



Fairfax County Listening Project: Strengthening Nonprofits

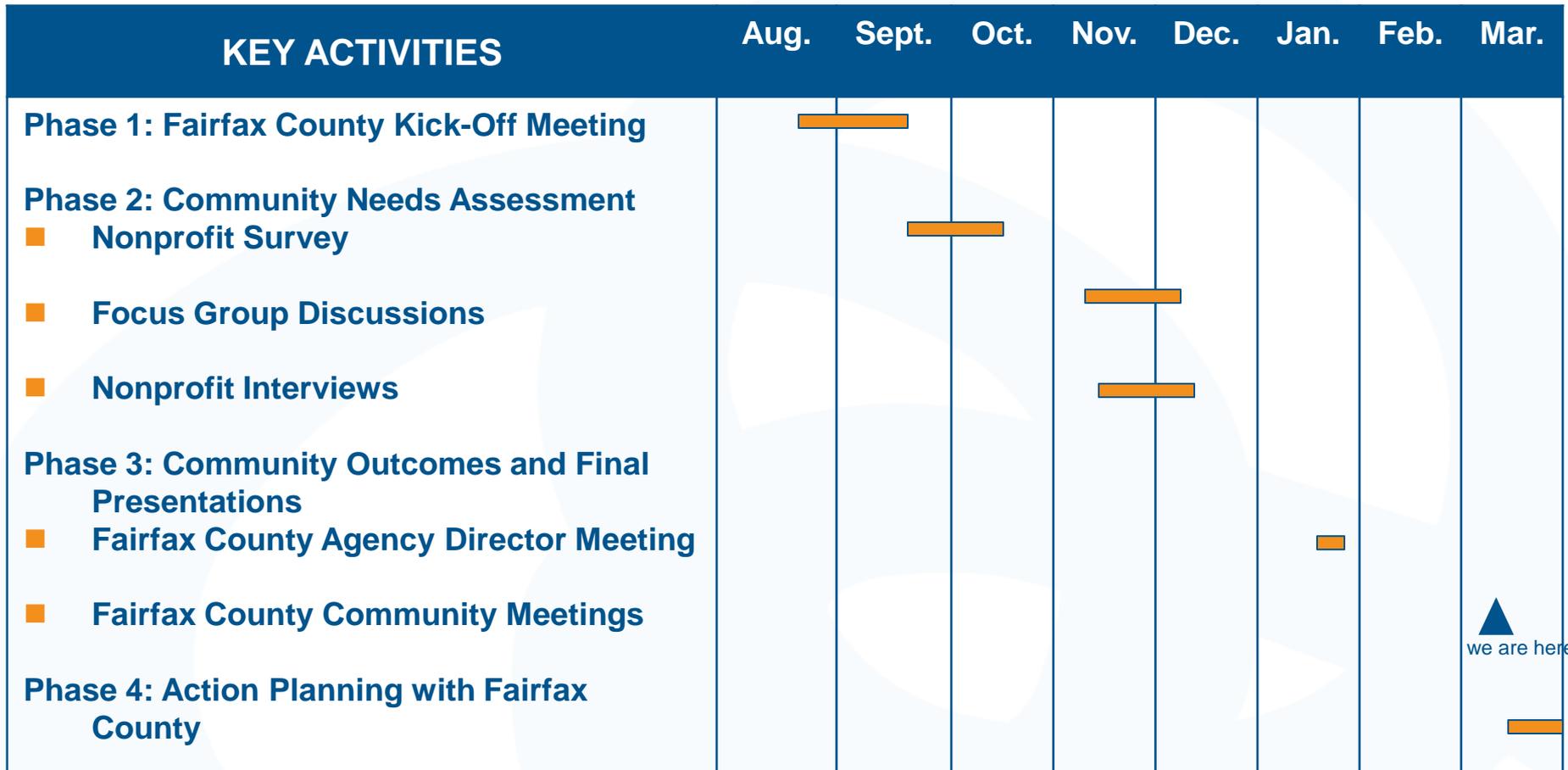
Community Meeting Appendix Slides

March 7th, 2011

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- Research Methodology and Participants
- Additional Data
- Preliminary Research Findings
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Listening Project Timeline 2010-2011



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Research methodology and participants: Listening Project research objectives

	Nonprofit Survey	Nonprofit Focus Groups	Nonprofit Interviews	County Staff Focus Groups	Corporate Focus Groups
Objectives of Each Research Tool	<ul style="list-style-type: none"> ■ Organizational capacity assessment ■ Organizational interest in capacity building services ■ Role of Fairfax County and corporations in nonprofit capacity building 	<ul style="list-style-type: none"> ■ Nonprofit strengths and weaknesses ■ Nonprofits perception of and willingness to fill specific service gap areas ■ Effective capacity building services ■ Role of Fairfax County and corporations in capacity building 	<ul style="list-style-type: none"> ■ Nonprofit's perception of service gap and possible solutions to close gap ■ Capacity building services that help strengthen nonprofits ■ Role of Fairfax County and corporations in capacity building 	<ul style="list-style-type: none"> ■ Nonprofit strengths and weaknesses ■ Staff perception of nonprofits' ability to address service gaps ■ Effective capacity building services ■ Effective relationship between Fairfax County and the nonprofit sector 	<ul style="list-style-type: none"> ■ Existing corporate engagement with nonprofit community ■ Corporate interest in supporting nonprofit capacity building ■ Corporate interest in partnering with Fairfax County human service focused nonprofits

