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The OneStar Foundation's Texas Demonstration Project

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Foreword

The Baylor Institute for Studies of Religion (ISR) exists to involve scholars having many different interests and approaches in creative efforts to grasp the complexities and interconnections of religion in the life of individuals and societies. The aim is to produce studies that not only plumb basic questions, but produce results that are relevant to religious organizations, address moral controversies and contribute to social health. We are particularly interested in research that examines how religion, religious institutions and faith-based organizations may play a unique role in the formation of a more civil society and possibly work to counter the effects of contemporary social problems ranging from literacy and housing, to health care and crime reduction. Unfortunately, research and evaluation of faith-based approaches or religious interventions remain remarkably underdeveloped. This oversight is unfortunate since the country is in the midst of an extraordinary debate about the role of religion and its public policy implications.

ISR scholars are currently involved in a number of research initiatives that will expand the breadth and depth of scholarship in this long overlooked area. From randomized clinical trials of the Amachi Texas (mentoring children of prisoners) initiative, to longitudinal and cross-sectional studies examining the efficacy of various religious interventions, we are generating studies that help shed light on what does or does not work. Still, it is not enough to know that a program does or does not work; it is equally important to know why. ISR is committed to qualitative research that provides insights that are often beyond the grasp of strictly quantitative scholarship. To this end, ISR is committed to producing thoughtful case studies of faith-based initiatives in different jurisdictions in order to learn more about the role, capacity, identity and effectiveness of the many different types of faith-based approaches to social problems as well as social service delivery. We believe these case studies will be instructive not only in assessing faith-based approaches or efforts, but in guiding future research – both quantitative and qualitative, and thus inform the ongoing debate.

The current case study captures the experiences and insights from multiple jurisdictions in Texas receiving funds from the OneStar Foundation's Compassion Capital Fund grant. The case study draws upon a number of face-to-face interviews and analyses of records from funded sites, as well as observational work from field visits. We caution that case studies should be viewed as the basis for generating and informing discussion, not as definitive or causal work on the efficacy of programs. However, it is equally important to note that meaningful case studies such as this one on the OneStar Foundation's Texas Demonstration Project can play an important role in assessing the experiences of agencies and individuals and thus inform and assist other jurisdictions and programs trying to address similar problems and issues. In this way, it is our hope that the current study as well as other ISR case studies may be instructive and catalytic in moving the discussion on faith-based approaches forward and ultimately assist in producing a more civil society.

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THE ONESTAR FOUNDATION'S TEXAS DEMONSTRATION PROJECT: A CASE STUDY EVALUATION¹

Background

OneStar Foundation of Texas received a 17-month Compassion Capital Fund (CCF) grant entitled the Texas Demonstration Project (TDP) for \$1.1 million in 2005 from the Administration for Children and Families within the Federal Department of Health and Human Services. The purpose of the CCF grant was to build the capacity of Faith-Based and Community Organizations (FBCOs) in four counties located in the north central, central and southern regions of the State.

The purpose of this case study evaluation is to describe the key strategies and approaches employed by OneStar (and its partners) in identifying and addressing the varied capacity building needs of the organizations served through this grant, which included both the 337 FBCOs participating in one or more of the TDP's initial training workshops, as well as the 25 FBCOs selected as sub-grantees. These 25 TDP sub-grantees were additionally served (beyond the above-referenced workshops) with organizational assessment, board facilitation, additional training conferences and sub-grant funds for specific capacity building activities such as the purchase of equipment, hiring of key staff and/or one-on-one technical assistance (TA) consultations. The data and information utilized in this case study was derived from:

- Reports, meeting notes and other deliverables furnished by the sub-grantees to OneStar;
- Data on FBCO participation in the initial training workshops and on key organizational characteristics of TDP applicants data collected by OneStar and its project intermediary, the Cornerstone Assistance Network;
- Site visits and interviews with staff from OneStar, some of its partners and a select number of TDP sub-grantees.

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Introduction – OneStar

On January 1, 2004, the OneStar Foundation, a Texas nonprofit corporation, assumed authority and administration of the State of Texas' programs and initiatives that supported volunteerism and community services, which consisted of:

1. *The Governor's Mentoring Initiative (GMI)* – This initiative seeks to increase the number of formal mentoring relationships in Texas by means of: i) building capacity of mentoring organizations in Texas, ii) building collaborations among these mentoring organizations and key community stakeholders, and iii) helping to promote the value of mentoring for local communities;
2. *Faith-Based and Community Initiative (FBCI)* – The Governor's Faith-Based and Community Initiative (FBCI) exists to foster more effective partnerships between government and FBCOs and to build the capacity of these organizations in the areas of: i) leadership development, ii) organizational development, iii) improvements to program and service delivery, iv) fund diversification, and v) community engagement;
3. *National Service Initiative (NSI)* – This initiative, which involves administration of the AmeriCorps*Texas program, is primarily funded through the Corporation for National and Community Service for the purposes of: i) meeting critical needs through service and volunteerism, ii) strengthening the capacity of local communities, and iii) engaging Texans in a lifetime of service and civic leadership.

OneStar and the Compassion Capital Fund

OneStar was keenly interested in the Compassion Capital Fund, given the centrality of capacity-building within each of its three project areas (i.e., GMI, FBCI, and NSI). In fact, the Foundation had applied for a CCF grant in 2004, which was only three months after OneStar was created, but was unsuccessful. Beau Egert, former director of FBCI within OneStar, describes the initial thinking behind OneStar's 2004 proposal:

We recognized that in order to serve our role of encouraging and developing more government collaborations, we needed to raise the level of organizational competency and sophistication of FBCOs in the State. The State of Texas, particularly through its human services and workforce development agencies, had a long history of engaging FBCOs, so we already had strong networks among those organizations. However, many of those collaborations were non-financial and related to FBCOs coordinating their efforts with local human service agencies. We were hoping the CCF project would provide the tools for many of these community-serving organizations to be able to engage in more formal collaborations as well.

OneStar successfully reapplied for the CCF grant in 2005 and proposed to implement its project, named the Texas Demonstration Project (TDP), in four counties containing four major cities: San Antonio (Bexar County), Houston (Harris County), Fort Worth (Tarrant County) and Austin (Travis County). OneStar also enlisted a

number of partners in TDP, both funded and non-funded, to assist in this project effort. Table 1 below provides a brief description of each partner, their skills and strengths and their respective role in the project. For Egert, however, one of the most important contributors to the success of the project was the teamwork that developed amongst these organizations:

Apart from the specific roles each of the partner organizations played in the TDP, I think that the way we were able to come together and work as a team was crucial. Some of the most valuable contributions that some of these organizations made were during various brainstorming and strategizing sessions we held, both in developing the proposal and also in its implementation.

Table 1: Roles and Responsibilities of the TDP Partners

Partner	Skills/Strengths	Role within TDP
OneStar Foundation	Administers AmeriCorps*Texas grant program, provides ongoing Training/ Technical Assistance (T/TA) to AmeriCorps programs.	Provide overall project management, including sub-award process.
Cornerstone Assistance Network (CAN)	Selected by Rockefeller Foundation to lead the Forth Worth Initiative, one of three pilot programs nationwide on capacity-building.	Manage the provision of training and technical assistance, including workshops, organizational assessments, and customized TA.
The Urban Alternative (TUA)	Piloted Project Turn*Around to help rebuild communities through collaboration with public schools, which became a national model for the National Church Adopt-A-School (NCAAS) program.	Provide technical assistance in the area of community engagement.
Venture CD	Providing technology for the Restorative Justice Community in Houston, the Houston Area Urban League, and the US Department of Labor.	Provide software, training, and web-site development/enhancements for grantees to increase technological capacity.
Texas Health and Human Services Commission (unfunded partner)	Eleven designated regional liaisons to oversee FBCO outreach across the State.	Assist in outreach efforts in targeted communities (including grant opportunity information), support sustaining collaborations beyond grant period.

The TDP Strategy

The TDP built the project design around the fivefold capacity-building framework contained in the CCF solicitation, which was:

1. Leadership
2. Organizational Development
3. Programs/Services
4. Funding
5. Collaboration

One of the central partners to TDP, which operated the Fort Worth Initiative (FWI), was the Cornerstone Assistance Network (CAN). Prior to the TDP, CAN was funded by the Rockefeller Foundation as one of three pilot projects to demonstrate innovative approaches to organizational capacity-building. In particular, the TDP employed the organizational assessment and board survey instruments as well as the network of consultants developed from the FWI.

The TDP separated the initiative into three distinct capacity-building phases with the projected timelines for each phase:

Phase I: Public Symposia and Training Workshops (January to May 2006);

Phase II: Grant Awards and Organizational Assessments (June to August 2006);

Phase III: Technical Assistance/Capacity-Building (TA/CB) Implementation (September 2006 to February 2007).

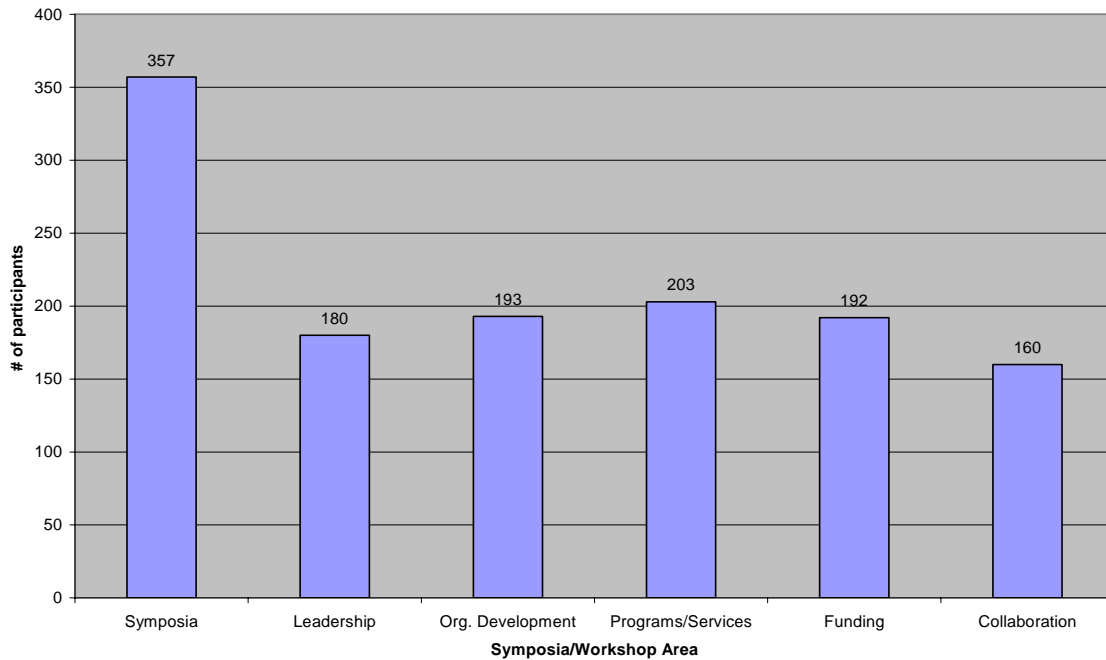
Phase I: Public Symposia and Workshops

The first ‘public’ step in the TDP was to announce the availability of CCF funds concurrently with a series of training workshops across the State. As Egert explained:

The public symposia and workshops were envisioned as sort of an expanded pre-bidder’s conference, designed both to provide capacity-building TA services to FBCOs across the State itself, and, further, to equip those organizations eligible and interested with the tools for submitting an application to receive additional TA and also funds for more capacity-building.

