

San Francisco Economic Opportunity Council

Agency Capacity Building Training & Technical Assistance Implementation Plan

**Approved December 2006
By The SF EOC Board of Directors**

**Developed By The
SF EOC Board Planning Committee
And SF EOC Staff**

**Developed With Financial Assistance From
Capacity Building Partners CalNeva Community Action Partnership
California Community Services and Development**

**And With Consulting Technical Assistance From
Breeze-Martin Consulting and
The Center For Community Futures**

Background

In spring of 2006 San Francisco Economic Opportunity Council (EOC) entered into an agency capacity building partnership with two partners. The other partners were California Community Services and Development (CSD) and the California / Nevada Community Action Partnership (CalNeva). Using a grant from CSD, CalNeva issued a Request For Proposals to develop and implement a Strength Based Needs Assessment (SBNA) and use it to assist San Francisco EOC in assessing agency strengths and opportunities for improvement. In May, the EOC capacity building partnership selected the proposal submitted by Rick Breeze-Martin and Jim Masters to assist the EOC SBNA partnership. Consultants proposed a SBNA diagnostic model and facilitated EOC and partners review and modification of the initial model.

The purpose of the SBNA diagnostic approach was to identify specific training and technical assistance needs for agency capacity building. Unlike a compliance approach to accountability, the diagnostic approach searched for opportunities to improve agency capabilities. The diagnosis identified specific training and technical assistance actions to improve the health and strength of SF EOC. Agency strength and organizational health are important to the agency in advocating for and serving the impoverished and disadvantaged of San Francisco.

Development of the SBNA diagnostic model with SF EOC was guided by of the following design qualities:

- The primary focus of the consultant team's assessment was to work with EOC and its partners to design an approach that identified specific EOC T&TA opportunities.
- The primary product of the SBNA was a documented process that included EOC as an integral part of the on-site assessment, a report on the EOC strengths and T&TA needs, and recommendations for specific T&TA to support strengthening EOC.
- Required characteristics of the approach were to include SF EOC, CalNeva and CSD in review and approval of key assessment items such as the project design and the format for training and technical assistance recommendations.
- A secondary focus of the SF EOC assessment was to provide CalNeva and CSD a model for, and experience with, SBNA for identifying and implementing T&TA.
- The SF EOC SBNA project was also to be completed in the summer of 2006.

The approach developed for SF EOC is inclusive and emphasizes identifying agency strengths and opportunities on which to build, and gaps in Board and staff professional skills for training and technical assistance (T&TA) to help assure effective EOC capacity building. An important incentive for SF EOC participation was access to follow-up training and technical assistance funding and other resources to implement T&TA.

The SBNA process occurred in four steps allowing for the coordinating group (SF EOC, CSD and CalNeva) to have sufficient input and approval of key project tasks:

1. SBNA Design
2. Conducting the SBNA Onsite
3. Framework & Draft Recommendations
4. Produce Final SF EOC SBNA Report

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The project's approach for the SBNA design started with the core functions of any organization expressed in five fundamental dimensions:

- Governance
- Administration
- Operations
- Planning
- Finance

The SBNA used nationally recognized organizational performance standards in assessing these five dimensions. The standards used are based on Community Action Partnership Standards of Excellence and a draft CA CSD CSBG Assessment Tool. These performance standards are derivative of the proven Baldrige National Awards program for continuous quality improvement. The seven standards areas listed below.

- ◆ Leadership
- ◆ Strategic Planning & Direction
- ◆ Customer, Constituent & Partner Focus
- ◆ Measurement, Analysis & Performance Management
- ◆ Human Resource Focus
- ◆ Organizational Process Management
- ◆ Organizational Results

A summary list of consultants' key assessment results included the following:

- SF EOC staff display programmatic strategic thinking in response to shifting external circumstances; the agency does not have a comprehensive strategic plan.
- SF EOC is producing more in terms of results and outcomes than it is reporting to State CSD, but at the same time EOC does not have a well-developed set of agency results and outcome measures beyond what is required by individual contracts.
- EOC has individual programs that are well managed, but are not linked into an overall agency wide and strategic system.
- SF EOC staff can find system information in files or individual databases; the agency does not have a comprehensive, integrated management information system.
- Public relations activities are limited to personal contacts; the agency could benefit community recognition from signs, a newsletter, a website and use of other PR tools.
- SF EOC is working diligently to retain and improve their childcare program.
- EOC would benefit from a review of the overall composition of the Board, staff and program participants in comparison with the demographics of the poverty population.
- The Board members are committed and interested in improving the agency.
- Board and staff were very cooperative in the process and conducted their own self-assessment using the agreed-upon instrument. They shared their findings with the consultants who shared feedback / observations on the self-assessment with EOC.
- EOC expresses a clear interest in ramping up several existing types of informal Board / staff community activities to create more formal systems at the agency level.