Research methodology and participants: Listening Project research participants

Nonprofit Survey	Nonprofit Focus Groups	Nonprofit Interviews	County Staff Focus Groups	Corporate Focus Group
<p>Survey was sent to Fairfax County nonprofit community:</p> <ul style="list-style-type: none"> ■ Participation: 273 nonprofits invited, 75 responded. ■ Organizational Size: 53% have operating budgets over \$1M, and 47% have operating budgets less than \$1M. 	<p>Four nonprofit focus groups, one in each service gap area:</p> <ul style="list-style-type: none"> ■ Disabled: 7 orgs. ■ Housing: 8 orgs. ■ Legal: 4 orgs. ■ Mental and Behavioral Health: 7 orgs. 	<p>10 individual interviews with nonprofit leaders:</p> <ul style="list-style-type: none"> ■ Disabled: 1 orgs. ■ Housing: 2 orgs. ■ Legal: 1 orgs. ■ Mental and Behavioral Health: 4 orgs. ■ General Provider: 2 orgs. 	<p>Two Fairfax County staff focus groups with 8 human service agencies represented.</p>	<p>5 consulting firms and one technology company participated in the corporate focus group.</p>

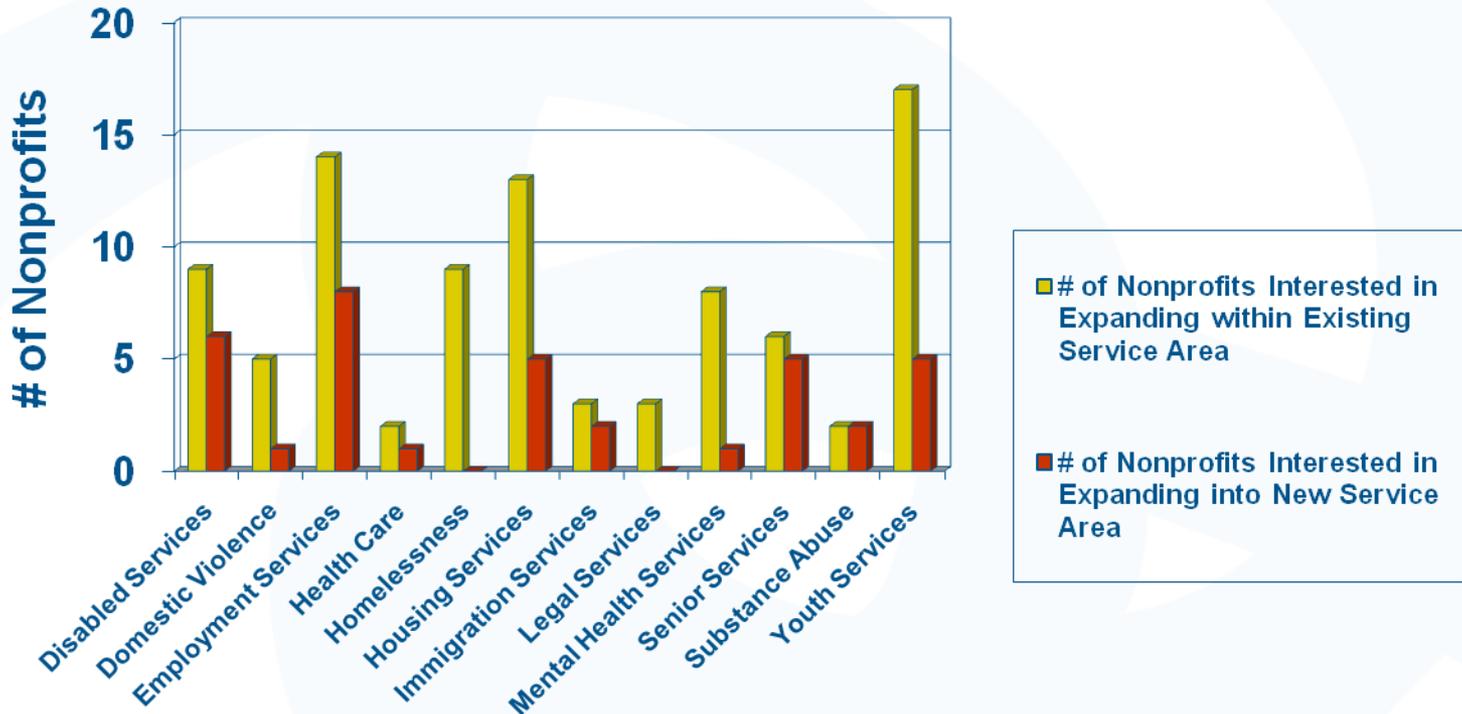
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Additional data: Of nonprofits surveyed, 60% are interested in expanding existing service delivery and 40% are interested in providing new services

Survey data comparing nonprofits interested in expanding existing services vs. nonprofits interested in expanding into new service areas.

of Nonprofits Interested in Expanding (by Service Area)



Note: This slide reflects responses ONLY from nonprofit survey data and reflects responses from Question 7 verse Question 36. Please note that Question 36 only permitted nonprofits to select three areas for expansion and did not permit nonprofits to select that they were NOT interested in expansion.