To that end, OneStar held separate, half-day workshops in each of the four targeted counties on each of the five capacity-building areas plus a ‘kickoff’ symposium to announce the CCF funding opportunity in each county for a grand total of 24 symposia/workshops held between January and May of 2006. As shown in Figure 1 below, there were a total of 1,285 participants at these events representing 346 FBCOs. Based on evaluation forms distributed during these events, 97% of attendees indicated an increase in knowledge as a result of their participation.

Figure 1: Symposia/Workshop Attendance



Those organizations that were both qualified and interested in seeking CCF funding had to submit a grant application by April of 2006, a month prior to the completion of the workshops. Eligibility for sub-granting was limited to those organizations with operating budgets of less than \$500,000², those located within one of the four targeted counties (i.e., Harris, Bexar, Tarrant, or Travis) and those organizations attending at least four of the six symposia/workshops held in their area.

Phase II: Grant Awards and Organizational Assessments

The TDP Awardees

Despite the high turnout for the workshops, OneStar received fewer applications than anticipated. There were a total of 53 applications received from which 25 grants were awarded, well below the project's original goal of awarding grants to 40 FBCOs. Angela Suh, Program Coordinator for TDP and responsible for coordinating the grant review process, shared some lessons learned from the Phase 1 outreach and training activities:

One of the factors that contributed to the lower numbers of applicants was the requirement of attending at least four of the six symposia/workshops to be eligible to apply. We also limited ourselves to organizations within only four of the state's 254 counties. If we had a chance to do it all over again, we would also change the timing of the workshop topics in relation

² An FBCO's total budget may exceed this amount, as long as the budget specifically dedicated to community/social services was less than \$500,000. For example, a church with a community/social service program might have a larger overall budget, most of which is not devoted to these programs.

to the grant submission timeline. For example, the workshop for funding, which was partially devoted to grant-writing, was scheduled too close to the grant deadline for organizations to use in applying for TDP funds. We also found it difficult to make connections within particular FBCO networks such as the Latino community in cities like San Antonio.

Table 2 below shows the total number of FBCOs participating in at least one symposium/workshop, the number ‘eligible’ to apply (i.e., attended at least four events) and the total number of applicants. As the table shows, the four-event threshold reduced the number of potential applicants by two-thirds, from 337 to 116.

Table 2: Summary of FBCO Workshop Attendees and Applicants

County	# of FBCOs attending at least one symposia/workshop	# of ‘eligible’ ³ FBCO applicants (% of all FBCOs)	# of actual TDP applicants (% of ‘eligible’ FBCOs)
<i>Harris</i>	131	45 (34%)	15 (33%)
<i>Tarrant</i>	75	24 (32%)	12 (50%)
<i>Bexar</i>	61	21 (34%)	9 (43%)
<i>Travis</i>	70	26 (37%)	15 (58%)
Total	337	116 (34%)	51 (44%)

Mike Doyle, Executive Director for CAN, also shared some of the lessons learned from the outreach process:

At one level, I wasn’t surprised because the process was designed to weed people out. One of the challenges in capacity-building is that you need some level of capacity in order to build more capacity. I know a number of organizations benefited greatly from the symposia and workshops, but it also made them realize that they had work to do before they could even apply successfully for these funds. Others were also intimidated at taking that next step and applying for government funds, even though we were able to dispel a lot of myths that people had about Church-State issues. In the final analysis, we may have inadvertently discouraged some FBCOs that might actually have been ready to apply for, and receive, the capacity-building funds.

The TDP Grantees

Although the overall number of applicants was lower than anticipated, the TDP was particularly effective in getting applications from FBCOs that had never before received federal funding. Almost three-quarters (72%) of the TDP awardees had not previously received federal funding. By means of comparison, only 26% of the AmeriCorps*VISTA program grantees (referred to as sponsoring organizations), which

³ ‘Eligible’ is defined here as having attended at least four workshops/symposia. Some of these organizations may have been ineligible due to geographic (i.e., outside of the four-county area) or budgetary (i.e., annual budgets in excess of \$500,000) factors.

supplies VISTA members to anti-poverty organizations for capacity-building purposes, had no previous government funding.⁴

Another notable distinction of the 53 TDP applicants was the high percentage of FBOs. As shown in Table 3 below, FBOs represented roughly two-thirds of both the initial applicants and awardees, a much higher proportion than most federally-funded grant programs (see Exhibit 1 for a detailed profile of the 25 FBCO awardees).

Table 3: Summary Characteristics of TDP Applicants and Awardees

Organization Type⁵	# of TDP applicants	# of TDP grantees	# (%) of TDP grantees with previous federal funds
CBO	18	8	5 (63%)
FBO	35	17	2 (12%)
County	# of TDP applicants	# of TDP grantees	% of grantees to applicants
Tarrant	12	6	50%
Travis	15	9	60%
Harris	15	6	40%
Bexar	9	4	44%
Total	51	25	49%

The significance of the high proportion of FBO applicants and subsequent awardees wasn't the faith element per se, but rather the fact that so few had previously received government funding. As Table 3 shows, only two of the seventeen FBO grantees (12%) indicated previous federal funding, as compared to five of the eight secular CBOs (63%). Doyle described the success of the TDP in reaching these organizations:

With our previous experience as an intermediary to FBCOs, combined with the networks of organizations that OneStar and the other TDP partners such as The Urban Alternative and the Texas Health and Human Services FBCO liaisons, we already had a ready list of organizations. In addition, we reached out to other organizations like the Texas Association of Non-Profit Organizations and the Texas Conference of Churches, who forwarded the information about TDP to organizations in their network. For the FBOs in particular, one of the areas we addressed through the symposia and workshops was to clear up the many misconceptions they had regarding Church-State issues.

⁴ *Profile of Faith-Based and Community Partnerships*, May 2004; AmeriCorps*VISTA, Corporation for National and Community Service.

⁵ The FBO/CBO designation was not a specific field on the TDP grant applications, but is instead based upon ONESTAR staff determination based on their interaction with the applicant. Furthermore, the FBO/CBO distinction was not tracked for the other 293 FBCOs attending one or more of the symposia/workshops but not submitting an application.

The fact that TDP reached so many of the organizations that participated through email went against conventional wisdom about how best to communicate to and engage FBCOs. All six of the grantees interviewed for this case study evaluation indicated that they were first made aware of the TDP via an email. Many similar grant opportunities seeking to engage FBCOs as applicants and grantees have also utilized email lists as a principle means for providing notification of funding, but without the same success. Egert pointed out the key distinction in their approach:

In our outreach efforts, we knew we first needed to identify the connectors to these organizations, and to be sure that the email about TDP was not coming to them directly from OneStar, but instead from someone they knew. In that sense, we maintained the relationship component that we knew was important to grassroots organizations by working through those connectors.

Assembling the Project Consultants

Concurrent to the grant review and award process, CAN began to assemble a group of consultants to be used for the Phase 2 organizational assessment process, as well as for the Phase 3 implementation of the TA/CB priorities for each grantee. CAN recruited Monna Loftis, Director of the Fort Worth Initiative, as the CAN Project Director for the TDP. Loftis was able to draw upon the network of consultants she had established at both the FWI and in her previous work as Director of Consulting for the Dallas Center for Non-Profit Management. This ‘stable’ of consultants would be drawn upon for the organizational assessments, facilitating board meetings in the organizational assessment process and/or for providing consultation specific to the TA/CB needs in the implementation stage of Phase 3.

Organizational Assessments: “What organizations don’t know they don’t know”

Once the grant awards were made, the focus of TA/CB activities narrowed down to these 25 TDP grantees. In most granting programs, the granting organization would simply establish payment and procurement processes and TA/CB services around the priorities and approach prescribed in the grantee’s application. One of the unique aspects of the TDP was an additional organizational step prior to implementation of TA/CB and expenditure of grant funds. As Doyle explained:

Based on our previous experience in trying to develop the capacity of small, grassroots FBCOs, we knew there were two areas where we needed to be very smart before even getting to the actual TA delivery process. The first is to help these groups do a little more self-reflection on their needs before charging forward. It is a delicate process, of course, to be able to tell an organization what they don’t know they don’t know, and it took a lot of patience and humility on the part of our team of consultants to do this without bruising egos, which I’m sure we did anyway. Once the priorities were done right, the second challenge would be to provide a clear map on how to develop the needed capacity in those areas.

Beginning in July of 2006, OneStar and CAN held meetings in each of the four counties and presented the grantees with a 10-step TA/CB process, which required the participation of a minimum of three people from each FBCO. This group, referred to as the Grantee Leadership Team (GLT), was to consist of the Board Chair, Executive Director, key staff and/or other board members as appropriate for each organization (see Exhibit 2 for a copy of the agenda for these meetings).

