



IECC Riverside County Nonprofit Technical Assistance Program

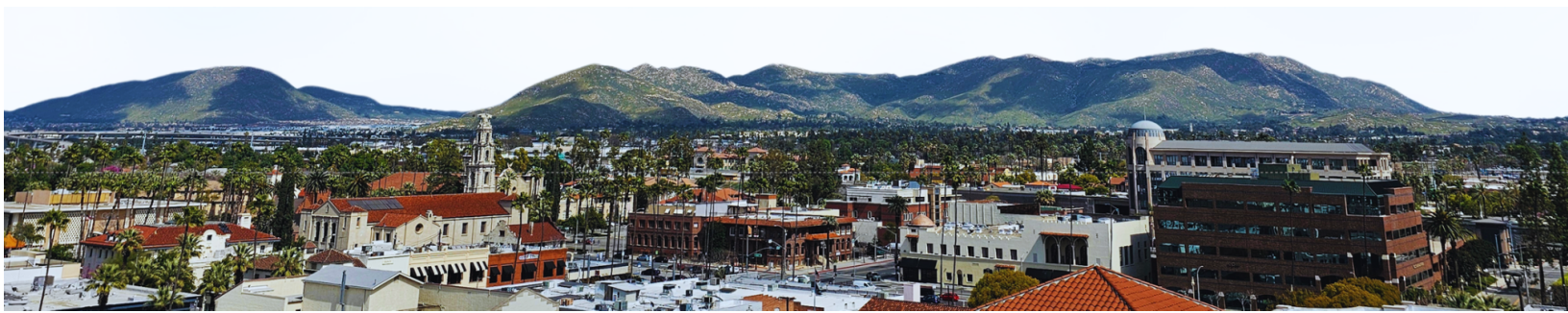
Evaluation Summary | August 2023 – June 2024

Surveys and Evaluations conducted by Sarah Marschall
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Visit us online at www.ieccnonprofit.org or email us at
info@ieccnonprofit.org for more information.

This report is an evaluation of IECC's role in the Riverside County Nonprofit Technical Assistance Program. Within the report, you will find information related to impact, including an analysis of populations served and testimonials from participants.





This project was made possible thanks to a \$14.5 million investment in nonprofits from the Riverside County Board of Supervisors, with nearly \$1 million allocated to the ARPA Riverside County Nonprofit Assistance Fund.

IECC Facilitators

- Susan Gomez, IECC Chief Executive Officer
- Brian Romo, IECC Public Policy and Technology Manager
- David McCoy, IECC President
- Megan Meadors, IECC Vice President
- Douglas Perkins, IECC Treasurer

IECC Contracted Facilitators

- Dr. Fernando Chang-Muy, lawyer, activist, and strategic business and leadership adviser
- Becky Foreman, Becky Foreman Facilitation and Training
- Sarah Marschall, Sarah Marschall Strategy
- Andrea Mitchel, AM Development Group
- Lina Paredes, Independent Consultant
- Lisa Watson, Quest 360 Consulting

IECC developed and shared content for workshops and partnered with other sector experts to provide essential training and education.





IECC MISSION

The Inland Empire Community Collaborative supports nonprofits to collectively advocate for making the region more equitable, diverse, and just through capacity-building strategies and collaboration.

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Executive Summary

The Riverside County Nonprofit Assistance Fund (RCNAF) was established to strengthen, expand, and support the local nonprofit sector. The Inland Empire Community Collaborative (IECC) was selected to receive funding for Technical Assistance to nonprofits in Riverside County for 2023-24. The IECC developed offerings for community-based organizations and used internal expertise and relationships to provide technical assistance in Grant Writing, Strategic Planning, Financial Controls, and Fund Development. The assessment shows goals exceeded and impact achieved.



Outreach: Over half (63%) of participants were connected through IECC relationships. Many organizations have missions specific to children, youth, and families; others serve the community through economic development, the arts, the environment, and animal welfare.



Engagement: Participation goals were exceeded. The IECC assisted 271 registered participants through 243 unique organizations. Participation ranged between **107% and 435% of the goal** by topic area. Participation was **194% to 273%** of the target set in each Riverside County Supervisorial District.



Quality: Workshop quality measures were extremely high. All (100%) of workshops were considered “favorable: “excellent,” or “world-class” based on the Net Promoter Score (NPS). Nearly all met the highest level of “world-class.” Learning objectives were achieved for nearly all participants.



Outcomes: Participants in a post-project survey reported **\$2.7 million in additional funding attributed to the project**. This one-year return, recorded by only a few organizations, is 6.1 times the initial investment in IECC. Nonmonetary outcomes described by participants were **enhanced organizational effectiveness and efficiency, increased knowledge and skills, networking and collaboration, and improved staff development and morale**.

Introduction

The Riverside County Nonprofit Assistance Fund (RCNAF) was established to continue the County's efforts to strengthen, expand, and support the local nonprofit sector to amplify their philanthropic roles, which have played a critical role in the pandemic response. These resources were made possible with the support of the American Rescue Plan Act (ARPA).