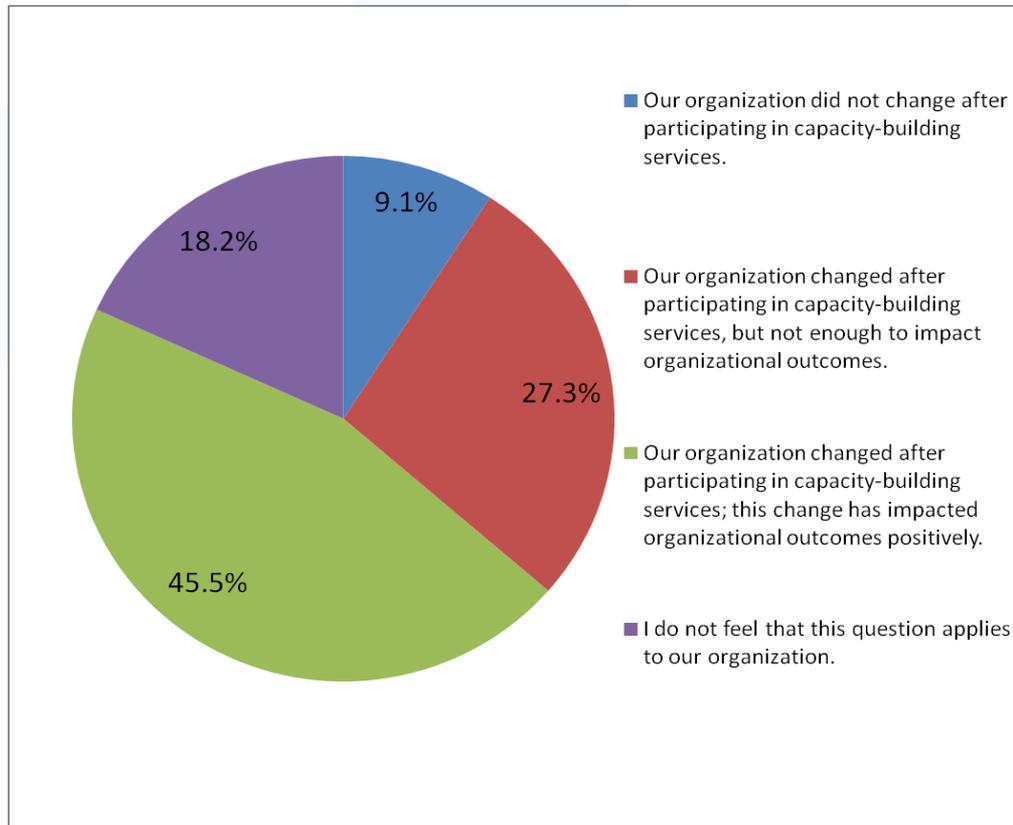
Additional data: Nonprofits surveyed have found capacity building services focused on service delivery best practices and strategic planning to be most satisfactory

Question: In the past two years, which capacity building services that you received have been most *satisfactory*?

Capacity-Building Services Ranked by Satisfaction for Small Nonprofits (1-4 scale, 4 highest) (N=29)		Capacity-Building Services Ranked by Satisfaction for Large Nonprofits (1-4 scale, 4 highest) (N= 25)	
Capacity-Building Service	Average Rating	Capacity-Building Service	Average Rating
1. Service Delivery Best Practices	3.29	1. Service Delivery Best Practices	3.25
2. Strategic Planning	3.25	2. Strategic Planning	3.17
3. Financial Planning	3.20	3. Evaluation/Outcome Measurement	3.15
4. Contract Evaluation	3.13	4. Leadership Development	3.13
5. Board Development	3.00	5. Board Development	2.93
6. Legal	2.86	6. New Program Development	2.86
7. Partnership/Collaboration	2.86	7. Facilities Planning	2.80
8. Evaluation/Outcome Measurement	2.83	8. Advocacy	2.79
9. Advocacy	2.80	9. Fundraising Strategy/Execution	2.71
10. Marketing/PR	2.75	10. Marketing/PR	2.67
11. Fundraising Strategy/Execution	2.69	11. Partnership/Collaboration	2.67
12. Volunteer Management	2.67	12. Volunteer Management	2.63
13. Leadership Development	2.56	13. Legal	2.60
14. HR Management	2.40	14. Financial Planning	2.56
15. New Program Development	2.33	15. HR Management	2.50
16. Social Enterprise/Business Planning	2.20	16. Contract Evaluation	2.25
17. Facilities Planning	1.75	17. Social Enterprise/Business Planning	1.80

