative that site visits be made to sub-awardee finalists to: a. survey the organization’s attitude toward and readiness for capacity building, b. measure what was stated against what is observed, c. clarify intended outcomes with specific budget figures, d. clarify mutual Intermediary and FBCO obligations, e. obtain additional information, and f. answer additional questions. The ICCP used the TCC Group’s Organizational Assessment Tool to further qualify and screen sub-awardee applicants.

4) Cultural Diversity. An Intermediary project can benefit by providing organizations with extraordinary cultural diversity a sub-grant award. Our experience in providing new capacity for two African refugee groups (Des Moines and Cedar Rapids) who had not previously met resulted in new collaborative activity, liaison with Iowa’s Office of Refugee Service, and enhanced cultural understanding by other sub-grantee organizational staff members.

5) Liaison with State Government Offices. Intermediaries, especially faith-based organizations, should actively invite state government officials and staff members to observe and participate in project functions, especially those involving sub-grantee activity. The ICCP project did so at various stages of its project. Some of the activities were to a. communicate bidder conferences through the state’s Iowa Communications Network and staff collaboration, b. invite government officials/staff to attend the bidder conferences, c. refer sub-awardee questions, ideas, and resources to state/federal government office and visa versa, d. invite agency personnel to address gatherings of sub-awardee staff, e. alert government officials to quality work being accomplished by FBCOs in specific areas of the state, and f. involve state agency staff as reviewers of sub-awardee outcome presentations.

VI. Financial Status Report – Attach the [final SF269](#) to report on your expenditure of CCF funds and cost-share or in-kind contributions during the project period.

Key Terms for this Report

Approved Budget is the most recent budget submitted to and approved by the Office of Grants Management (OGM). An approved budget is acknowledged by a formal letter from OGM and is listed on the Financial Assistance Award (FAA).

The **project period** is the entire period of project activity.

Short Term Outcomes are changes in organizations that are directly related to the services provided through CCF. Short term outcomes are highly attributable to the activities of the program, but they do not by themselves fulfill the purpose of the Compassion Capital Fund.

Long Term Outcomes are changes in organizations that indirectly result from services provided through CCF. For example, an organization may have been able to provide expanded services as a result of technical assistance for adopting a new program model or sub-award funds to support program start-up costs. Long term outcomes may not be fully attributable to the services provided to the organization, but they indicate achievement of Compassion Capital Fund goals.

Promising Practices are programs, activities or strategies that have worked within one organization and show promise for becoming a best practice through successful implementation at other organizations. A promising practice must have some objective basis for claiming effectiveness and must have the potential for replication among other organizations. For CCF intermediaries, promising practices have assisted in the execution of successful organizational assessment, group training, individualized technical assistance, sub-award processes, and partnership facilitation.

Units of Service provide a way to measure the output of a project in terms of an amount of services provided to organizations. A unit of service measure should describe both the service provided as well as how it is counted.