Step One: Organizational Self-Assessment and Board Survey

The first component of the organizational assessment process was a self-assessment, which consisted of a 72-question form, developed by CAN's TDP Project Director, asking the GLT to collectively rate their organization on various aspects organized under the fivefold capacity building framework stipulated by the CCF (i.e., Leadership, Organizational Development, etc.). Loftis described both the initial response from the grantees to this 'added' step, as well as the lessons learned by the TDP Project Team:

There was initially some complaining about having to take this extra step. They told us 'We already went through this process when we put our application together, why do we need to do it again?' One thing that we learned from the assessment process was how important it was for there to be a readiness to change in order for these organizations to build their capacity and increase the scope and quality of services. Some of the Executive Directors and founders of these organizations, though well-intended, were a bit too headstrong and hands-on and, as a result, had weak and ineffective boards. In the end, the organizations that were most successful under TDP were the ones that understood the importance of strong leadership at both the board and executive staff levels and began making changes that would allow the organization to grow, for the ultimate purpose of having a greater impact on the individuals and communities they were serving.

In addition, all of the grantee board members filled out a survey form and submitted it to CAN, along with the self-assessment. Loftis then gave a cursory review of these documents to match each grantee with the appropriate TDP consultant. The three main factors Loftis considered in this matching process were:

1. Expertise in facilitation (especially board facilitation);
2. Knowledge of the Nonprofit sector, and well-versed in the associated best practices of nonprofits and the interaction of functional areas within organizations;
3. Values and styles that might be relevant;
4. Diversity—as appropriate, to align the consultant with the particular culture/ethnicity of the grantee and/or the population they served.

Step Two: The Organizational Assessment (OA) Report

The consultant designated to a particular grantee reviewed the self-assessment, board surveys, grant application and other relevant documents furnished by the grantee to develop the Consultant OA report, which was forwarded to the GLT for comments and clarifications. The OA report, representing an external, independent review of the organization's administrative (i.e., capacity-building) priorities, contained recommendations and ratings on each of the 72 questions in the self-assessment, as well as an overall summary and suggested priorities. As Loftis explained:

I made sure that the consultants that I matched with each grantee had no previous knowledge or association with the organization other than what they learned from the assessments, surveys, and other documents reviewed. In some cases, it was also helpful to have consultants with expertise or "best practice information" in the service delivery field of the grantee.

The consultant would then facilitate a board meeting where the OA report and all other documents were reviewed, with the board revising and finalizing the TA/CB priorities for the organization under TDP. Loftis or her assistant from CAN were present for each board meeting to co-facilitate the meetings, answer questions and insure that a consistent process was followed.

Step Three: TA Work Plan and Logic Models

The board meeting in which the TA priorities were finalized led directly, either during the same meeting or a subsequent meeting facilitated by the consultant, to the development of a work plan and strategy for addressing these priorities. Loftis would then review the TA priorities and work plan and draft a logic model, which represented the 'road map' for successfully addressing these TA/CB priorities. As Loftis explained:

Identifying the TA priorities was only half the battle. Before grantees could begin the implementation process, they needed a clear guide. The development of a logic model begins with the end in mind, so the grantees can be sure that the activities and resources utilized in the implementation phase mapped directly to one or more of the desired outcomes associated with each TA priority.

The GLTs would then review and amend these logic models as needed, marking the completion of Phase 2 of the TDP process (see Exhibit 3 for a sample logic model). The original timeline for TDP was for Phase 2 to be completed by the end of August. However, some organizations took more time to struggle through the organizational assessment process and were not ready for Phase 3 implementation until as late as December 2006/January 2007. Nonetheless, Loftis reiterated the importance of completing Phase 2 fully before taking any further steps:

For some of these organizations, getting the organizational assessment and prioritization of their TA needs accomplished in full partnership with their leadership – especially the board of directors was the most

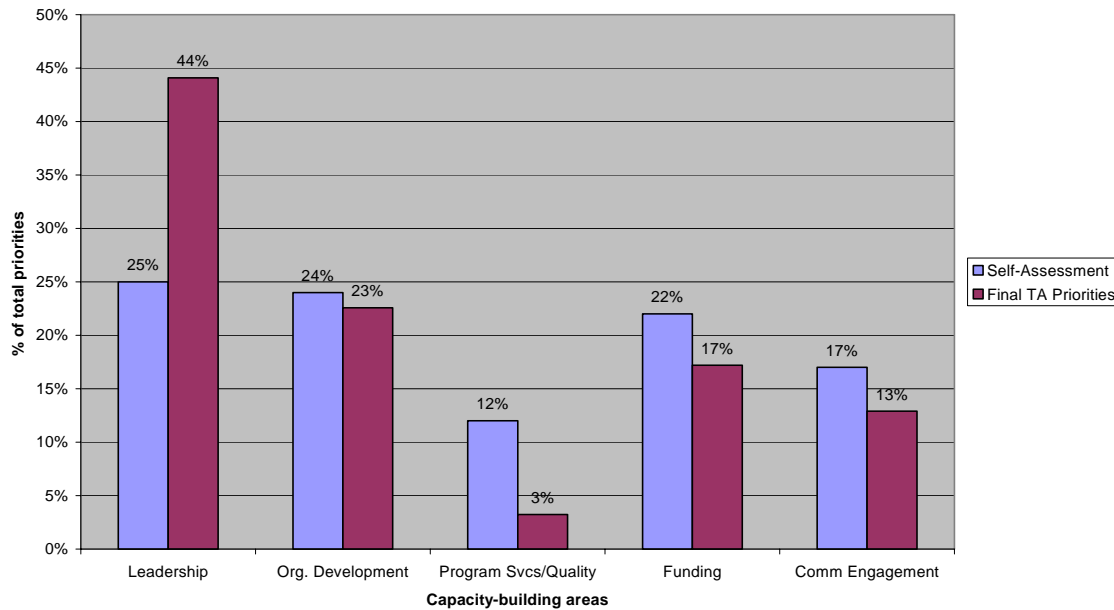
significant accomplishment under this grant. This was not a cause for concern with us because we knew that the organization would be giving itself a firm foundation upon which to grow the organization in future years.

Impact/Lessons Learned from the Organizational Assessment

The organizational assessment phase of TDP showed a dramatic effect on how grantees came to understand their priorities. Figure 2 below compares the distribution of TA/CB priorities from the organizational self-assessment to the final TA/CB priorities established by the board. In particular, grantees came to place greater significance on issues relating to the leadership of the organization and less on the other four capacity-building areas. Among the leadership needs cited by grantees were:

- Board/Staff Development,
- Volunteer Development,
- Board Retreat,
- Determining/Clarifying Board Governance and Decision-Making Processes,
- Key staff hires (Part-time ED, Development Director) and
- Strategic Planning.

**Figure 2: Changes in TA/Capacity-Building Priorities
from Initial Self-Assessment to Final Board-Approved TA Priorities**



Among these leadership priorities, the most dramatic shift occurred in the area of strategic planning. Only 5 of the 25 grantees (20%) included this in their self-assessment, while 18 of the 25 grantees (72%) listed strategic planning among its finalized TA/CB priorities. Conversely, priorities relating to Program Services/Quality decreased from 12% of all priorities in the self-assessment, to only 3% of the final, board-approved TA/CB priorities. Doyle reflected on the significance of this shift due to the organizational assessment process:

I don't think that there was anything in the self-assessment and board survey documents that was biased towards the leadership priorities. Looking back, I think the formation of the Grantee Leadership Teams brought multiple perspectives to the organization's needs, as opposed to only going through the Executive Director, and also influenced this shift. Ultimately, I think the organizational assessment process helped to underscore the importance of effective leadership in growing the capacity of an organization. FBCOs are naturally inclined, at first glance, to be concerned with improving and expanding programs and services, but I think this process led many of them to an understanding that the long-term capacity of their organization requires strong and smart leadership, both at the ED and the board level.

(See Exhibit 4 for a listing of final TA priorities for each grantee)

Phase III: Technical Assistance/Capacity-Building (TA/C-B) Implementation

Once a grantee had finalized their TA/C-B priorities and reviewed, edited and approved the logic model drafted by Loftis, the implementation phase commenced. The grantee logic model served not only as the 'road map' for TA implementation, but was also utilized by OneStar to guide them in the administration of the individual TDP resources. As Suh, TDP Program Coordinator responsible for managing grant disbursements, explained:

They were useful for me to be sure that the grant expenses the organizations submitted were in line with the logic model. If they weren't, I would ask the organization for clarification on how the activities fit within their TA plan. We did have a few instances where grantees tried to spend grant funds that did not link to their original plan, in which case we would require the organization's board to approve changes to the logic model. This really helped to coordinate the payment process and to reinforce the importance of planning and to hold the grantees accountable to decisions made by their board.

Matching Grantees to Consultants

The consultation services under Phase 3 were paid for directly through the grantee funds. Loftis identified and subsequently referred a minimum of three consultants to each grantee for selection, usually including the consultant that served as their facilitator under Phase 2. These Phase 2 consultants were often 'carried over' by the grantees if

they had developed a good rapport and working relationship. In other instances, grantees chose to engage a different consultant from among the other CAN referrals or another consultant they knew and wanted to work with. As Loftis explained:

Some of the FBCOs wanted to use consultants they knew through their existing networks without submitting the consultant qualifications. From a quality control standpoint, all grantees were asked to forward resumes and qualifications of prospective consultants for our review and approval.

Other TA/C-B Implementation Supports

In addition to the consultants, the TDP provided additional training and TA intervention supports for the grantees under Phase 3, as follows:

1. *Strategic Management Institute (SMI)*: The SMI was not actually in the original TDP proposal, but was added afterwards. As Egert, explained:

The opportunity to do the Institute training arose after the TDP submission, through a conversation with Peter Frumkin, a former Harvard professor now working at the University of Texas. He had developed a curriculum for training seasoned, high-level executives in large, national nonprofits. We were able to allocate the cost for the Institute by involving other initiatives at OneStar.

The SMI was a 4-day residential program, which pulled together a wide variety of organizations across the state, ranging from leaders of seasoned secular CBOs to ‘newly-minted’ FBOs without any previous experience collaborating with and receiving funds from the government.

Frumkin coordinated with OneStar in order to understand the types of training the grantees had already received from the initial training workshops. Frumkin described the thinking and planning that went into the SMI for this project:

Although we did tailor the curriculum slightly, we were essentially teaching the same high-level content and concepts for these small, grassroots FBCO leaders as we did for senior executives in much larger nonprofit organizations. There was some initial concern that the program would be pegged too high, but actually found that it went well. The format for the Institute was based on the case study method, which involves no panels and no lectures. Most of the material was case studies, which involved a number of interactive, role-playing exercises and group learning. What we learned from the success of the Institute was that these folks could indeed grasp this high-level, conceptual information, and that they needed and wanted this type of challenging professional development.

