

CCFY Capacity Building Institute - Albany

FINAL REPORT

JULY - DECEMBER 2017



ACKNOWLEDGEMENTS



Special thanks to Rubén Austria, the Executive Director at Community Connections for Youth. People like him are the driving force of sustainable nonprofit work. Without his guidance, I would not have been able to develop the first Capacity Building Institute under the South Bronx Community Connections Demonstration Project, and would not have had the absolute pleasure of helping these promising nonprofits pursue their missions.

I've learned so much from Rubén over the years — juvenile justice reform, community and system partnerships, community building, organizational development, and proposal writing — the list goes on and on. I am deeply appreciative of the support he's given me, and I hope that I can inspire others in the same way he has inspired me.

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The Capacity Building Institute (CBI) is a six-month program designed to assist grassroots nonprofit organizations in developing their organizational systems.

In July 2017, Lydia Sierra Consulting and the Albany cohort of six grassroots nonprofit organizations came together for their first of six sessions. Each session was designed to address a specific aspect of nonprofit organizational management.

Capacity Building Institute Complete Schedule (Albany 2017)

July	The Five Life Stages of Nonprofit Organizations
August	What is Strategic Planning?
September	Fund Development
October	Program Design 101
November	Evaluation Design
December	Presentations of Strategic Plans and Closing Ceremony

As part of the CBI, each organization was allotted twenty (20) hours of technical assistance (TA). TA was provided in the areas of Institutional Development, Financial Management, Board Development, Evaluation, and Marketing. All hours were honored,

but not equally. Some organizations were not developed enough to undertake the strategies being taught in the individual sessions and others stated they did not have the additional time to do more than attend the monthly sessions.

“Thanks for your accessible, warm and professional approach, Lydia!”