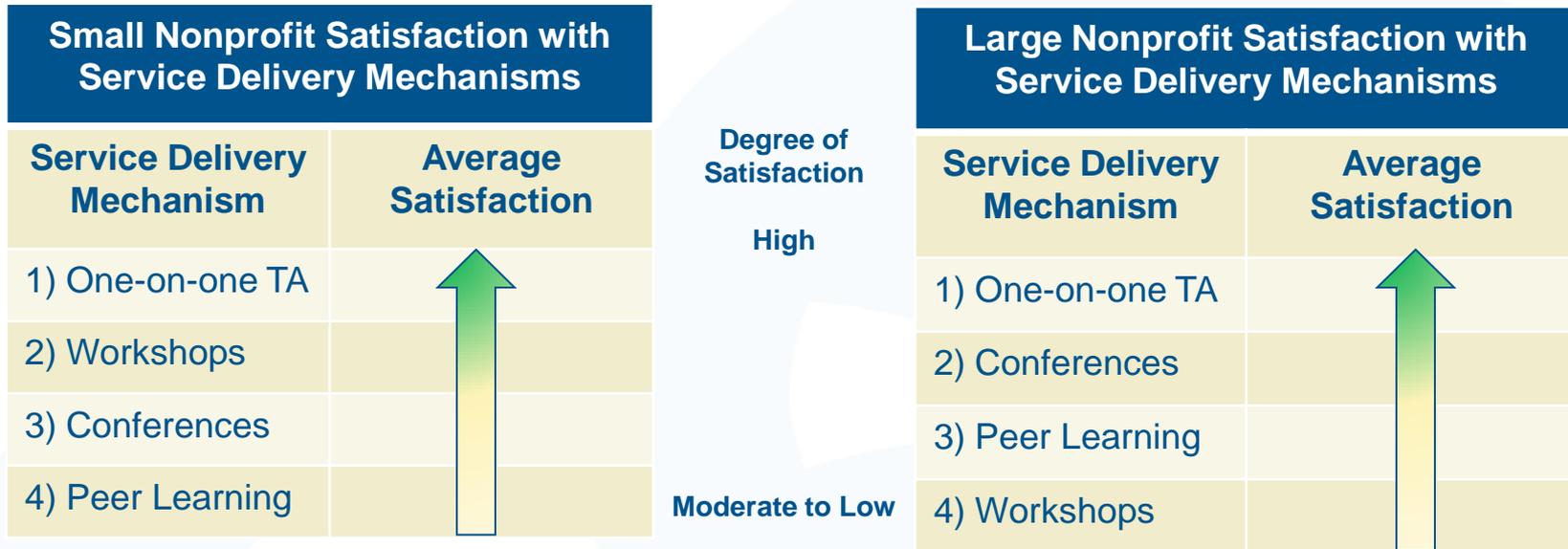
Additional data: In spite of nonprofit satisfaction with capacity building services, most organizations **do not** report capacity building services leading to organizational impact

Question: In general, please select the statement that best describes how these capacity building services have changed your organization.



Note: This slide reflects responses ONLY from nonprofit survey data

Additional data: To improve the effectiveness of existing capacity building services, the County should support service delivery mechanisms with the highest satisfaction ratings



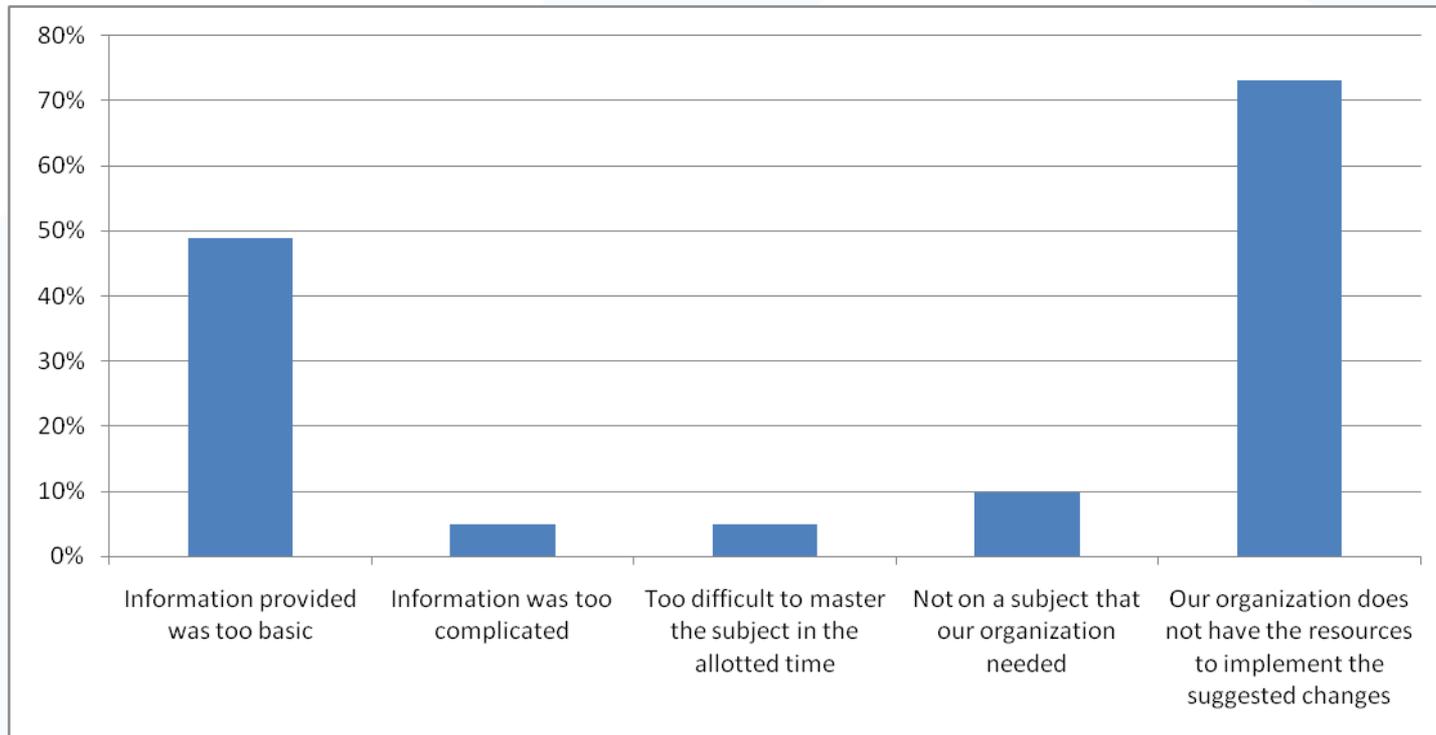
Effectiveness of Classroom Training and Web-Based Training

Service delivery mechanisms less frequently utilized include classroom training and web-based training. Both small and large nonprofits found classroom training highly effective when utilized, but found low to moderate satisfaction with web-based training.