2. *Governor’s Volunteer Leadership Conference (GVLC)*: This conference, which is held annually by OneStar, was held in October of 2006 and, like the SMI, also the grantees served through the Governor’s Mentoring and National Services Initiatives.

This one-day conference focused on building organizational capacity on matters such as volunteer recruitment, management, and retention.

3. *Ad Hoc Workshops*: Loftis also scheduled a few impromptu TA workshops when a particular need presented itself among a number of the grantees. For example, she arranged for a special workshop on how to prepare a Case Statement, which was a key element for many of the grantee's fund development and collaboration efforts. The consultant teaching this session also provided follow-up for some of the attending grantees.
4. *TA from TDP Partners*: CAN, primarily through Loftis, also provided direct TA services to grantees in certain circumstances. Loftis sometimes assumed the consulting role for grantees in lieu of, or in addition to, the TA implementation support from the consultants paid directly through the grantee funds. The other TDP partners, The Urban Alternative and Venture CD, also provided TA support for grantees needing help in developing collaborations and technology, respectively.
5. *Peer Exchange*: In some instances, grantees cited assistance they received from one another, often in the context of the SMI and GVLC, where they had the opportunity to interact and network among themselves.

TA/CB Implementation – The Grantee Perspective:

The needs and activities associated with TA/C-B implementation among the grantees were, by design, unique and varied. CAN and the Phase 3 consultants faced a wide range of challenges and accomplishments working with the grantees who were all in different service areas, geographies, and, organizationally, at different stages of maturity in terms of their readiness to change. The following section is a brief 'story' of the TA implementation experience for four of these organizations.

Greater Houston Health Marriage Coalition (GHHMC) – CBO

The GHHMC was formed three years ago with the mission to promote and sustain healthy marriages and family relationships in the greater Houston area through collaboration and education. In particular, the GHHMC wanted to target their marriage education efforts towards low-income populations. They had already received certification as a nonprofit from the State. They actually first became aware of the TDP grant opportunity through an email from a regional federal representative from the Administration for Children and Families.

Tim Louis, who was employed through one of the Coalition members, Family Services of Greater Houston, served as the TDP grant administrator. He described the state of GHHMC at the time they learned of this opportunity:

We were a well-intentioned, but thoroughly disorganized, coalition without any funding. We all had a clear vision about how to do marriage promotion, but weren't sure how to fund it, and weren't sure exactly what kind of role the coalition should play vis a vis its member organizations.

The GHHMC's original TA/CB priorities, as revised through the Grantee Leadership Team's self-assessment, was to hire a part-time Executive Director, improve its community engagement/collaborative efforts, and develop its program and service capacity. They attended the requisite number of workshops to be eligible, but according to Louis, did not find them particularly helpful.

The assessment of the Coalition's needs by the CAN consultant, however, painted a markedly different picture in terms of what they thought their TA/CB priorities should be. They recommended that the GHHMC first conduct a board retreat to achieve a stronger consensus as to the role of the Coalition and the potential organizational structures they could adopt for achieving its mission and purpose more effectively. Looking back on the state of the Coalition at that time, Louis realized that while everyone was in agreement about the Coalition's mission, they had never reconciled their differences as to how to achieve the mission.

This underlying schism within the Coalition revolved around whether they should focus their efforts on becoming a marriage education service provider, particularly funding marriage education within specific minority populations or serve as a community-wide coordinating body for marriage strengthening programs. The vision among some Coalition members to be minority-focused rather than community focused reflected the challenge the GHHMC faced in maintaining a unified, citywide coalition, rather than splitting off into separate ethnically-focused coalitions, as had occurred with the Dallas Healthy Marriage Coalition.

The Coalition chose not to heed the consultant's recommendation and went ahead with hiring a part-time ED, with the thought that through this person's efforts, the Coalition would coalesce naturally toward a single purpose. The ED they hired in August of 2006 left in three months as the underlying tension between members about the future of the Coalition began to create open conflict. Finally, the Coalition recognized that they first needed to put their efforts into hammering out an agreement on how the Coalition would operate before moving forward as Louis explained:

We started out as a membership-directed organization without a board. The funding from OneStar allowed us to bring in consultants with experience working with community-based nonprofits. In the second of two retreats, these consultants helped to focus the members on the basics of an organization, beginning with having a clear mission and vision, which we were able to resolve quickly. Then, and only then, were we able to tackle the purpose of the organization, with attention to our capacity needs. We adopted bylaws that reflected our agreement about the organization's structure, submitted a 501(c)3 application, and established the role of the ethnically-focused subgroups as advisory committees to the Board rather than independent special interest groups. At the end of the day, we had transformed ourselves into a truly board-directed coalition.

The GHHMC, rather than becoming a service provider, assumed the role of a catalyst for bringing marriage education to underserved populations within the

community, with Coalition members agreeing on the necessity of having a strong board that maintained sole responsibility for the organization.

One of the first concrete decisions the Coalition made was to permit Family Services, Louis' organization, to serve as the lead agent for an application for \$477,500 in the Federal Healthy Marriage demonstration grant funds. They won the grant, due in large part to the Coalition's endorsement and Family Services' commitment to work through the Coalition, including sub-contracting to Coalition members, in implementing the grant. Family Services also secured a \$200,000 grant as lead agent for GHHMC from the Texas Health and Human Services Commission and has also added ten new members to the Coalition. Louis reflected on the central role that the TDP grant played in the organization's dramatic turnaround:

The success of this [TDP] project in solidifying the Coalition during its early, formative stages was directly attributable to the technical and financial support from OneStar. I particularly appreciated the flexibility that Monna showed in securing a facilitator, and by giving us the latitude to learn for ourselves what she and her consultants already knew, in terms of the need to come to consensus about the Coalition's purpose first. Their patience demonstrated more interest in doing right than in being right.

In addition, GHHMC did receive its 501(c)3 status and was funded for a second year by HHSC as a community healthy marriage site. GHHMC exceeded all of their contract obligations, and received feedback from the state that their participants had the best outcomes from among the three community healthy marriage sites, and increased their funding to \$300,000 per contract year.

[Green Light Ministries \(GLM\) – FBO](#)

GLM is a start-up organization that was founded in November 2005 by Gerald "Dean" Posey, who originally envisioned the creation of an aftercare facility for prisoners re-entering the community, mentoring at-risk youth, and ministering to those that had been physically and emotionally battered as a result of domestic violence. GLM is located in Azle, a small town of 10,000 located just minutes outside of Fort Worth. They are a prime example of the impact that carefully targeted TA/CB services can have on an organization right at its inception. Posey was soon joined in his start-up efforts by Cindy Berthelot, who had been part of a prison ministry as a singer/evangelist (and, prison chaplain), was herself a victim of domestic violence, was the daughter of a CPA, and had gained considerable business experience operating a furniture store.

Berthelot first heard of the TDP grant via word-of-mouth, first from Mike Doyle of CAN and subsequently through Egert as part of his outreach activities. Most of the GLM board members attended all six of the initial training workshops, which they found extremely helpful. As Berthelot described:

As a brand new organization, we were able to adopt everything we learned from the workshops and apply them fresh. I particularly enjoyed the logic modeling workshop, which really makes you think things through, and do your research to fill in your knowledge gaps. I started applying the principles of the logic modeling process to our TDP grant applications, and continued to use it in the development of our case statements to foundations.

Berthelot also found the logic modeling process useful for communicating to potential partners and collaborators in the community. One of those subsequent partners, the Azle School District, commented to her that they were impressed with the conciseness of the one page presentation that made the case for why they should partner with GLM. Table 4 below shows all the partnerships that GLM was able to form during the TDP grant.

Table 4: GLM Partnerships formed through the TDP grant

Partner	Reason for Forming Partnership	Type of Partner (e.g., nonprofit, government)
Azle School District	Implement AmeriCorps Mentors	School District
Azle Police Department	Implement AmeriCorps Mentors and Domestic Violence Shelter	City Government
Son Shine Ministries, Safe Harbor Counseling, Lighthouse Christian Fellowship	Implement AmeriCorps Mentors	FBOs
Tarrant County Homeless Coalition	To Implement Program for Domestic Violence	CBO
Safe Haven Shelter, Freedom House, Safe Harbor Counseling	To Implement Program for Domestic Violence	FBCOs
Azle Area Ministerial Alliance	Implement AmeriCorps Mentors and Prisoner Re-entry Programs	FBO
Prison Fellowship, Ministry of Hope, Tarrant County RJM	To Implement Prisoner Re-entry Programs	FBCOs

Unlike GHHMC, GLM heeded the initial recommendations by the TDP consultant James Holcomb that they begin with developing the youth program, as it would be more readily accepted by the community. Berthelot reflected on how Richardson and Loftis helped them to understand their other TA/CB priorities:

One of the original priorities we had was to develop a marketing plan. Betty [Richardson] suggested instead that we focus our efforts on strategic planning to better define board member responsibilities. Once we did that, along with what we learned from the logic modeling and case

statement training, our marketing plan came automatically, without having to make it a deliberate capacity-building effort.

The Strategic Management Institute, attended by Berthelot, picked up where the initial training workshops left off. Berthelot described the experience as “*going through a semester of college,*” enjoying the concepts and information they received, as well as the overall learning environment of working in groups with peers and the interactive case study discussion format. The Governor’s Volunteer Leadership Conference was also valuable and led them directly to learning about and successfully applying for a \$50,000 AmeriCorps Planning Grant in 2006, followed by a \$78,000 AmeriCorps*VISTA grant in 2007. GLM has been awarded a VOCA grant for Domestic Violence assistance and \$50,500 from the City of Azle Crime District Funds. GLM has been recommended for funding by the CJD of the State of Texas for the following grants:

- Safe and Drug Free Schools Mentoring Grant \$87,832
- Office of Juvenile Justice and Delinquency Prevention \$87,832
- 421 Funding for Security System and Computers \$50,000

GLM is also awaiting word on a Safe and Drug Free Federal Mentoring grant for \$750,000 over 3 years and a grant from the Office of Juvenile Justice and Delinquency Prevention Grant for \$1,000,000 over 2 years to establish a Model Rural program of prevention for Rural Communities. GLM has been awarded by the USDA a grant for 55% of the amount required to air condition a facility that has been donated to Green Light Ministries.