—Participant



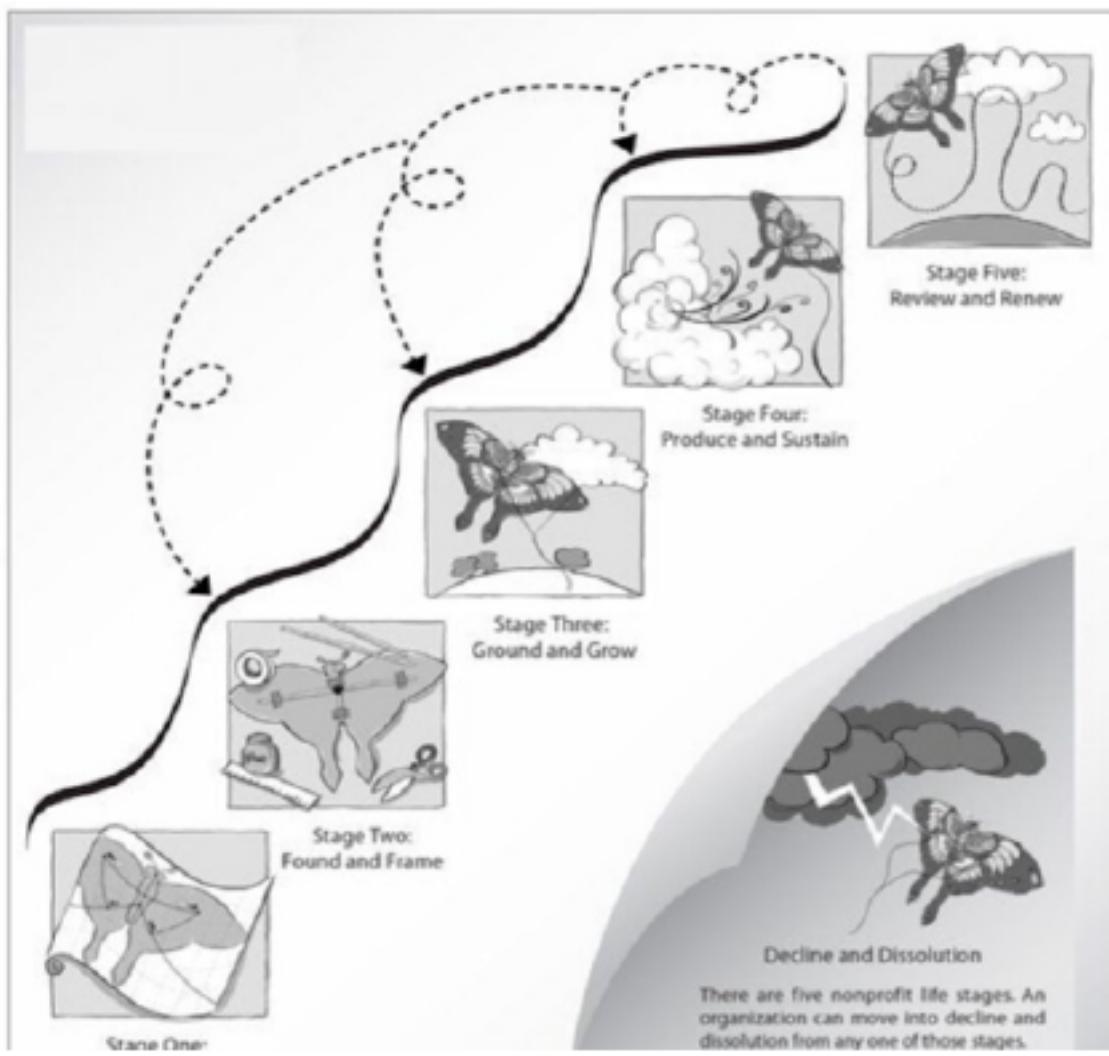
Recruitment

Outreach was conducted by circulating flyers among faith and community-based organizations at Community Connection for Youth (CCFY)'s Learning Community meetings. Seven organizations expressed interest in applying, but the Capacity Building Institute had the capacity to accommodate only six applicants. Organizations were accepted on a first-come, first-serve basis.

The Albany 2017 Cohort included the following organizations:

- Community Fathers,
Executive Director, Walter Simpkins
- Hamilton Arts Center,
Executive Director, Rachel Conn
- Mission Accomplished Transition Service,
Executive Director, Carmen Duncan
- SHE - Strength, Healing, Empowerment,
Executive Director, Toshena Haynes
- Team Esteem on the Hill,
Executive Director, Adrienne Smith-Kissee
- Youth LIFE Support Network,
Executive Director, Jamel Muhammed

Figure 1. The Model of Nonprofit Organization Life Stages



The Capacity Building Institute's application process included an online Nonprofit Assessment Form sourced from The Five Life Stages of Nonprofit Organizations by T. Terence Donovan and Judith Sharkan Simon. These assessment forms were designed to assess each individual organization's progress and needs, and to identify organizational strengths and weaknesses

in the seven areas of governance staff leadership, financing, administrative systems, staffing, products and services, and marketing. The results served as a framework to guide each organization's continuing development, and allowed Lydia Sierra Consulting to adjust the workshops to better address the needs of the participating organizations.



Photos from left to right:

Walter Simpkins, Executive Director of Fathers, Inc.;
Rubén Austria, Executive Director of
Community Connections for Youth, Inc.;
and D.C. Dunkel, Program Director at Community
Fathers, Inc.

Nonprofit organizations naturally progress through five stages of development. In The Five Life Stages of Nonprofit Organization, each stage is assigned a brief title and image. The titles and images are meant to be brief descriptors of the primary tone or activity for that stage. (See Fig. 1). The five stages of nonprofit organization development are as follows: .

Stage One: *Imagine and Inspire*: This is the vision or idea stage. The organization has not been formalized. Progress is determined by imagination and inspiration.

Stage Two: *Found and Frame*: This is the start-up phase of the organization. It has received its official nonprofit status and all activities related to its founding and framing have occurred or are in progress.

Stage Three: *Ground and Grow*: In this stage, the organization is concerned with building its foundation by grounding its activities and growing its “business.”

Stage Four: *Produce and Sustain*: This is the mature phase of the organization’s life. Production is at its peak and sustaining the organization is a high priority.

Stage Five: *Renew and Review*: In this stage, the organization is reinventing itself through a process of review and renewal.



Lydia Sierra Consulting, LLC began as a sole proprietorship in 2005, but was formally established in 2015. The principal, Lydia Sierra, has more than 20 years' experience working with faith- and community-based organizations serving urban communities. She holds a Masters of Administration in Human Services and has completed two years towards her PhD in Public Administration. From direct services to executive and board management, Lydia has experienced the challenges and triumphs of working at each organizational level, including that of founder and executive director.