Note: This slide reflects responses ONLY from nonprofit survey data

Additional data: The County should support services that provide customized information as well as ensure that nonprofits have sufficient resources to implement suggested changes

Question: What are the reasons that some capacity building services you received have not resulted in organizational change? Please select all that apply.



Note: This slide reflects responses ONLY from nonprofit survey data

Additional data: 65% of all nonprofits surveyed mentioned wanting assistance on a specific service

Question: For the service areas you identified for potential expansion, please describe the capacity building topics that would help your organization expand.

Capacity Building Services of Interest for Expansion (N=50)	
Small Organizations	Large Organizations
<ul style="list-style-type: none"> ■ Advocacy ■ Board development ■ Community awareness/networking ■ Financial management ■ Fundraising ■ Technology improvements ■ Strategic planning ■ Volunteer management 	<ul style="list-style-type: none"> ■ Board development ■ Community awareness/networking ■ Funding streams ■ Fundraising ■ Physical space ■ Program best practices ■ Resource development ■ Strategic planning

“Partnership in the area and topic of shared risk. What commitment is the jurisdiction going to make to providers who invest in capacity building and expansion of services?”

“Financial resources, direct and in support of additional development staff to help to gain and maintain financial stability; space; staffing - we have the expertise, but need the financial resources.”

Note: These are direct quotes from the survey data

Additional data: To strengthen useful services, the County should support the improvement of existing capacity building tools and increase access to existing trainings

Additional Capacity Building Supports that Nonprofits Find Potentially Useful

- Web portal listing local capacity resources
- Peer exchange forums for nonprofit leaders
- Peer exchange forums with other nonprofits in similar service areas
- Assistance identifying appropriate consultants for capacity building services

Existing Capacity Building Services in which Nonprofits Express Interest

- CSB trainings

Enhance Existing Useful Services

Since many of the above services already exist, nonprofits recommend improving service content as well as access to services, rather than creating new services.

Note: This slide reflects responses from nonprofit survey data and focus groups

Additional data: Within Fairfax County, successful collaborative nonprofit models currently exist

Connections for Hope is an example of a collaborative workspace that provides a “one stop shop” in serving the individual client.

Advantages

- Low overhead costs for nonprofits using space
- Co-location of six nonprofits and CSB services that includes 2 training rooms, 1 computer lab, etc.
- One location for corporate/county trainings to be held
- Ability to gain corporate support for all organizations at once rather than support of one at a time.

Disadvantages

- Significant financial commitment
- Difficulty in bringing in pro bono providers given shared cost of space



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Preliminary research findings: Nonprofit strengths and weaknesses

Overall Themes	
Examples of Nonprofit Strengths	Examples of Nonprofit Weaknesses
<ul style="list-style-type: none"> • High level of commitment to mission among staff and volunteers • High level of collaboration and development of extensive partnership networks • Strong understanding of community need 	<ul style="list-style-type: none"> • Limited staff resources • Limited ability to scale service delivery due to interest in maintaining niche and due to limited organizational capacity • Limited ability to obtain sufficient revenue

Perceptions of Strengths and Weaknesses by Research Mechanism				
	Fairfax County Staff Focus Group (2)	Nonprofit Focus Groups (4)	Nonprofit Capacity Assessment Survey	Corporate Focus Group (1)
Examples of Strengths	<ul style="list-style-type: none"> • Commitment and passion of staff and volunteers • Ability to serve diverse population needs • Ability to collaborate and develop extensive community networks • Willingness to take risks 	<ul style="list-style-type: none"> • Strong contributors to field and high volunteer involvement • High level of collaboration given small field • Flexible, nimble • Ability to operate with lean operations 	<ul style="list-style-type: none"> • Clarity of Mission and Goals • Partners and Collaborators • Staff Composition 	<ul style="list-style-type: none"> • Can provide great training opportunities for staff • Provide great “stories” to share with community
Examples of Weaknesses	<ul style="list-style-type: none"> • Limited service delivery scalability • Limited interest in changing service delivery models • Inability to diversify revenue streams • Lack of board strength • Staff turnover, particularly at entry level • Lack of infrastructure and financial management • Need to strengthen collaboration (with nonprofits and Fairfax County) 	<ul style="list-style-type: none"> • Redundancy of service delivery • Limited economies of scale • Limited career path in field • Difficulty understanding/working with 3rd party payment providers (e.g., Medicaid) 	<ul style="list-style-type: none"> • Competitive Landscape • Planning Culture • Revenue Generation/Fundraising Strategy • Knowledge of Constituents • Social Impact Measurement, Monitoring and Reporting 	<ul style="list-style-type: none"> • Could be risky to work with from a political/ brand perspective