The crowning achievement for GLM in this process was to secure a donation of a 35,000 square foot building, valued at around \$1.5 million, for the planned Youth Center, which was in large part attributable to their ability to ‘package’ their program through their vision statement, case statement, budget, and business plan and a 1700 sq. ft house to use for Domestic Violence exactly across the street. Posey described how the TDP process aided him in his efforts to bring a new understanding and model of how the faith community could impact their community at another level:

The vision I initially received about Green Light, which is something I communicated to the [Azle Ministerial] Alliance, was the need for the faith community to go beyond the walls of each individual church in order to address the collective needs of the community. The need for collaboration amongst faith leaders, and thus for Green Light, was to speak of pastoring a city, not just a church. Green Light is not an outgrowth ministry from my church, but meant to represent and capture the collective efforts and energies of the faith community, as well as the community at large. The vision was there, but we needed the organizational skills and knowledge provided through the grant in order to make it a reality.

The Care Communities (TCC) – CBO

The Care Communities was founded in 1991, operating under the auspices of the Austin Area Inter-Religious Ministries up until 1997, at which time the organization achieved independent 501(c) 3 status under the name of Interfaith Care Alliance. The organization, renamed again in 2006 to the Care Communities, provides support for people living with AIDS and cancer, and has recently expanded its services to the elderly with these diagnoses. The central model for the Care Communities is to recruit, train, and support volunteer teams, known as Care Teams, to provide support services to these populations.

Although the organization was rooted in the faith community, it now refers to itself as a secular CBO. Carol Johnson, Executive Director for the Care Communities (TCC), cited concerns that their label as an FBO was blocking them from receiving more support from the corporate community.

TCC became aware of the TDP grant opportunity via an email from the Community Action Network, a resource utilized by FBCOs for identifying funding opportunities. Johnson herself attended all five of the initial training workshops, and the board president attended two. TCC's original TA priorities were to develop fundraising capacity by hiring a Fund Development Consultant and improving their MIS to support these efforts. While affirming the need for an updated and improved MIS, CAN recommended a different approach for addressing TCC's development needs. As Loftis explained:

It is common for FBCOs to want to hire someone to address a particular capacity need, like fundraising and development. However, the organizational self-assessments for the Care Communities pointed to the need to first strengthen their board and strategic planning efforts before hiring someone to conduct fundraising. We felt they needed to develop a fund development plan in the context of their strategic plan. We also identified the need for creation of a marketing/public relations plan to address both their recent name change and their expansion of services to the elderly.

TCC agreed with Loftis and the consultant's recommendations by forming a funds development committee and hiring a consultant to help them develop a plan. TCC also used TDP funds to train Board members in their roles, including specific responsibilities relating to the newly-developed fund development plan. TCC also created a public relations/marketing plan to support the organization's new name and expanded mission to the elderly. As Johnson described:

With the funds development and marketing plan, which we are now in the midst of implementing, we are much more methodical in our approach. The plan helped to focus our MIS efforts, which also included a new web site, to consistently and clearly communicate who we are and what we do. We also revamped our brochures and developed the capability to produce

our newsletter publications in-house, through a software purchase with grant funds.

Although TCC has yet to reap the full benefits of these capacity-building efforts, there are some immediate impacts from their new fundraising efforts. They went from a \$45,000 loss in 2005 to a \$5,000 gain in 2006. Johnson reflected on her organization's experience with the TDP grant and technical assistance:

The timing of this capacity-building grant was perfect for where we were. I especially appreciated the responsiveness of Monna and how she and the consultant tailored their technical assistance efforts to our particular organizational needs. Combined with the workshops, case statement session, the Governor's Volunteer Leadership conference, and the Strategic Management Institute conference, we succeeded in building our organizational capacity well beyond the areas we indicated in our priorities.

[Victory Temple \(VT\) – FBO](#)

Victory Temple was founded in 1993, with ministries targeting persons suffering from chemical dependency in Tarrant County by providing shelter, meals, and drug prevention education and prisoners re-entering the community. VT is operated voluntarily through what is known as an intentional Christian community, which is a group of (in this instance) Christians that have made a deliberate commitment to live, eat, and work in ministry together. Loftis took particular care in matching VT with a consultant, given the unique culture of the organization. She selected Betty Richardson as the board facilitator during Phase 2, and Richardson was carried over by VT to assist in the TA implementation of Phase 3.

The original priorities identified by VT in its grant submission were focused on: 1) empowering their mission through technology with the purchase of a computer and development of a web site; and 2) developing a video production of a youth drama as a marketing and outreach tool. The GLT also identified the need for improved strategic planning and budgeting as part of the organizational self-assessment process. Richardson's own assessment of the organization's needs revealed yet other areas, as she explained:

The board for Victory Temple consisted of the pastor, his wife, and a long-time friend and member of the community, who was also an attorney. In addition, there was no true operating budget for an organization receiving and expending over \$400,000 annually, consisting of offerings and funds raised in the community through luncheon fundraisers, although there was the paperwork to document everything that came in and went out. There weren't any improprieties taking place, and they were clearly operating a very effective ministry, with all the clients they could handle through referrals. In fact, their need for building capacity was driven primarily by their desire to serve more people in need.

Richardson worked diligently and patiently with VT's leadership to gain their trust, finally convincing them that they needed to begin by developing their board, which would involve opening board membership to those in the community at large that supported them, but were not part of their intentional community. As Richardson recounted:

It was a real challenge convincing them that I was not trying to change the vision and mission of the organization, but simply to shore up the foundation of the organization by building a stronger and healthier board to include some of their strongest donors. When all was said and done, their overriding passion to serve more people and the recognition that they could not do that as they were, led them to open themselves up to garner more community support and assure their sustainability.

Richardson was also successful in getting VT to expand its collaborative efforts with other youth-involved CBOs, FBO/churches, and government agencies, even though that was never one of their TA/CB priorities. Richardson also worked with them to establish the proper financial management and fiscal controls, which would also help them to attract additional resources.

With the expanded board in place (including new bylaws), the next step was to engage in some strategic planning as the means for galvanizing the board behind their efforts to improve the organization's performance. Nicolatte Diels, grant administrator for VT, explained the far-reaching impact of this planning effort:

Through this plan, our organization has become more driven and outcome-focused, allowing us to attain long-term goals at a quicker and more efficient rate. Our original goals for the capacity-building grant have fallen right into place with this, and we have been able to accomplish what we had placed as goals, but in scope of a much greater package.

Additionally, VT was still able to accomplish its goal of a video production of "School on the Streets" drama, and also developed a web site. Their future challenges as indicated by Diels, is to identify, track and report measurable outcomes of the services they provide. In other, more tangible terms, VT reported that they were able to serve an additional 335 youth as a result of the improvements and efficiencies achieved through the grant, even though they had not sought or obtained any additional grant dollars to do so.

Richardson reflected on this unique consulting intervention in a unique organizational setting:

Prior to this, I had never had an experience consulting to this type of organization. Nonetheless, the success we had in achieving their capacity-building goals and beyond reinforced the universal nature of certain aspects of faith-based and community organizations, particularly as it relates to the importance of a strong board and strategic planning. I had virtually no programmatic discussions with them, but focused entirely

on developing a structure and process of governance and leadership that would allow them to grow and sustain their ministry for years to come.

Conclusion – TDP Grantees and Best Practices Implementation

Best practices by Organizational Areas

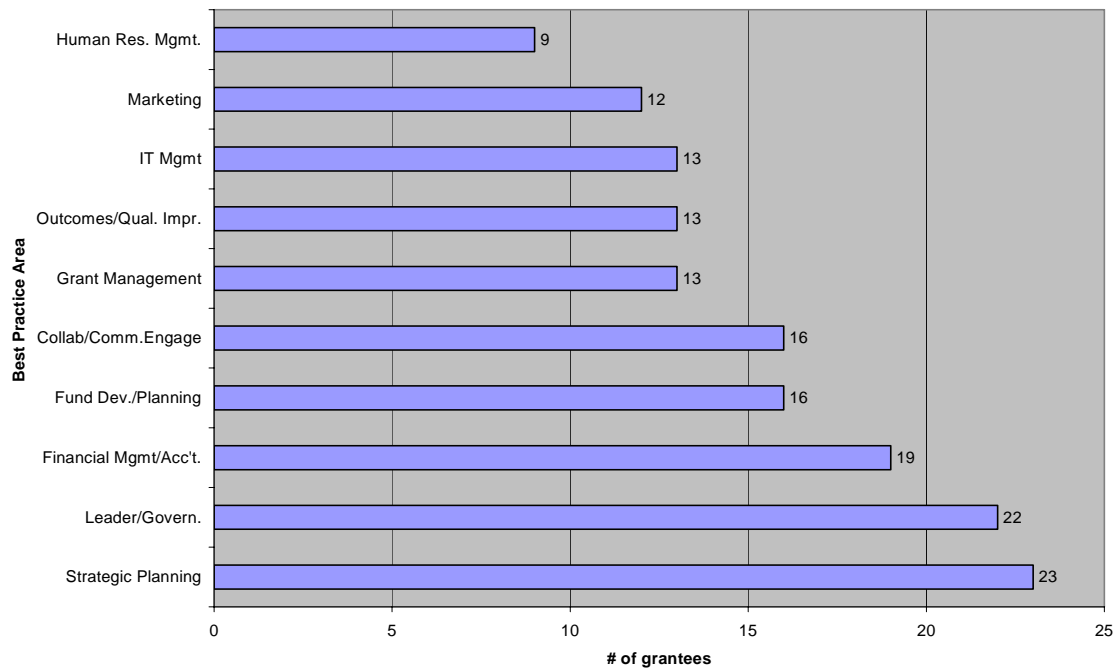
At the conclusion of the grant, each grantee submitted a final report, which included: a detailed accounting of dollars spent toward accomplishing each of the TA/CB priorities they had established; a description of project outputs achieved (e.g., number of youths served, etc.) and additional revenue sources secured during the grant period; and a self-report on the best practices they had achieved. This best practices section asked grantees to identify where they had successfully incorporated organizational improvements in one or more of the following eleven areas:

1. Leadership/Governance
2. Human Resources Management
3. Financial Management/Accountability
4. Grant Acquisition
5. Grant Management
6. Strategic Planning
7. Outcomes and Quality Improvement
8. Information Technology Management
9. Marketing
10. Fund Development Planning
11. Collaborating/Community Engagement

(See Exhibit 5 for the detailed table of best practices)

On average, the 25 TDP grantees each cited best practices in almost seven (6.7) of the eleven organizational areas, which demonstrates an impact of the TDP well beyond the four TA/C-B priorities each grantee identified and targeted. Figure 3 below shows the number of grantees citing best practices in each of these eleven areas.