Lydia Sierra, MSA, Organizational Development Specialist

Lydia Sierra facilitated all workshops, provided all TA for determining legal structure, governance, staff leadership, financial planning (i.e. prospect research, organizational budgets, etc.), administrative systems, and products and services. Lydia Sierra also subcontracted the following consultants who are experts in the specific areas of marketing, program design, evaluation, and financial management.

Vivian Cotte, Marketing Expert

Vivian Cotte is a marketing expert with over 20 years of experience in designing, branding, editing, creating digital content, websites and social media strategy. As former Editor of Latina Magazine, she is an expert at market positioning and creating a public image that will attract donors and corporate partners. Vivian assisted organizations in need of developing a strong brand and a marketing plan.

Amy Svirsky, PhD, Principal Investigator

Amy is an experienced evaluator who served as backbone staff for Albany Promise (at the time of the workshops), a collaboration built on the Collective Impact Model at Albany University. Amy is responsible for operations and data collection/analysis. Amy assisted participating organizations in developing their program evaluation systems.

Yara N. Ortiz, BA in Accounting

Yara is the Finance Director at a Montessori Charter School. She is currently working towards her license as a Certified Public Accountant. Yara assisted participating organizations in developing financial management systems and training them on building their Financial Management Systems and using QuickBooks.



COMMUNITY FATHERS, INC.

Website: <https://www.communityfathersinc.org/>

Community Fathers Incorporated began as a weekly support group for men in the community to come together for guidance and advice during life's tough times. The men used this gathering to hold each other accountable for the decisions they made and the situations they put themselves in. As the group grew, they started to take action in their community. In 2009 Community Fathers was legally incorporated and has since evolved into a fully functional fatherhood program that

includes the Domestic Violence Offender Accountability Program, the Fathers Re-entry Program in Schenectady County Jail, the Community Fathers Drug Court group, and a group at Trinity Alliance in Albany. Walter Simpkins, Executive Director, enrolled in the Capacity Building Institute to increase his organizational capacity to raise more funds.

Pre-Assessment Scoring Sheet

Community Fathers Inc Scoring Sheet							
5			C5				
4	A4	B4			E4		
3			C3				G3
2						F2	G2
1				D1			
	Governance	Staff Leadership	Financing	Administrative Systems	Staffing	Products and Services	Marketing

Pre-Assessment Scoring Sheet

Community Fathers' Nonprofit Life Stage Pre-Assessment indicated that Community Fathers had a home stage (i.e. overall stage) score of 2, embarking on stage 3. Relative to the home stage, the major arena needing improvement within the organization was Administrative Systems (stage 1); Arenas within the home stage level included Products and Services (stage 2) and Marketing (stage 2/stage 3); Arenas above the home stage level include Governance (stage 4), Staff Leadership (stage 4), Financing (stage 3/stage 5), and Staffing (stage 4).

Community Fathers indicated the greatest need to improve Administrative Systems. Based on conversations, Walter Simpkins shared that he had developed strong programs, but had not fully developed organizational systems due to a lack of maintenance funding. He scored low under Products and Services because he believes his programs need to "Review and Renew" (stage 5). Walter also expressed a need to develop a succession plan for himself and a marketing plan for the organization.

"It was useful and collaboration among participants is especially valuable, as we are all local."

—Participant

Post-Assessment Scoring Sheet

Community Fathers Inc Scoring Sheet							
5	A5						
4	A4	B4		D4	E4		G4
3	A3		C3	D3			
2	A2				E2	F2	
1							
	Governance	Staff Leadership	Financing	Systems	Staffing	Services	Marketing

Post-Assessment Scoring Sheet

Community Fathers' Nonprofit Life Stage Post-Assessment indicated that Community Fathers had a home stage (i.e. overall stage) score of 4. This score shows an increase in relation to the Pre-Assessment measure of 2 embarking on 3. Major arena changes included:

- increased scores in Administrative Systems (stage 1 → stage 3 and stage 4) and Marketing (stage 2 and stage 3 → stage 4)
- decreased scores in Governance (stage 4 → stage 2, stage 3, stage 4 stage 5), and Financing (stage 3 and stage 5 → stage 3)
- steady scores in Staff Leadership stage 4 → stage 4), Staffing (stage 4 → stage 2 and stage 4), Products and Services (stage 2 → stage 2)

Administrative Systems scores increased because Walter was savvy in recruiting volunteers to help him with all of the work that had to be done in between monthly workshop sessions to increase his organizational capacity.