The SBNA was completed by the end of August and the report submitted to the partners. The list of recommended training and technical assistance, with an estimated cost, indicating Board and Staff primary involvement is on page 5. The second phase of the SBNA project, T&TA implementation began with a CalNeva contract with the consultants for T&TA capacity building assistance to EOC. The first Task of the contract has two parts: A) Training for SF EOC in Board and staff roles and responsibilities, and B) Technical Assistance to develop a specific SF EOC Implementation Plan for the SBNA recommended T&TA. This document is the SF EOC T&TA Implementation Plan.

SF EOC T&TA Implementation

There are two key issues that frame EOC T&TA implementation for capacity building:

- The rate at which EOC can absorb training and technical assistance without disrupting agency operations or overwhelming already busy Board schedules.
- Availability and timing of additional resources for SF EOC (cash and non-cash) that are needed to pay for agency capacity building tasks.

The SF EOC approach to T&TA implementation is designed as a flexible schedule that can adjust to the circumstances of agency workload and resources availability. SF EOC will manage the implementation schedule and all three capacity building partners will work towards acquiring the additional funding and other resources necessary. This approach recognizes that for T&TA implementation funding is the key driver for effective capacity building and the rate at which EOC can incorporate T&TA is the regulating factor. Without funding capacity building will not be driven forward to completion, and without regulating the capacity building process the agency's ongoing operations and schedules could be overwhelmed.

To facilitate a flexible schedule the twenty-four different recommended T&TA topics have been sorted into five distinct areas of capacity building. (See the key areas and topics chart on page 5 for the complete list.) Each set of topics within the appropriate T&TA area is then listed in sequence to complete that set. The five distinct areas of are:

- SF EOC Strategic Plan
- SF EOC Organizational and Performance Skills Building
- SF EOC Community Relations and Involvement Building
- SF EOC Funding and Finance Skills Building
- SF EOC Information / Data Management Capacity Building

While topics within an area are completed in sequence, the different T&TA areas can be pursued at the same time in terms of both funding acquisition and scheduling. For example, organizational skills building and other areas do not need to wait until a strategic plan is completed to start. In this way different funding sources can be approached to support different areas, or levels, of the EOC capacity building effort. For example, a source might fund either a specific T&TA topic, or a T&TA area set of topics, or the whole SF EOC capacity building program.

The T&TA Implementation Coordination Chart on page 6 depicts an overview which topics precede other topics. In this manner preceding T&TA topics are intended to build a foundation for subsequent training and technical assistance. SF EOC intends to prioritize T&TA funding and implementation efforts consistent with appropriate pacing of implementation to achieve efficient and effective agency capacity building.

Training is clustered into two-day sessions that are offsite in order to provide the Board and staff a training experience and setting away from distractions. For the first year the eleven different training topics are clustered into quarterly SF EOC training retreats. Though scheduled quarterly, each training retreat is implemented as funding and EOC

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workload allow. The Board Planning Committee will monitor the status of the T&TA plan and authorize staff to implement each training retreat, as funding is available.

SF EOC is using a twenty-four month horizon for implementation planning, January 2007 through December 2008. The projected work schedule on page 7 indicates that eleven training topics and fourteen technical assistance topics are scheduled. Four quarterly training retreats are tentatively scheduled for completion in 2007 to cover eleven different topics. Of the fourteen TA topics, four are anticipated for completion in 2007, the remaining ten TA topics are anticipated for completion by the end of 2008.

The work schedule provides T&TA benchmarks for EOC to work towards achieving; the schedule is to be adjusted by SF EOC as needed to address funding opportunities and work schedule coordination. The EOC Board Planning Committee will monitor the T&TA implementation and make quarterly status reports to the full Board.