Figure 3: Number of Grantees citing Best Practices by Area



As the figure shows, 23 of the 25 grantees (92%) cited improvements related to their strategic planning efforts, which is particularly noteworthy given the fact that only four of the 25 grantees identified this as a TA priority from their self-assessments. This, in turn, underscores the importance of the overall organizational assessment process (i.e., Phase 2) in helping FBCOs to spend more time identifying the most important TA/CB areas at the front end. Leadership/Governance was cited by 22 of the 25 grantees (88%), also higher than the 17 grantees (68%) that actually cited this as a priority TA area from their self-assessment.

Figure 3 also demonstrates that grantees were still able to effect changes in aspects of their organization that weren't even listed among their final TA/C-B priorities. For example, while twelve grantees originally cited Program Services/Quality as a TA priority, only three still listed this at the end of Phase 2 (See Figure 2 on page 12). Nonetheless, thirteen grantees actually cited best practices in the area of Outcomes and Quality Improvement. Loftis provided her interpretation:

I think that the grantees discovered that focusing on the foundational issues of leadership, governance and strategic planning naturally led to improvements and best practices in other areas of the organization, without needing to make those areas an explicit TA priority.

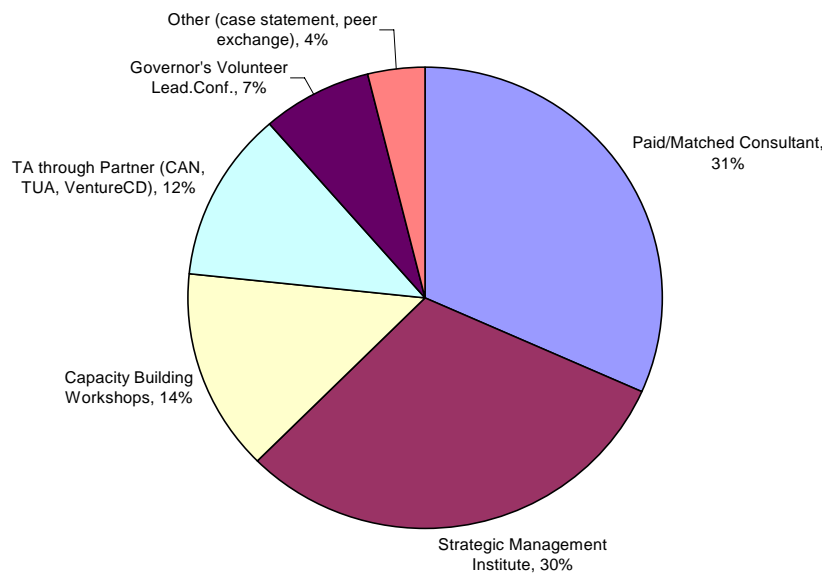
Best Practices by Type of TA Intervention

Grantees were also asked to indicate which of the TA interventions contributed to each of the best practice they cited. This is a particularly important piece of information

because it provides feedback not only on the areas where grantees noted improvement, but also the type of interventions that contributed to those improvements. The 25 TDP grantees reported a total of 169 best practices, and attributed them to a total of 268 specific TA interventions, for an average of about 1.5 TA interventions cited per best practice. Figure 4 below shows the proportion of cited TA interventions by type.

The consultants, matched to a particular grantee for the organizational assessment and/or TA implementation accounted for almost one-third of the TA interventions cited by the grantees. This intervention was most frequently cited under the Strategic Planning (17), Leadership/Governance (13), and Fund Development Planning (12) areas. This is consistent with the activities reported from the site visits conducted and reported in the previous section.

Figure 4: Proportion of Cited TA Interventions



The next most frequently cited TA intervention was the Strategic Management Institute (SMI), which accounted for 30% of the total. The SMI was most often cited under the Leadership/Governance (14), Financial Management/ Accountability (14), and Strategic Planning (10) areas. Table 5 below shows the three most frequently-cited areas for each of the TA interventions reported.

Table 5: TA Interventions by Organizational Areas

Type of TA Intervention	Capacity-Building Area	# of References
Paid/Matched Consultant	Strategic Planning	17
	Leadership/Governance	13
	Fund Development Planning	12
Strategic Management Institute	Leadership/Governance	14
	Financial Management/Accountability	14
	Strategic Planning	10

Capacity Building Workshops	Collaboration/Community Engagement	6
	Financial Management/Accountability	6
	Information Technology Management	4
	Leadership/Governance	4
Governor's Volunteer Leadership Conference	Grant Acquisition	4
	Collaboration/Community Engagement	4

Best Practices by TA Priorities

Another measure of the effectiveness of the TDP in its capacity-building TA efforts is to determine how many of the TA priorities that the grantees established were met. For the purpose of this analysis, we considered any grantee that indicated best practices in an area they had established a TA priority as having met that goal. The twenty-five TDP grantees established a grand total of 95 TA priorities as a result of the Phase 2 organizational assessment process. In their final report to TDP, they cited best practices in 76 (80%) of these instances, with nine of the grantees indicating that all of their TA priorities were met.

What is even more significant, however, is the number of instances where grantees reported best practices in an area where they had not established a TA priority. This is a measure of the extent to which the TDP capacity-building effort (i.e., including the SMI, GVLC, and other interventions) exceeded the goals set by the grantees themselves. The grantees actually cited more instances of best practices in areas where they had not established a TA priority (94), than in areas where they had (76). Figure 5 below shows the distribution of these best practices by area.

Figure 5: Best Practices in areas that were not TA priorities

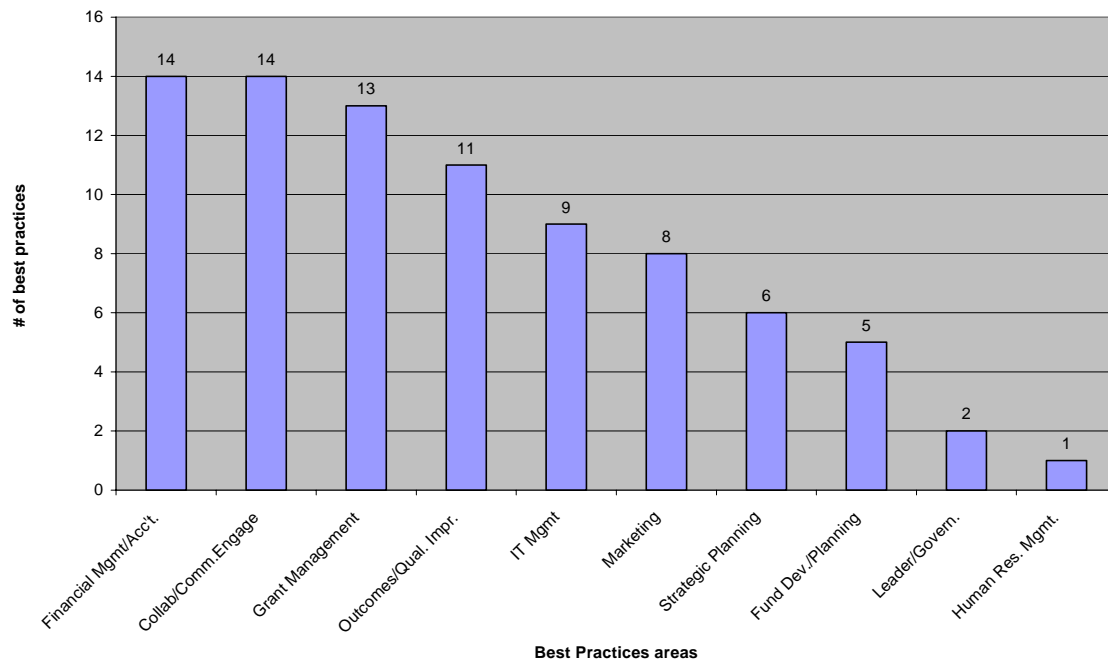


Figure 5 provides evidence of the ability of the TDP TA process to build capacity in areas over and above those areas targeted by the grantees. In some instances, this was simply a result of the additional learning received, and applied, from more broad-based interventions, such as the SMI and GVLC events. However, 30% of these best practice cites referred to the impact of the matched consultants or the TA provided directly (i.e., from CAN, TUA, Venture CD). In other instances, as addressed in the previous section from the grantee's perspective, they experienced best practices in other areas as a direct result of attending first to issues pertaining to leadership/governance and strategic planning. For example, fourteen of the sixteen overall best practice citations made by grantees in the area of collaboration/community engagement were not indicated as TA priorities. However, their efforts to provide clarity at the leadership level, combined with focused efforts on mapping out the organization's future via strategic planning, allowed them to improve the manner in which they engage community partners.

Summary

The OneStar Foundation of Texas received a 17-month Compassion Capital Fund (CCF) grant entitled the Texas Demonstration Project (TDP) for \$1.1 million in 2005 from the Administration for Children and Families within the Federal Department of Health and Human Services. The purpose of the CCF grant was to build the capacity of Faith-Based and Community Organizations (FBCOs) in four counties containing four major cities: Bexar County (San Antonio), Harris County (Houston), Tarrant County (Ft. Worth), and Travis County (Austin).

This case study evaluation describes the key strategies and approaches employed in identifying and addressing the varied capacity building needs of the organizations served through the grant, which included both the 337 FBCOs participating in one or more of the TDP's initial training workshops, as well as the 25 FBCOs selected as sub-grantees. These 25 TDP sub-grantees were additionally served with organizational assessment, board facilitation, additional training conferences and sub-grant funds for specific capacity building activities such as the purchase of equipment, hiring of key staff and/or one-on-one technical assistance (TA) consultations.