Governance scores decreased because Walter recognizes key areas of expertise that he needs on the board in order to have a functional working board. He hopes to continue mentoring and training D.C. Dunkel, currently serving as Program Director, to succeed him as Executive Director.

Marketing systems scores increased due to implementation of plans developed during the CBI-TA. The organization successfully hosted its 5th Annual Community Fathers / Father's Conference. This annual conference serves as an annual informational session for young fathers. This year the conference was attended by 150 men and community leaders.

TA was provided to Walter and his team for financial reporting to funders, brainstorming and planning for the development of his Capacity Building proposal, and review of the organization's marketing and strategic plans.

**HAMILTON HILL ARTS CENTER**

Website: <https://hamiltonhillartscenter.org/>

Founded by Margaret Cunningham, an artist inspired by the Black Pride and The Black Arts movements, the Hamilton Hill Arts Center's (HHAC) mission is to promote the knowledge, preservation, and continued development of African and African Diasporic art and culture. HHAC was founded to address the needs of unsupervised youth in the Schenectady inner city, a need which still exists today. For 49 years the Hamilton Hill Arts Center has provided exceptional cultural arts programming for people of all ages. They are a minority operated and managed 501(c)3 cultural arts center with programming that serves over 10,000 people a year on and off site. They are Schenectady's only African/African-American Arts Center and the only remaining community center in Hamilton Hill. Their programs include Art Reach, the Jerry Burrell Gallery, the Susan Cunningham Library, arts and education, adult or mature classes, and community events.

*What Aspect of the training
seemed most helpful?
The patience, humbleness and expertise
you have shown. Your spirit is what
many need to identify their gifts.
Thank you.
—Participant*

Pre-Assessment Scoring Sheet

Hamilton Hill Arts Scoring Sheet							
5	A5						G5
4							
3		B3	C3			F3	
2	A2			D2	E2		
1							
	Governance	Staff Leadership	Financing	Administrative Systems	Staffing	Products and Services	Marketing

Pre-Assessment Scoring Sheet

HHAC's Nonprofit Life Stage Pre-Assessment indicated that it had a home stage (i.e. overall stage) score of 3. Relative to the home stage, the major arenas needing improvement within the organization were Administrative Systems (stage 2) and Staffing (stage 2); arenas within the home stage level included Governance (stage 2/stage 5), Staff Leadership (stage 3), Financing (stage 3), Products and Services (stage 3); and arenas above the home stage level included Marketing (stage 5).

The Hamilton Hill Arts Center needed improvement in Administrative Systems and Staffing in order to match its pre-assessment measure of Home Stage 2.

*What Aspect of the training seemed most helpful?
Lydia's passion and intellect.
The organizational development training sessions and the technical assistance sessions. —Participant*

Post-Assessment Scoring Sheet

The Hamilton Hill Arts Center Scoring Sheet

5	A5		C5			F5	G5
4			D4	E4	F4	G4	
3	B3			E3			
2			D2		F2		
1							
	Governance	Staff Leadership	Financing	Systems	Staffing	Services	Marketing

Post-Assessment Scoring Sheet

HHAC's Nonprofit Life Stage Post-Assessment indicated that it had a home stage (i.e. overall stage) score of 5. This post-assessment measure shows a significant increase from the pre-assessment measure of 3. Major arena changes included:

- increased measures of Governance (stage 2 and stage 5 → stage 5), Financing (stage 3 → stage 5), Administrative Systems (stage 2 → stage 2 and stage 4), Staffing (stage 2 → stage 3 and stage 4), Products and Services (stage 3 → stage 2, stage 4, and stage 5)
- decreased measures in Marketing (stage 5 → stage 4 and stage 5)
- steady measures of Staff Leadership (stage 3 → stage 3)

The increase in Governance, Administrative Systems, and Staffing were due to the tireless effort of the current Executive Director, Rachel Conn, to revamp the organization. She recruited a new board of directors and new volunteers to serve in various programs. She states that the culture of the organization and “how things had always been done” were so ingrained in the minds of everyone that facilitating rapid change was very challenging. She indicated that she was seeing positive results, though they were happening slowly.