Implementation Plan adjustments made due to either funding or agency workload constraints will be reported to the Board in the committee quarterly monitoring report. The Planning Committee will provide appropriate staff guidance and direction for the EOC Board. As needed and appropriate, when added T&TA that would benefit agency capacity is identified and funding acquired, the Planning Committee and staff will recommend to the Board integration into the approved T&TA plan.

T&TA Implementation Financing

SF EOC Board approval of the agency capacity building T&TA Implementation Plan also authorizes and directs staff to seek adequate and appropriate funding. SF EOC agency staff will work closely with capacity building partners California Community Services and Development (CSD) and the California Nevada Community Action Partnership (CalNeva). The partners will help identify, and acquire, implementation plan funding from a variety of sources.

As can be seen in the list of topics on page 5 the estimated total cost of T&TA consulting is estimated to be \$93, 200. Additionally, each quarterly retreat has an additional Board and staff travel support cost. SF EOC staff will research and recommend to the Planning Committee a location and support cost (e.g. rooms, meals, travel mileage) for each quarterly training retreat. This support cost will be included as part of the total EOC cost when staff and capacity building partners seek T&TA funding.

As indicated, SF EOC will use a financing strategy that allows it to pursue government, foundation or corporate funding for either individual T&TA topics or a whole topic area. From time to time as needed and funding is available EOC may decide to contract special grant writing expertise. Such special expertise not available in-house would be requested by EOC staff and approved by the Board Planning Committee on a case-by-case basis. Financing SF EOC capacity building T&TA is intended to be a collaborative effort between SF EOC and its partners CSD and CalNeva. EOC staff will work closely with these partners to identify, pursue and acquire sufficient and timely T&TA funding.

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T&TA Key Categories and Topics Chart

Set	Topic	Board	Staff	Estimated Cost	Set-Cost
A.	SF EOC Strategic Plan				\$15,000
1.	Training: The Systems Approach	x	x	\$1,800	
2.	Training: Strategic Planning training	x	x	\$1,000	
3.	TA: Strategic Planning technical assistance	x	x	\$11,000	
4.	Training: CSBG ROMA Planning Integration	x	x	\$1,200	
B.	Organizational & Performance Skills Building				\$14,800
1.	Training: Implementation Planning for Strategic Plans / Projects		x	\$1,400	
2.	Training: Systematic & Strategic Problem Solving	x	x	\$1,600	
3.	TA: Cross Agency Systematic Performance Monitoring Development		x	\$4,000	
4.	TA: Board / Staff Cross Training & Succession Planning	x	x	\$2,400	
5.	TA: EOC Organizational Development Improvements		x	\$5,400	
C.	Community Relations & Involvement Building				\$21,600
1.	Training: Strategic Community Leadership	x	x	\$1,600	
2.	Training: Strategic Community Advocacy	x	x	\$4,800	
3.	TA: Community Relations Plan	x	x	\$6,000	
4.	TA: EOC Systematic Customer Involvement Plan		x	\$3,200	
5.	TA: EOC Plan for Community & Volunteer Involvement		x	\$6,000	
D.	Agency Funding and Finance Skills Building				\$21,200
1.	TA: EOC Employee Well Being Plan	x	x	\$5,400	
2.	Training: Project Financing & Cash Flow Management		x	\$1,500	
3.	TA: SF EOC Fundraising Plan	x	x	\$4,800	
4.	Training: Fundraising / Grant writing for Community Collaborative Projects		x	\$1,600	
5.	Training: Economic Development Strategies & Methods training		x	\$2,700	
6.	TA: Comprehensive Employee Salary & Benefits Comparison	x		\$5,200	
E.	Information / Data Management Building				\$20,600
1.	TA: EOC MIS / Technology Assessment, Planning & Plan Development		x	\$7,800	
2.	TA: EOC Continuous Quality Improvement System Development		x	\$7,200	
3.	TA: EOC T&TA Implementation Plan Evaluation	x	x	\$2,400	
4.	TA: Evaluation of the SBNA T&TA Partnership with CSD & CalNeva	x	x	\$3,200	
				Estimated Total>	\$93,200

Note: Board and staff involvement is noted for each T&TA topic, along with the estimated external consulting cost for each topic.