Preliminary research findings: Research quotes summarizing nonprofit strengths

Examples of Nonprofit Strengths		
	Nonprofit Self-Perception	County Staff Perception
Mission	<i>"Nonprofits as a rule are so mission focused, they will do whatever it takes to succeed."</i>	<i>"Many nonprofits are local, grew out of some community need. There is a very strong commitment to that thing, very driven around emergency services, etc, they are very committed to it."</i>
Collaboration	<p><i>"Collaboration is very strong and is very much a part of the way we work."</i></p> <p><i>"We have a great level of coalitions and task forces."</i></p>	<p><i>"In South County there is a leadership coalition where leaders get together and have conversations with each other."</i></p> <p><i>"Lack of meaningful collaboration. People define collaboration differently, people all say they do it, but they don't see it the right way. There is duplication of effort, but this is where gaps start to emerge. They don't tag-team work together."</i></p>
Understanding of Community Need	<p><i>"Affordable housing is an issue in Fairfax County that is driven by lack of affordable housing and lack of jobs. Attaining jobs is the biggest issue."</i></p> <p><i>"For the mentally disabled community, we are seeing the first generation of children who will outlive their parents. There is a large number of disabled adults living with single, elderly moms. There are no plans at the system level to take care of these individuals."</i></p>	<i>"As far as strengths, knowledge and connection to community. Often Fairfax County agencies, we think we have the best ideas for what gets done, when we get out in the community, the nonprofits really know and make great partners."</i>

Note: This slide reflects responses from survey data, interviews and focus groups

Preliminary research findings: Research quotes summarizing nonprofit weaknesses

Examples of Nonprofit Weaknesses		
	Nonprofit Self-Perception	County Staff Perception
Limited ability to obtain sufficient revenue	<p><i>"We don't have the financial resources to increase program capacity."</i></p> <p><i>"County could exercise more initiative in tapping into corporations. Nonprofits could use these resources, but they don't know where they are."</i></p>	<p><i>"Nonprofits have trouble being able to diversify revenue. For example, as a part of their training, a nonprofit in DC has an ice cream store, which gives them revenue and helps teach people about financial management...The thing to do is to look at other models that nonprofits use to diversify funds."</i></p>
Limited ability to scale service delivery due to interest in maintaining niche and due to limited organizational capacity	<p>60% of nonprofit survey respondents indicate an interest in expanding existing services and 40% indicated an interest in expanding into new services.</p> <p><i>"I would love to expand delivery of services; however, insurance pays so little for these services that it is difficult to breakeven."</i></p>	<p><i>"I've seen this with some organizations, they didn't want to change to keep up with the times, they did what they wanted to do and didn't want to do anything else. As long as that was important, that's ok, but as populations and demographics shift, there may be new needs to consider."</i></p>
Limited staff resources	<p><i>"As a large nonprofit, we are able to have the depth of management and can invest in internal training programs. Developing a solid employee baseline is very important. (It's important for all nonprofits to develop this similar baseline.)"</i></p> <p><i>"Within my service area there is no career path. As a result it's hard to get people to work here."</i></p>	<p><i>"Staff turnover is true in both small and large organizations. Tremendous investment needs to be made in ongoing training, since there are always new people. The county needs to think about levels of funding for things they are asking nonprofits to do- lower salaries lead to increased turnover."</i></p>

Note: This slide reflects responses from survey data, interviews and focus groups

Preliminary research findings: Fairfax County strengths and weaknesses

Overall Themes	
Examples of Strengths	Examples of Weaknesses
<ul style="list-style-type: none"> • Strong support of nonprofit community • Ability to convene nonprofits and corporations to address community needs • Development of successful collaborative working groups in specific areas 	<ul style="list-style-type: none"> • Need for more meaningful “partnership” between the County and nonprofits in underserved areas • Limited transparency around how the County funding is allocated to nonprofits • Need for more streamlined and standardized funding and reporting processes

Perceptions of Strengths and Weaknesses by Research Mechanism		
	Fairfax County Staff Focus Groups (2)	Nonprofit Focus Groups (4)
Examples of Strengths	<ul style="list-style-type: none"> • Strong staff commitment to meeting community human service needs • Interest in providing funding to meet nonprofit needs • Interest in exploring and spearheading collaborative working models between nonprofits and the County 	<ul style="list-style-type: none"> • Very supportive of nonprofit community • Strong interest in meeting nonprofit needs • Development and facilitation of successful collaborative working groups • Effective trainings (e.g., CSB trainings)
Examples of Weaknesses	<ul style="list-style-type: none"> • At times, County funding does not align with community needs • At times, nonprofit funding renewal is not closely tied to nonprofit outcomes • Limited interest in funding nontraditional service delivery models • Need for more meaningful “partnership” between the County and nonprofits in underserved areas • At times, County regulations impede nonprofit collaboration • Limited information exchange across County agencies to gain shared learning in working with nonprofits 	<ul style="list-style-type: none"> • Limited timeframe of County funding for nonprofits (e.g., 3 years) • Need for more streamlined and standardized funding and reporting process • Limited transparency around how nonprofits are awarded funding • Need for more meaningful “partnership” between the County and nonprofits in underserved areas

Preliminary research findings: Role of County in providing human services

Overall Themes
<ul style="list-style-type: none"> • Strategic Leader: Develops shared vision and strategic direction with the community to include nonprofits and corporations regarding the future health and human service outlook • Convener: Facilitates nonprofit/corporate partnership to achieve County priorities • Funder: Contracts with and makes grants to nonprofits and for-profits to address human service needs