Rachel is making changes to the programs. The Center has attracted many local artists who volunteered to give free classes to young people and their families. However, outreach was a challenge. Rachel focused on programs and marketing strategies to help her recruit more young people. She lowered her pay in order to invest in programs. She recruited volunteers and created an attractive course catalog and calendar. Rachel was provided with TA to brainstorm and plan for the development of her Capacity Building proposal and for integrating her marketing strategy with fund development. She will use the funds for marketing and communications.



MISSION ACCOMPLISHED TRANSITION SERVICES

Website: <http://matransitionservices.org/>

Mission Accomplished Transition Services, Inc. (known as Mission Accomplished)'s mission is to help aspiring young professionals prepare for the global economy by providing access to coaching, job training, and professional development. MA believes everyone should have access to help and support so that they can reach their full potential. They coach, develop and support millennials to become visionary leaders. Their programming prepares millennials to find their purpose, develop their skills, and transition into the global workforce, higher education, and philanthropy (investing time, talent and treasure into community-based organizations). They believe millennials have the power to become mature, active and compassionate global citizens. They empower millennials to take responsibility for the future and live a life of purpose. Their programs include Bridge 2 Your Dreams, Transition Coaching, Own Your Career Institute, Stand Up! Institute, and Higher Ed Suitcase.

*What Aspect of the training
seemed most helpful?
Everything!
—Participant*

Pre-Assessment Scoring Sheet

Mission Accomplished Transition Services Scoring Sheet

5	A5		C5				
4					E4		
3	B3			B3			
2						F2	G2
1							
	Governance	Staff Leadership	Financing	Administrative Systems	Staffing	Products and Services	Marketing

Pre-Assessment Scoring Sheet

Mission Accomplished Nonprofit Life Stage Pre-Assessment indicated that it had a home stage (i.e. overall stage) score of 3. Relative to the home stage, the major arenas needing improvement within the organization were Products and Services (stage 2) and Marketing (stage 2); arenas within the home stage level included Staff Leadership (stage 3) and Administrative Systems (stage 3); arenas above the home stage level include Governance (stage 5), Financing (stage 5), and Staffing (stage 4).

During this process, MA needed the greatest support with Products and Services and Marketing to match its pre-assessment measure of Home Stage 3 and ensure that all areas were strengthened to embark on Home Stage 4.

I would like to do this again next year, is that possible?

—Participant

Post-Assessment Scoring Sheet

Mission Accomplished Transition Services Scoring Sheet

5	A5	B4	C5	D4	E4	F4	G4
4							
3				D3			
2							G2
1							
	Governance	Staff Leadership	Financing	Systems	Staffing	Services	Marketing

Post-Assessment Scoring Sheet

MA's Nonprofit Life Stage Post-Assessment indicated that it had a home stage (i.e. overall stage) score of 4. This Post Assessment measure shows an increase from the Pre Assessment Measure of 3. Major arena changes included:

- increased measures of Staff Leadership (stage 3 → stage 4), Administrative Systems (stage 3 → stage 3 and stage 4), Products and Services (stage 2 → stage 4), and Marketing (stage 2 → stage 2 and stage 4)
- steady measures of Governance (stage 5 → stage 5), Financing (stage 5 → stage 5), Staffing (stage 4 → stage 4).

The founder and executive director, Carmen Duncan, is a young woman with a reputation in the Capital District for helping young people with college admissions, job readiness and placement. The organization, Mission Accomplished (MA), receives support from dozens of professionals in the local community. MA's increased scores in Products & Services and Marketing are a result of changes Duncan made to MA programs. Though she scored high in Financing, she wanted to focus on fund development and marketing to improve organizational sustainability, with marketing being her priority. MA received TA for review and recommendations of her strategic plan, website, developing her marketing plan, and for developing corporate sponsorships. MA also received TA to review its Capacity Building proposal. The funds will be used to purchase needed donor and grants management software.



"I secured a major corporate partner for one of our major events after four one-on-one intensive coaching sessions with Lydia. The company has committed to a 2-year monetary investment AND assistance with media relations. THANK YOU SOOOOOOOOOOO much for your guidance and encouragement."