The Texas Demonstration Project was divided into three distinct capacity-building phases. OneStar held separate, half-day workshops in each of the four targeted counties on each of the five capacity-building areas plus a 'kickoff' symposium to announce the CCF funding opportunity in each county for a grand total of 24 symposia/workshops held between January and May of 2006. The outreach efforts of Phase I were very successful as a total of 1,285 people (representing 346 organizations) attended these events.

During Phase II of TDP, there were a total of 53 applications received from which 25 grants were awarded – a number well below the project's original goal of awarding grants to 40 FBCOs. On a positive note, 17 of the 25 awards went to faith-based organizations – a percentage well above OneStar's projections. Relying heavily upon the well-established network of Cornerstone Assistance Network, the TDP was particularly effective in gaining the interest of faith-based organizations across Texas. Project consultants worked with each of the grantees in Phase II to conduct organizational

assessments that helped FBCOs in the following areas: board/staff development, board governance and decision-making, volunteer development, hiring, and strategic planning.

The TDP provided additional training and TA intervention supports to build capacity for grantees in Phase III. Along with the continuing support of project consultants, grantees benefited from participation in a one-day conference focused on building organizational capacity on matters such as volunteer recruitment, management, and retention. In addition, several impromptu and strategic TA workshops were scheduled for grantees, as well as ongoing TA and peer exchange. Finally, grantees attended the Strategic Management Institute (SMI), a 4-day residential program which pulled together a wide variety of organizations across the state, ranging from leaders of seasoned secular CBOs to new FBOs without any previous experience collaborating with and receiving funds from the government. Evaluations indicated that the SMI was very successful and helped to confirm that small grassroots FBCOs could grasp high-level, conceptual information, and they needed and indeed wanted this type of challenging professional development.

Of all the successful practices of this project, none stand out as clearly as the decision to take grantees through a rigorous organizational assessment process, which involved both their own self-assessment as well as that of a consultant/facilitator matched to the organization's needs. This added step, although at first considered burdensome by some of the grantees, yielded significantly different conclusions as to the most pressing capacity-building needs for the organization. The organizational assessment process shifted most of the grantees' priorities towards strengthening the board and, with it, their ability to cast a vision and implementation plan through strategic planning. Most of the grantees that took this course found that, in fact, the other areas they originally identified as priorities often took care of themselves through a more coherent and thought-out vision for the organization.

Chris Bugbee, who assumed the role of TDP project manager from Beau Egert in September of 2006, gave an excellent summary of the achievements, challenges, and lessons learned from the project:

There are two primary areas that I attribute to the success we had on this project. The first is the array of learning opportunities we made available to the grantees, beginning with the initial training workshops to the Strategic Management Institute to the Governor's Volunteer Leadership Conference. This provided comprehensive training and education on key areas where organizations needed to develop their abilities and skills, and these events seemed to complement one another. Secondly, I think the time and effort we spent with the grantees in understanding their 'true' TA priorities and the opportunity to adjust those priorities based on the results of the organizational assessment phase was critical. Most of the FBCOs gained a new appreciation for how important it was for the leadership and governance piece to be in place before tackling specific aspects such as marketing or improving services delivery, and I think what we heard back from the grantees in their final report confirmed that. In terms of lessons learned, we need to improve our outreach to FBCOs

throughout the state on what we are about, and understanding the fit between their needs and what we can do for them. I feel very good about what we were able to provide to the FBCOs we served through this CCF project, and we have already begun to implement improvements in our programs based on the lessons we learned.

In conclusion, the TDP systematically and effectively reached out to small FBCOs in four large counties in Texas. The project was able to attract a great deal of interest and participation among vastly different organizations in diverse communities and most of the grantees were first-time grant recipients. The project sought to build capacity through the provision of workshops, technical assistance, conferences, and other less traditional formats. Data gathered from progress reports, evaluations, and interviews confirm that the Texas Demonstration Project was successful not only in gaining the participation of small FBCOs, but in building capacity in these organizations to accomplish even more.

EXHIBIT 1: TDP GRANTEES

Organization	Type of Org.	Funding requested	Funding awarded:	Nonprofit status:	Previous federal funding?	Priority target population:	County
ANewEntry, Inc.	CBO	\$26,923	\$24,689.00	State; has filed for 501C3	Yes	Prisoner re-entry	Travis
Arlington Urban Ministries	FBO	\$29,115	\$25,991.95	501C3	No	At-risk youth, families in transition from welfare to work, homeless	Tarrant
Austin Area Interreligious Ministries	FBO	\$30,000	\$24,945.71	501C3	Yes	Elders in need	Travis
Austin Bridge Builders Alliance	FBO	\$27,430	\$26,870.00	501C3	No	Christian and Community Leaders to promote community alliances and collaborations	Travis
Corazon Ministries	FBO	\$30,000	\$14,540.88	501C3	No	Homeless	Bexar
Crime Prevention Institute	CBO	\$25,811	\$24,251.17	501C3	No	Prisoner re-entry	Travis
Good N.E.W.S. Living At Home/Block Nurse Program	CBO	\$22,650	\$22,750.00	501C3	No	Elders in need	Tarrant
Greater Houston Healthy Marriage Coalition	CBO	\$30,000	\$28,240.00	State	No	Couples choosing marriage education	Harris
Green Light Ministries	FBO	\$30,000	\$26,225.00	State, filed for 501C3	No	Prisoner re-entry; at-risk youth	Tarrant
Heritage Children	FBO	\$23,400	\$22,840.00	501C3	No	At-risk youth	Bexar
Houston Information Empowerment Tech. Consortium	CBO	\$15,000	\$15,020.00	501C3	VISTA	Targeted communities in Houston to ensure equal access to technology	Harris
Hungry For God Church	FBO	\$28,934	\$24,232.00	State	No	Homeless, at-risk youth	Travis
Interfaith Care Alliance (now The Care Communities)	CBO	\$29,914	\$28,202.74	501C3	Yes	Elders in need	Travis

EXHIBIT 1: TDP GRANTEES

Organization	Type of Org.	Funding requested	Funding awarded:	Nonprofit status:	Previous federal funding?	Priority target population:	County
Mercy Heart	FBO	\$19,475	\$18,669.40	State	No	Prisoner re-entry	Tarrant
New Way Youth Center	FBO	\$11,353.97	\$10,488.00	None; has fiscal agent with 501c3	No	Homeless, at-risk young women	Harris
Parents and Children Together	CBO	\$18,929	\$16,330.00	501C3	Yes	Children of Incarcerated Parents and formerly incarcerated and re-entering the community	Tarrant
Renewed Innovations	FBO	\$30,000	\$21,820.00	501c3	No	At-risk youth; transition from welfare to work	Harris
River City Youth Foundation	CBO	\$30,000	\$18,735.81	501C3	Yes	At-risk youth	Travis
Solid Rock Community Development Corporation	FBO	\$30,000	\$28,585.00	501c3	No	At-risk youth	Harris
Trinity Center	FBO	\$29,085	\$1,440.00	501C3	No	Homeless population "neighbors" in downtown Austin	Travis
Victory Temple Ministries	FBO	\$7,539	\$8,979.00	501C3	No	Prisoners re-entering the community; addicts	Tarrant
West Austin Caregivers (now Faith in Action Caregivers - West Austin)	FBO	\$20,000	\$21,160.00	501C3	Yes	Elders in need	Travis
West-Side Social Services	FBO	\$10,000	\$8,704.00	501c3	No	Transition from welfare to work	Harris
Woman at the Well House Ministries	FBO	\$16,805	\$15,795.83	501c3	No	Prisoner re-entry	Bexar
Z Place, Zion Family Center	FBO	\$29,981	\$29,067.72	501c3	No	At-risk youth	Bexar



EXHIBIT 2: Sample Grantee Meeting Agenda

Compassion Capital Fund
Texas Demonstration Project
Grantee Meeting #1
July 2006

Getting Started: Technical Assistance for Capacity Building

Cornerstone Assistance Network (CAN)

Monna Loftis, Director Intermediary Services

- I. Overview of Capacity Building in Nonprofits through the CCF TDP Project
- II. Getting Started:
 - Step 1: Attend Grantee Meeting #1
 - Step 2: At Grantee Meeting #1 begin *Organizational Self-Assessment*; work with CAN Consultant/Technical Assistance Provider to begin self-assessment
 - Step 3: Grantee Self-Assessment completed and submitted electronically to CAN by July 27, 2006*
 - Step 4: Grantee Board of Directors completes Board Survey and submits survey electronically to CAN by July 27, 2006 (or written survey mailed to CAN)
 - Step 5: Consultant reviews: agency documents, self-assessment, board survey, grant application and attachments
 - Step 6: Consultant completes Draft of the Organizational Assessment Report; Forwards draft to Grantee Leadership Team
 - Step 7: Grantee Leadership Team and Consultant discuss via phone the first draft of the Organizational Assessment Report (1-2 phone conferences)
 - Step 8: Between 8/10/06 and 8/31/06 Consultant meetings with Grantee Agency Board to:
 - a. Receive Final OA Report (which has been mailed in advance to agency board and ED)
 - b. From the Assessment Results, develop Technical Assistance Priorities and Work Plan
 - c. Schedule additional meeting if necessary to finalize Work Plan for technical assistance
 - Step 9: September '06: begin Implementation of Technical Assistance Work Plan
 - Step 10: By the end of February 2007, conclude the implementation of Work Plan
- III. Assessment and Evaluation of Services will be integrated into the Technical Assistance Process; e.g., after each service provided, grantees will be expected to submit evaluations of the services provided.

Texas Demonstration Project Partners

OneStar Foundation ♦ Cornerstone Assistance Network ♦ The Urban Alternative ♦ Texas Health and Human Services Commission
Baylor University's Center for Religious Inquiry Across the Disciplines ♦ Venture CD



Compassion Capital Fund
Texas Demonstration Project
Grantee Meeting #1 – July 2006

Primary Objectives:

- To increase knowledge on the use of government funding by faith-based organizations
- To increase knowledge of nonprofit capacity-building through technical assistance
- To provide a forum for faith-based and community-based nonprofit leaders to meet together

Thank you! for taking time to complete this *Pre-assessment* to help us better serve you.