Role of Fairfax County Government in Addressing Human Service Needs				
	Nonprofit focus groups / interviews	Nonprofit survey	Corporate focus group	Fairfax County staff focus group
Examples of the Perceived Role of Fairfax County	<ul style="list-style-type: none"> • Strategic Leader: Clearly communicate County human service priority areas • Convener: Serve as an intermediary to connect nonprofits to one another and to corporations where there are mutually beneficial opportunities • Funder: Provide funding for direct human service provision • Advocator: Advocate for specific County human service priorities to corporations, legislators, public and make tough funding decisions • Infrastructure Provider: Provide shared services, physical space 	<ul style="list-style-type: none"> • Strategic Leader: Clearly communicate County human service priority areas • Convener: Serve as an intermediary to connect nonprofits to one another and to corporations where there are mutually beneficial opportunities • Infrastructure Provider: Provide shared services, physical space • Data Aggregator: Create directory of all nonprofit services and County resources • Listener: Listen to nonprofit/ community needs 	<ul style="list-style-type: none"> • Strategic Leader: Clearly communicate County human service priority areas so that corporations are working to address the most pressing issues • Convener: Serve as an intermediary to connect nonprofits to one another and to corporations where there are mutually beneficial opportunities. Serve as catalyst for collaboration between nonprofits and corporations. Identify effective nonprofits and aggregate nonprofits for corporate trainings/ volunteer activities 	<ul style="list-style-type: none"> • Convener: Serve as an intermediary to connect nonprofits to one another and to corporations where there are mutually beneficial opportunities • System-wide Provider: Ensure that the County provides comprehensive services, rather than siloed services • Nonprofit Partner: Serve as true nonprofit partner, assisting with new program development • Funder: Provide funding for traditional and nontraditional human services

Preliminary research findings: Role of corporations in providing human services

Overall Themes
<ul style="list-style-type: none"> • Mentor / Skills Trainer: Provide nonprofits with pro bono technical assistance and mentoring • Infrastructure Provider: Provide nonprofits with access to space / technology • Funder: Provide nonprofits with funding for specific initiatives aligned with business priorities

Role of Corporations in Addressing Human Service Gaps				
	Nonprofit focus groups/ interviews	Nonprofit survey	Corporate focus group	Fairfax County staff focus group
Examples of the Role of Corporations	<ul style="list-style-type: none"> • Funder: Provide financial support • Infrastructure Provider: Provide physical space for nonprofit use • Skills Trainer: Provide capacity building trainings/ services • Volunteer Provider: Provide nonprofits with volunteers • Mentorship: Corporate executives should partner with nonprofit leaders • Board Involvement: Provide expertise on a nonprofit board 	<ul style="list-style-type: none"> • Funder: Provide financial support • Infrastructure Provider: Provide physical space for nonprofit use • Skills Trainer: Provide capacity building trainings/ services • Volunteer Provider: Provide nonprofits with volunteers 	<ul style="list-style-type: none"> • Plug and Play Service Activities: Corporations want easy to set-up volunteer activities or capacity building services • Internal Skill-Building: Corporations want volunteer opportunities that help employee develop stronger professional skills • Board Involvement: Provide expertise on a nonprofit board 	N/A

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Service area specific data: Example drivers of existing service gaps

Example Drivers of Service Gaps

- Regulatory/ policy ambiguity (e.g., who controls disabled services, the state or county government? Given regulations, where can low-income sex offenders live? Given regulations, how can temporary residents receive mental counseling?)
- Limited transportation for clients to access County services
- Limited nonprofit ability to serve all language needs in a cost effective way
- Nonprofits treat clients in a siloed approach rather than comprehensive manner (e.g., treating mental health issues, but not looking at other issues such as access to housing, employment, disabilities that ultimately contribute to mental health issues). This is driven in part by funding restrictions as well as limited information sharing about each client.
- Limited ability for nonprofits to serve clients with greatest, long-term need, given emphasis on tracking outcomes within short (1 to 2 years) funding cycles.
- Need for transitional support programs (ages 18-24) as youth are no longer eligible for child age programs and are not ready for adult programs
- General public attitude about these issues and lack of interest to increase taxes to provide adequate funding

Note: This slide reflects responses from survey data, interviews and focus groups