Carmen "Coach Carmen" Duncan, MSW
Chief Coach & Founder
Mission Accomplished Transition Services



SHE: STRENGTH, HEALING, AND EMPOWERMENT

Website: N/A

Left: Toshana Haynes, Founder of SHE

SHE: Strengthening, Healing and Empowering is a nonprofit designed to assist women in reentering communities confidently, and to capably maintain households and professional positions after major life changes, including being involved in the criminal justice system. SHE seeks to provide advocacy, support, and resource navigation, using a holistic approach.

The circles got everyone talking and knowing each other.

—Participant

Pre-Assessment Scoring Sheet

SHE: Strength Healing Empowerment Scoring Sheet							
5		C5					
4							
3							
2		C2				F2	
1	A1	B1	C1	D1	E1	F1	G1
	Governance	Staff Leadership	Financing	Administrative Systems	Staffing	Products and Services	Marketing

Pre-Assessment Scoring Sheet

SHE's Nonprofit Life Stage Pre-Assessment indicated that it had a home stage (i.e. overall stage) score of 1. Arenas within the home stage level included Governance (stage 1), Staff Leadership (stage 1), Financing (stage 1, stage 2, and stage 3), Administrative Systems (stage 1), Staffing (stage 1), Products and Services (stage 1 and stage 2), and Marketing (stage 1). SHE needed the greatest improvement in Governance (stage 1), Staff Leadership (stage 1), Administrative Systems (stage 1), Staffing (stage 1), and Marketing (stage 1) to support growth into stage 2 of nonprofit organization development.

"I thank you for what, without a doubt, was the most interesting set of training lectures I have ever attended."

—Participant

Post-Assessment Scoring Sheet

SHE: Strength Healing Empowerment Scoring Sheet						
5	B5					
4						
3						
2	A2			D2		F2
1	A1		C1		E1	G2
	Governance	Staff Leadership	Financing	Systems	Staffing	Services
						Marketing

Post-Assessment Scoring Sheet

SHE's Nonprofit Life Stage Post-Assessment indicated that it had a home stage (i.e. overall stage) score of 1 embarking on Stage 2. This Post-Assessment measure shows an increased change in stage from the Pre-Assessment Measure of 1. Major arena changes included:

- increased measures of Governance (stage 1 → stage 1 and stage 2), Staff Leadership (stage 1 → stage 5), Administrative Systems (stage 1 → stage 2), Products and Services (stage 1 and stage 2 → stage 2), and Marketing (stage 1 → stage 2)
- decreased measures of Financing (stage 1, stage 2, and stage 5 → stage 1)
- steady measures of Staffing (stage 1 → stage 1).

SHE has not yet been incorporated, but the founder, Toshena Haynes, has been working to help women impacted by the criminal justice system for several years. SHE received TA in institutional development, vision and mission development, strategic planning, proposal writing, and fund development. SHE recruited board members and volunteers, developed a program design with an evaluation concept, and put together a marketing plan. TA was provided for development of Institutional and Board Development and her Capacity Building proposal. Capacity Building funds will be used to pay for incorporation, 501c3, the Moving On Curriculum, and an earned income program that will help support the organization while giving job training skills to women impacted by the criminal justice system.

**TEAM ESTEEM ON THE HILL YEP**

Website: <http://www.teamesteemyep.org/>

Team Esteem YEP Inc. is a nonprofit organization that provides children and youth with access to resources that encourage prosocial development. This is accomplished through mentoring, team building, technical skill development, and community service. Team Esteem's Youth Empowerment Mentoring Program connects youth to services that empower, promote, and enhance critical thinking for positive enrichment and lifetime skills. The organization provides after school, weekend, and summer activities at two sites within Schenectady's Housing Authority complexes. Each site is equipped with a kitchen for preparing meals, community rooms with computer stations for homework, and tables and chairs for group work. Adrienne recruits volunteers and parents to assist her with running the programs. She uses her own car to pick up children and take them to the centers as needed. She has been running children's programs for 8 years in a very grassroots way, with no paid staff, and no organizational systems. She is a highly respected professional in her community.