Name of your organization: _____

Members of Leadership Team Completing the Pre-Assessment: _____

Grantee Capacity-Building Pre-Assessment

1. Please identify the top three challenges facing your organization over the next five years?

2. Indicate the *four capacity elements* your organization is most interested in strengthening in the next eight months.

Texas Demonstration Project Partners

OneStar Foundation ♦ Cornerstone Assistance Network ♦ The Urban Alternative ♦ Texas Health and Human Services Commission
Baylor University's Center for Religious Inquiry Across the Disciplines ♦ Venture CD

EXHIBIT 3 – CCF Texas Demonstration Project

XXXXX Ministries Technical Assistance Plan for Capacity Building - Logic Model

Date: August 30, 2006 Organization: XXX Ministries					
Organization Description	Inputs	Strategies	Outputs	Outcomes	Indicators
	Resources	Proposed Use of Funds		Organizational ♦ Program and/or individual	Organizational ♦ Program and/or individual
<p>XXX Ministries is a faith-based charity targeting the community of xxx County. The services of XXX focus on the following: prisoners re-entering the community, addicts.</p> <p>XXX Ministries has not previously received federal funding.</p> <p>Mission: <i>To reach and offer rehabilitation to the drug addict, alcoholic, and criminally-minded individual in the XXX County area.</i></p>	<ul style="list-style-type: none"> • Dollars • Time: Volunteer and Staff • Expertise • Knowledge • Facility 	<p>Computer = \$2844 Consultants=\$4695 Travel = \$1440</p> <hr/> <p>Award Amount \$8,979</p> <p>1st Priority: Separation of Governance and management; Board a. Increase size b. Appoint a Treasurer c. Revise By-laws</p> <p>2nd Priority: Training for Staff on Budgeting and Financial Reporting</p> <p>3rd Priority: Website Development</p> <p>4th Priority: Develop a 3-year Strategic Plan</p> <p>5th Priority: Video Production</p> <p>In addition to the priorities noted, the XXX Ministries Board desires to expend funds as indicated for a computer and to use consultants to implement priorities.</p>	<p>Capacity Building to strengthen Mission Delivery; e.g.,</p> <p>Program</p> <ul style="list-style-type: none"> • # of participants served: _____ • # of activities or services provided: _____ • # of services provided per participant • Duration of services provided • Frequency of activities or services: _____ <p>Strengthening Organization</p> <ul style="list-style-type: none"> • Computer purchased: _____ • Board: a. ___new members appointed to the board on: _____ b. Revised Bylaws approved by board on: _____ • Treasurer appointed to Board on _____ • Consultant identified for staff training. 	<p>Improved:</p> <p>Leadership:</p> <ul style="list-style-type: none"> • improved and engaged board of directors <p>Organizational Development-Technology:</p> <ul style="list-style-type: none"> • To increase the technical capacity of the organization to utilize technology. • To increase the technical capacity of the organization to keep effective records • To increase the technical capacity of the organization to offer social services. <p>Organizational Development:</p> <ul style="list-style-type: none"> • To increase the adaptive capacity of the organization to monitor, assess and respond to internal and external changes and opportunities. <p>Program Outcomes [tbd when available]</p>	<p>Organizational Development - technology:</p> <ul style="list-style-type: none"> • Organization has increased the number of functioning computers it operates. • Organization has increased the number of ways that it exploits the Internet. <p>Leadership:</p> <ul style="list-style-type: none"> • Staff, Board Treasurer, and Board are developing budgets and reviewing financial data monthly. • Organization has created and adopted a written strategic plan. <p>Program Services</p> <ul style="list-style-type: none"> • Organization has implemented steps to increase the number of clients served. <p>• Other Program Indicators: [tbd when available]</p> <p>Community Engagement</p> <ul style="list-style-type: none"> • Organization has undertaken activities (e.g., meeting with constituents, community mapping, needs assessment survey) to gain an understanding of the needs in its service area/community.

EXHIBIT 4

Summary: Technical Assistance Priorities of CCF Texas Demonstration Project Grantee and Hours of Technical Assistance Provided To-date July 5, 2006 – October 31, 2006

CCF Texas Dem. Project Grantees	Grantees Expressing Need for Capacity Building Leadership						Grantees Expressing Need for Capacity Building Organizational Development					Grantees Expressing Need for Capacity Building Programs Services/Quality	Grantees Expressing Need for Capacity Building Funding		Grantees Expressing Need for Capacity Building Community Engagement				
	Bd Dev.	Vol. Dev.	Bd. Retreat	Determine Govern.; Board Decision Making	Hire P/T E.D. -Dev. Dir.	SP	Fin. Mgmt.	Estab. Fiscal Controls	Estab. 501(c)3	Operations: - Create P&P Manual - Urgent - Staff perf. appraisal - risk mgmt	Tech. - Dev. of website - Comps. related services - LCD pr. -tech audit		Fund- raising	Fund Dev. Plan & Sustain.	Develop MOU w/ other groups to enhance collab. efforts	Respond to Community Needs	Market. Plan	Comm Plan	Create Videos
HOUSTON																			
Solid Rock CDC	4		1								3		1				2		
New Way Youth Center			1				4				3		2						
HITEC	4					1							2			3			
West-side Social Service	3					1					2		4						
Greater Houston HMC			1	2													3	4	
Renewed Innovations	2					1				3									4
FORT WORTH																			
PACT	4					1				3			2						
Good NEWS	4	3				1							2						
Green Light Ministries						3			1				2						
Mercy Heart						4				1	2		3						
Arlington Urban Min.				2		3					1	4							
Victory Temple Min.	1					4	2				3								

CCF Texas Dem. Project Grantees	Grantees Expressing Need for Capacity Building Leadership						Grantees Expressing Need for Capacity Building Organizational Development					Grantees Expressing Need for Capacity Building Programs Services/Quality	Grantees Expressing Need for Capacity Building Funding	Grantees Expressing Need for Capacity Building Community Engagement				
	Bd Dev.	Vol. Dev.	Bd. Retreat	Determine Govern.; Board Decision Making	Hire P/T E.D. -Dev. Dir.	SP	Fin. Mgmt.	Estab. Fiscal Controls	Estab. 501(c)3	Operations: - Create P&P Manual - Urgent - Staff perf. appraisal - risk mgmt	Tech. - Dev. of website - Comps. related services - LCD pr. -tech audit			Develop MOU w/ other groups to enhance collab. efforts	Respond to Community Needs	Market. Plan	Comm Plan	Create Videos
SAN ANTONIO																		
Corazon Min.	3					1								2				
Heritage Children	1											3		2		4		
Woman at the Well	4					1				3				2				
Z-Place	1					3								2				
AUSTIN																		
Trinity Center	3					1				4						2		
Anew Entry	2					5		1		3,4								
Crime Prevention Inst.	2					4				3						1		
HFGHFYM				4			2				1			3				
Interfaith Care Alliance		4				3								1		2		
River City Youth	4					3				2				1				
Faith in Action- West Austin															3		2	1
ABBA*						1						1		1				
AAIM*	3					1						2						

EXHIBIT 5 - Detailed Table of Best Practices

	Leadership/ Governance	Human Resources Management	Financial Management/ Fiscal Accountability	Grant Acquisition	Grant Management	Strategic Planning	Outcomes and Quality Improvement	Informational Technology Management	Marketing	Fund Development Planning	Collaborations/ Community Engagement
ANewEntry, Inc.	✓		✓ ✓				✓				✓
Arlington Urban Ministries	✓ ✓ ✓					✓ ✓		✓			
Austin Area Interreligious Ministries	✓ ✓			✓		✓	✓	✓	✓	✓	✓
Austin Bridge Builders Alliance				✓	✓	✓		✓			
Corazon Ministries, Inc.	✓					✓				✓	
Crime Prevention Institute, Inc.	✓ ✓			✓ ✓	✓	✓			✓	✓	✓ ✓
Good NEWS Living At Home/Block Nurse Program	✓ ✓		✓ ✓	✓	✓	✓ ✓ ✓					
Greater Houston Healthy Marriage Coalition	✓		✓	✓		✓					
Greenlight Ministries	✓		✓ ✓ ✓	✓ ✓ ✓	✓	✓	✓	✓	✓	✓ ✓	✓ ✓
Heritage Children	✓ ✓ ✓	✓ ✓	✓ ✓	✓ ✓ ✓	✓	✓ ✓	✓ ✓	✓	✓ ✓	✓ ✓	✓ ✓ ✓
Houston Information Tech. Empowerment Consortium	✓		✓			✓				✓	
Hungry for God Church	✓ ✓ ✓		✓ ✓ ✓	✓	✓	✓ ✓ ✓				✓	✓
The Care Communities	✓	✓	✓	✓	✓	✓	✓	✓	✓ ✓ ✓	✓ ✓	✓
Mercy Heart			✓		✓	✓	✓	✓			
New Way Youth Center	✓	✓ ✓	✓			✓			✓	✓	✓
Parents and Children Together, Inc.	✓ ✓ ✓	✓	✓	✓ ✓	✓	✓	✓	✓	✓ ✓	✓	✓ ✓ ✓
Renewed Innovations, Inc.	✓		✓		✓	✓			✓	✓	✓
River City Youth Foundation	✓ ✓ ✓	✓ ✓ ✓	✓	✓ ✓	✓	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓
Solid Rock Community Development Corporation	✓ ✓	✓ ✓	✓	✓ ✓	✓	✓ ✓	✓		✓ ✓	✓ ✓	✓ ✓
Trinity Center		✓	✓			✓				✓	
Victory Temple Ministries	✓		✓ ✓ ✓			✓	✓	✓			✓
West Austin Caregivers	✓								✓		✓
West-side Social Services	✓ ✓		✓			✓	✓ ✓	✓		✓	
Woman at the Well House Ministries, Inc.	✓ ✓	✓	✓			✓	✓	✓			✓
Z-Place, Zion Family Center, Inc.	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓

Capacity building workshops		These were the six workshops held prior to the grant awards.
GVLC		Governor's Volunteer Leadership Conference; hosted by OneStar in Oct. 2006
Strategic Management Institute		Co-hosted by OneStar and RGK Center at UT
Case Statement Clinic*		Optional workshop for grantees
Paid Consultant/ Outside Training		Grantees used their funds to hire consultant or attend training
Peer exchange		
Technical Assistance (through CCF Partner)		From Cornerstone, The Urban Alternative, or Venture CD
If blank, grantee did not specify		

*The case statement clinic was not available to the Houston grantees, both because fund development was not a TA priority for them and limited consultant availability

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