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T&TA Implementation Coordination Chart

	<u>Starts First</u>	<u>Starts Second</u>	<u>Starts Third</u>	<u>Starts Fourth</u>
A. SF EOC Strategic Plan	<ol style="list-style-type: none"> 1. Training: The Systems Approach 2. Training: Strategic Planning training 	<ol style="list-style-type: none"> 4. TA: Strategic Planning technical assistance 	<ol style="list-style-type: none"> 3. Training: CSBG ROMA Planning Integration 	
B. Organizational & Performance Skills Building		<ol style="list-style-type: none"> 1. Training: Implementation Planning for Strategic Plans / Projects 	<ol style="list-style-type: none"> 2. Training: Systematic & Strategic Problem Solving 3. TA: Develop Cross Agency Systematic Performance Monitoring 	<ol style="list-style-type: none"> 4. TA: Board / Staff Cross Training & Succession Planning 5. TA: EOC Organizational Development Improvements
C. Community Relations & Involvement Building		<ol style="list-style-type: none"> 1. Training: Strategic Community Leadership 	<ol style="list-style-type: none"> 2. Training: Strategic Community Advocacy 3. TA: Community Relations Plan 4. TA: EOC Systematic Customer Involvement Plan 5. TA: EOC Community & Volunteer Involvement Plan 	
D. Agency Funding and Finance Skills Building		<ol style="list-style-type: none"> 1. TA: Comprehensive Employee Salary & Benefits Comparison 2. Training: Project Financing & Cash Flow Management 	<ol style="list-style-type: none"> 3. Training: Fundraising / Grant writing for Collaborative Projects 4. Training: Economic Development Strategies & Methods training 	<ol style="list-style-type: none"> 5. TA: SF EOC Fundraising Plan 6. TA: EOC Employee Well Being Plan
E. Information / Data Management Building		<ol style="list-style-type: none"> 1. TA: MIS / Technology Assessment, Planning & Plan Development 	<ol style="list-style-type: none"> 2. TA: EOC Continuous Quality Improvement System Developed 3. TA: EOC T&TA Implementation Evaluation 4. TA: SBNA T&TA Partnership Evaluation 	

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Projected Twenty-Four Month Work Schedule

(To be adjusted by Funding Availability and Agency Scheduling Capacity)

x = training done; > = TA work starts or is in progress and X = TA work completed;

T&TA Areas and Topics	2007				2008			
	1 st QTR.	2 nd QTR.	3 rd QTR.	4 th QTR.	1 st QTR.	2 nd QTR.	3 rd QTR.	4 th QTR.
* <i>Training: Roles & Responsibilities</i>	x							
A. SF EOC Strategic Plan								
1. Training: The Systems Approach	x							
2. Training: Strategic Planning	x							
3. TA: Strategic Planning	>	>	>	X				
4. Training: CSBG ROMA Planning			x					
B. Organization & Performance								
1. Training: Implementation Planning			x					
2. Training: Sys.& Strg.Problem Solving				x				
3. TA: Performance Monitoring					>	>	>	X
4. TA: Cross Training & Succession						>	>	>
5. TA: Organizational Improvements						>	>	>
C. Comm. Relations & Involvement								
1. Training: Community Leadership			x					
2. Training: Community Advocacy				x				
3. TA: Community Relations Plan					>	>	>	X
4. TA: Customer Involvement Plan					>	>	>	X
5. TA: Comm. & Volunteer Involvement						>	>	X
D. Funding and Finance Skills								
1. TA: Employee Salary & Benefits			>	>	X			
2. Training: Financing & Cash Flow				x				
3. TA: SF EOC Fundraising Plan			>	>	>	X		
4. Training: Fundraising / Grant writing					x			
5. Training: Economic Development					x			
6. TA: EOC Employee Well Being Plan					>	>	>	X
E. Information / Data Management								
1. TA: MIS / Tech Assessment & Plan			>	>	>	>	X	
2. TA: Continuous Quality Improvement						>	>	>
3. TA: T&TA Implementation Evaluation							>	>
4. TA: SBNA Partnership Evaluation								>

* Roles & Responsibility training has already been funded and preparation started.