*What Aspect of the training seemed most helpful?
The patience, humbleness and expertise you have shown. Your spirit is what many need to identify their gifts.
Thank you.
—Participant*

Pre-Assessment Scoring Sheet

Team Esteem on the Hill Y.E.P. Scoring Sheet						
5						
4	B4			E4	F4	G4
3		C3	D3	E3		G3
2	A2		D2		F2	G2
1		C1		E1		
	Governance	Staff Leadership	Financing	Administrative Systems	Staffing	Products and Services
						Marketing

Pre-Assessment Scoring Sheet

Team Esteem's Nonprofit Life Stage Pre-Assessment indicated that it had a home stage (i.e. overall stage) score of 2, embarking on stage 3. Relative to the home stage, the arenas within the home stage level included Financing (stage 1 and stage 5), Administrative Systems (stage 2), Staffing (stage 1 and stage 4), Products and Services (stage 2), and Marketing (stage 2); Arenas above the home stage level include Governance (stage 4) and Staff Leadership (stage 4).

Team Esteem needed support in Financing and Staffing in order to match its Pre-Assessment Home Stage of 2 embarking on 3.

What Aspect of the training seemed most helpful?

“The information presented and advice from other organizations was relevant to our current organizational needs.”

—Participant

Post-Assessment Scoring Sheet

Team Esteem on the Hill Y.E.P. Scoring Sheet

5	B5					G5	
4	A4				F4		
3		C3					
2			D2		F2		
1		C1		E1			
	Governance	Staff Leadership	Financing	Systems	Staffing	Services	Marketing

Post-Assessment Scoring Sheet

Team Esteem's Nonprofit Life Stage Post-Assessment indicated that it had a home stage (i.e. overall stage) score of 4. This Post Assessment measure shows a significant increase from the Pre Assessment Measure of stage 1.

Major arena changes included:

- increased measures of Governance (stage 2 → stage 4), Staff Leadership (stage 4 → stage 5), Marketing (stage 2, stage 3, and stage 4 → stage 5)
- decreased measures of Administrative Systems (stage 2 and stage 3 → stage 2), Staffing (stage 1, stage 3, and stage 4 → stage 1)
- steady measures of Financing (stage 1 and stage 3 → stage 1 and stage 3), Products and Services (stage 2 and stage 4 → stage 2 and stage 4).

Team Esteem's pre-assessment scores were very confusing to understand but after working with the organization it became clear that their 8 year history of service in the community did render them strong in some areas but the lack of organizational development and singular focus on volunteer-run programs left them weak in most areas.

Team Esteem is led by founder and Executive Director Adrienne Smith-Kissee, a retired woman with a strong background in human services. Adrienne runs two after-school programs at two different community centers provided by the housing authority. She sees approximately 15 children at each site and is looking to expand to provide services to young people impacted by the juvenile justice system. Her biggest challenge is administrative support.

Team Esteem received TA in the area of board and program development. She recruited 9 board members and was provided with board development and onboarding assistance. She developed a marketing plan for revamping her website and FaceBook page. She also received assistance with her capacity-building proposal. She will use capacity building funds to purchase case management software.



YOUTH LIFE SUPPORT NETWORK

website: <http://ylsninc.org/>

Jamel Mohammed, Executive Director of Youth LIFE Support

Youth LIFE Support Network, Inc. is a nonprofit community-based organization with a focus on public safety and a commitment to working with youth and their families. Its mission is to provide community outreach, violence intervention, educational support, and recreation to residents of the Capital District. The organization is guided by four core LIFE principles: Leadership, Integrity, Family, and Empowerment. Its programs include 1Life2Live, Beverwyck Renegades, Lacrosse, LIFE Plus, LIFE Prep, and LIFE Wear.

What Aspect of the training seemed most helpful?
“The training brought/inspired unity among group members. That was amazing to experience. Thank you, Lydia!”
—Participant

Pre-Assessment Scoring Sheet

Youth L.I.F.E. Support Network Scoring Sheet						
5			C5			
4	A4	B4			E4	
3						
2				D2		
1			C1		E1	
	Governance	Staff Leadership	Financing	Administrative Systems	Staffing	Products and Services
						Marketing

Pre-Assessment Scoring Sheet

Youth LIFE's Nonprofit Life Stage Pre-Assessment indicated that it had a home stage (i.e. overall stage) score of 2, embarking on stage 3. Relative to the home stage, the arenas within the home stage level included Financing (stage 1 and stage 5), Administrative Systems (stage 2), Staffing (stage 1 and stage 4), Products and Services (stage 2), and Marketing (stage 2); Arenas above the home stage level include Governance (stage 4) and Staff Leadership (stage 4).