Service area specific data: Drivers of service gap by service area

Service Gap Description	Example Service Gap Drivers
<p><u>Disabled Services</u></p> <ul style="list-style-type: none"> • Severe behavioral issues associated with homecare programs • Increased socialization and vocational training for disabled adults • Issue of children outliving parents • Limited creative use of technology • Support services for families of disabled individuals 	<ul style="list-style-type: none"> • Regulatory ambiguity around if County or state runs disabled services • Lack of transitional programs for disabled children aging out of the school system • Lack of public awareness about disabled individuals and service care
<p><u>Housing Services</u></p> <ul style="list-style-type: none"> • Limited affordable housing units, especially with handicapped capabilities • Limited domestic violence beds • Limited community interest in pushing for affordable housing • Limited funding for ongoing support. Current funding supports 1 month, rather than 6 months of support that allows a family to get a job • Limited employment opportunity for homeless, low-income individuals 	<ul style="list-style-type: none"> • Lack of information sharing across service providers • Limited access to affordable housing, especially given credit crisis • Policies rewarding short-term assistance to many clients rather than long-term, deeply impactful services to fewer clients • Limited access to language services
<p><u>Legal Services</u></p> <ul style="list-style-type: none"> • Need for family law services and therapy (especially for undocumented victims of domestic violence) • Need for free legal counseling as low cost services are still too expensive • Limited access to housing for undocumented residents / workers • Increased access to pro bono legal counsel (especially with VA state licensing) • Need for language access bank • Need for Pro Se divorce filing assistance at court house location 	<ul style="list-style-type: none"> • Lack of information sharing across service providers • Policies around domestic violence, illegal immigrants and temporary status residents • Limited access to language services
<p><u>Mental and Behavioral Health Services</u></p> <ul style="list-style-type: none"> • Limited client transportation and need for interpretive services • Need for shared electronic health record • Funding gap between what healthcare covers and what individuals need (e.g. healthcare doesn't cover rehab or day programming) • Model that utilizes one on one home visits and ensures counselor safety • Funding cycles mean that nonprofits stall with current funding and then quickly gear up when RFP is announced 	<ul style="list-style-type: none"> • Lack of information sharing across service providers • Lack of transitional supports for individuals between ages 18-24 • Limited access to language services • Lack of public awareness about individuals with mental and behavioral health conditions and service care • Policies rewarding short-term assistance to many clients rather than long-term, deeply impactful services to fewer clients

Note: This slide reflects responses from survey data, interviews and focus groups

Service area specific considerations: Additional proposed solutions for disabled service gaps

Proposed Solutions

- 1. Increase Availability of Technology:** For individuals with a physical or mental disability, there are many new technology devices that increase an individual's ability to get involved in community activities. (e.g., new ambulatory technologies)
- 2. Develop Creative Housing Solutions:** Develop creative affordable housing solutions to house individuals with physical disabilities. (e.g., working with a developer to knock out a stairwell and put an elevator)
- 3. Assist in Connecting to Additional Job/Volunteer Opportunities:** Since not all individuals with mental illness can obtain full-time jobs, it would be helpful if the County helped identify volunteer opportunities for individuals interested in getting involved in the community. Additionally, the County should partner with corporations on common interests such as issues that impact workforce effectiveness.
- 4. Development of Transition Services:** Develop services that transition individuals from care within the public education system to adult services (ages 21-26) to provide a smooth transition for the individual as well as the family.
- 5. Development of Life Care System for Disabled Adults:** Develop protocols for what type of state care is provided once family members of a disabled individual are no longer able to physically provide care for their child or if they pass away.:

Note: This slide reflects findings from the survey, focus groups and interviews

Service area specific considerations: Proposed solutions for housing service gaps

Proposed Solutions

1. **Develop Creative Housing Solutions:**

- a) Work with developers to provide housing to individuals who need support services, but can live on own. (e.g., have six apartment units and one case worker apartment in the same apartment section)
- b) Initiate creative community housing utilizing existing unused housing (e.g., extra rooms within family homes)
- c) Policy changes forcing developers to set aside X% of housing units as affordable dwellings

2. **Develop Shared Housing List:** Create one affordable housing rental list to reduce efforts and increase presence in field.

3. **Enact Regulatory Changes:** For shelters working with youth, VA state law mandates that a housing shelter must obtain a parent's signature within 24 hours of working with the child. However, federal law mandates that the organization has 72 hours and must document reasonable attempt at obtaining the parental signature. Since state law supersedes federal law, these, this makes working with youth much more difficult.

4. **Assist with Pre-Development Housing Work:** Assist nonprofit housing developers in covering the cost of evaluating new housing developments (e.g., land surveys, pre-financing work)

5. **Advocate for Policy Changes:** Shape policy changes to close gap between short-term domestic violence shelters and long-term housing voucher receipt. Work with local politicians to increase affordable rental units within new housing developments

Note: This slide reflects findings from the survey, focus groups and interviews

Service area specific considerations: Proposed solutions for legal service gaps

Proposed Solutions

- 1. Increase in Family Law Services:** Increase existing availability of family law services (e.g., divorce, custody, etc). Offer specific family services that do not require legal expertise such as Pro Se divorce filings at the court house.
- 2. Development of Language Bank:** Develop a low-cost community resource where nonprofits can access translation talent in a number of languages.

Note: This slide reflects findings from the survey, focus groups and interviews

Service area specific considerations: Proposed solutions for mental and behavioral health service gaps

Proposed Solutions

- 1. Further Integration of Services within Public Schools:** Currently, many schools do not allow mental health counselors to provide services to students on the school's site. Increased integration of the school system AND provision of these services would be helpful.
- 2. Develop a Detailed/Rated List of Providers:** When nonprofits refer clients to outside service providers, they often hand clients a long list of potential options. However, in directing clients to the highest quality care providers for the client's given need, it would be helpful to develop a detailed list of service providers that captures quality of service, languages spoken by the provider, etc.
- 3. Assist in Medicaid Transactions:** Given the difficulty of working with Medicaid as a payer, nonprofits could greatly benefit from having a central group that helped nonprofits tap into Medicaid funding.
- 4. Address Employment Issues Starting Internally:** To increase the number of jobs available to individuals with mental and behavioral health issues, the County could increase career opportunities among County jobs.

Note: This slide reflects findings from the survey, focus groups and interviews

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Research citations on capacity building

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