Youth LIFE Support Network, Inc. needed support in Financing and Staffing in order to match its Pre-Assessment Home Stage of 2 embarking on 3.

What Aspect of the training seemed most helpful?
“So happy to be growing and learning with such a wonderful group of people!”
—Participant

Post-Assessment Scoring Sheet

Youth L.I.F.E. Support Network, Inc Scoring Stage							
5					E5		
4	A4	B4		D4		F4	
3			C3				
2							G2
1							
	Governance	Staff Leadership	Financing	Administrative Systems	Staffing	Products and Services	Marketing

Post-Assessment Scoring Sheet

Youth LIFE's Nonprofit Life Stage Post-Assessment indicated they had a home stage (i.e. overall stage) score of 4. This Post-Assessment measure shows a significant increase from the Pre-Assessment Measure of 2 embarking on 3.

Major arena changes included:

- increased measures of Administrative Systems (stage 2 → stage 4), Staffing (stage 1 and stage 4 → stage 5), Products and Services (stage 2 → stage 4)
- decreased measures were non-existent
- steady measures of Governance (stage 4 → stage 4), Staff Leadership (stage 4 → stage 4), Financing (level 1 and level 5 → level 3), Marketing (stage 2 → stage 2).

Founder and Executive Director Jamel Mohammed has a great deal of support from volunteers as well as county and system stakeholders. His primary goal was to develop all systems so his organization could sustain its growth. He realized that he could not accept more funding without building capacity. He was provided with TA in the areas of data collection and program evaluation, financial management, and board development.

TA was provided in preparing the organizational and program budgets for board approval and funder review. TA in the area of board development was provided to the board secretary on her roles and responsibilities. TA was also provided in the area of proposal development. The organization will use its Capacity Building grant to 1) Identify and purchase software that would support a more efficient database to track program participants and their successes and challenges; 2) Identify and purchase the necessary software that would afford better financial recordkeeping and reporting; 3) Acquire necessary computer and/or software upgrades to support better case management and case reporting; 4) Acquire necessary technical assistance to ensure that all systems operate efficiently and together to produce the reports required for present and future funders; and 5) Acquire professional assistance in the development of program and organization brochures and materials for stronger presentation for stakeholders and funders.

CONCLUSION AND RECOMMENDATIONS



Final debriefing of capacity building goals and achievements.

The information presented above clearly illustrates the value of Lydia Sierra Consulting's Capacity Building Institute. All six participating nonprofit agencies succeeded in increasing their home stage of development.

Here are the following conclusions:

Participating in this Capacity Building Institute expedites the development process by helping nonprofits strengthen the major nonprofit arenas of Governance, Staff Leadership, Financing, Administrative Systems, Staffing, Products and Services, and Marketing.

The Technical Assistance (TA) component is critical. Having time for grassroots leaders to get individual assistance on targeted topics (identified by the needs assessment) was critical to being able to move the organizations forward.

Meeting together monthly for ½ day was not enough. However, it is not clear that a longer day would have been more productive. Perhaps extending the Capacity Building Institute to a 10-12 month process would enable the work to

be slower but more continuous and the TA help could meet the needs with even more targeted focus.

A cohort of grassroots organizations worked well. It will be of interest to follow up and see how the capacity building funds were used, did the organizations use what they learned to move their organization forward? That is an empirical question, and one that Dr. Svirsky and I are in discussions about pursuing.

Finally, the Albany cohort showed great potential for collaboration. By the end of the institute, the Hamilton Hill Arts Center had partnered with four of the other organizations, including Mission Accomplished, SHE: Strength, Healing, and Empowerment, Team Esteem, and Community Fathers with plans for program expansion. Team Esteem and SHE, which both focus their programming on children and women, planned to partner on events, projects, and grant-seeking. The Capacity Building Institute was a great tool for connecting and establishing bonds between organizational leaders and for developing a support network that is sure to have a great impact on the communities they serve.



CONTACT INFORMATION

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