The Inland Empire Community Collaborative (IECC) was selected to provide Technical Assistance to nonprofits in Riverside County in 2023-24. All organizations seeking Technical Assistance were required to be registered 501(c)(3) or 501(c)(19) and provide services in at least one of the five Riverside County Supervisorial Districts.

The IECC developed offerings for community-based organizations in areas where they need and want support. IECC used internal expertise built over a decade of capacity building and partnered with regional experts to provide additional information and resources in grant writing, strategic planning, financial controls, and fund development.



Grant Writing

Assistance to more effectively apply for grants, using data and solid program planning tools.



Strategic Planning

Strategic Planning skills and actual planning sessions to advance mission and impact.



Financial Controls

Workshops focused on better controls, focused on compliance and best practice.



Fund Development

Assistance to understand gaps and opportunities, and build a sustainability plan for results.

Workshops were provided in person, online, and, in some cases, asynchronously (recordings sent to people who couldn't enroll when courses were capped or when people had to miss due to a scheduling conflict). Flexibility in delivery ensured that the IECC could serve as many organizations as possible and maximize the resources available for community benefit.

An evaluation was used throughout the project term to assess and improve offerings and, at the project end, to understand the impact and results of the investments. This report summarizes learning from this process.

Data Sources for this Report

Primary sources for the evaluation include:



Program Records

Records of organizations expressing interest, outreach efforts, workshop content, and actional participation; post event engagement with recorded information



Post-Workshop Survey

For nearly all workshops and events, a survey was administered to assess satisfaction, quality, and whether objectives were met. Post-workshop events were name-optional to encourage open and honest feedback.



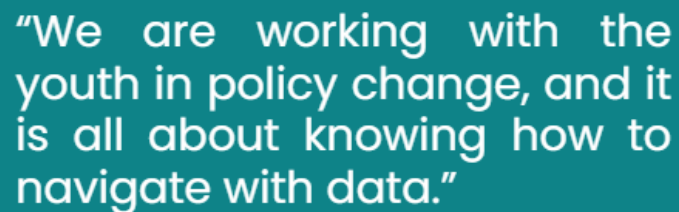
Outcomes Survey

When the fiscal year concluded, a survey was sent out to participants to gather additional, longer term reflections and outcomes; 46 participated in this survey.

1. The IECC compiled and maintained records of
 - All organizations that expressed interest and that participated, along with information on participating organizations, areas served by participating organizations, and fields of service
 - Outreach efforts, Workshop content, Actual participation
 - Post-event engagement with recorded material
2. For nearly all workshops and events, a survey was administered to assess satisfaction, quality, and whether objectives were met. Post-workshop events were name-optional to encourage open and honest feedback.
 - 23 surveys were distributed, 5 of which were for multi-part workshops
 - In total, there were 292 respondents.
3. When the fiscal year concluded, a survey was sent out to participants to gather additional, longer-term reflections and outcomes; 46 participated in this survey.

Limitations

- Considerable infrastructure was built to record applicant information and track participation accurately. There may be an undercount in some situations, especially for in-person events that relied on sign-ins.
- Workshops were sent for all IECC-sponsored events. A total of 292 surveys were completed over the project term. However, participation was not required. The total number of surveys per event varied greatly.
- The outcomes survey, sent after all workshops were finished, was completed by 46, only a portion of the total participants. For this reason, estimates of return on investment are likely underestimated. Efforts were not made to quantify non-financial benefits in the return on investment calculation.

A teal-colored rectangular box with white text inside, containing a quote about working with youth in policy change and data navigation.

“We are working with the youth in policy change, and it is all about knowing how to navigate with data.”

Results

Results are organized into four major areas. The first two are outreach and engagement, which are efforts put into the work. Quality and outcomes speak to the results of the work.



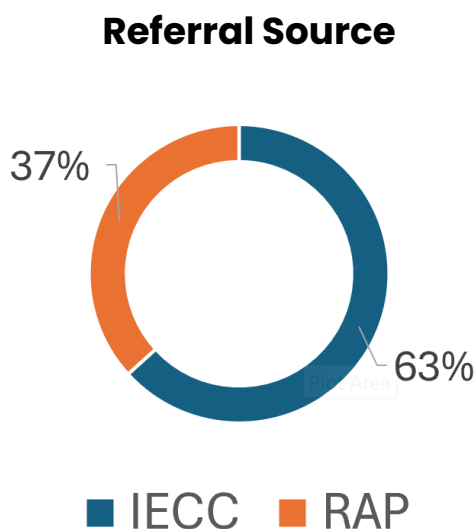
- **Outreach:** efforts to connect with the community
- **Engagement:** reach of programming
- **Quality:** multiple measures from the perspectives of participants
- **Outcomes:** early results from the investment

"I feel more empowered to play with the Excel tool and also to take a more light-hearted approach to presenting the data stories to my colleagues."

Participant in Data and Evaluation for Nonprofits

Outreach

For this project to be effective, organizations needed to know about the opportunity and trust that it would be a good use of their organizational time. Referrals came in both through the RAP website. To ensure targets were met across the Supervisorial Districts, IECC also reached an extensive network of partners in Riverside County. Nearly two-thirds of participants engaged through IECC.

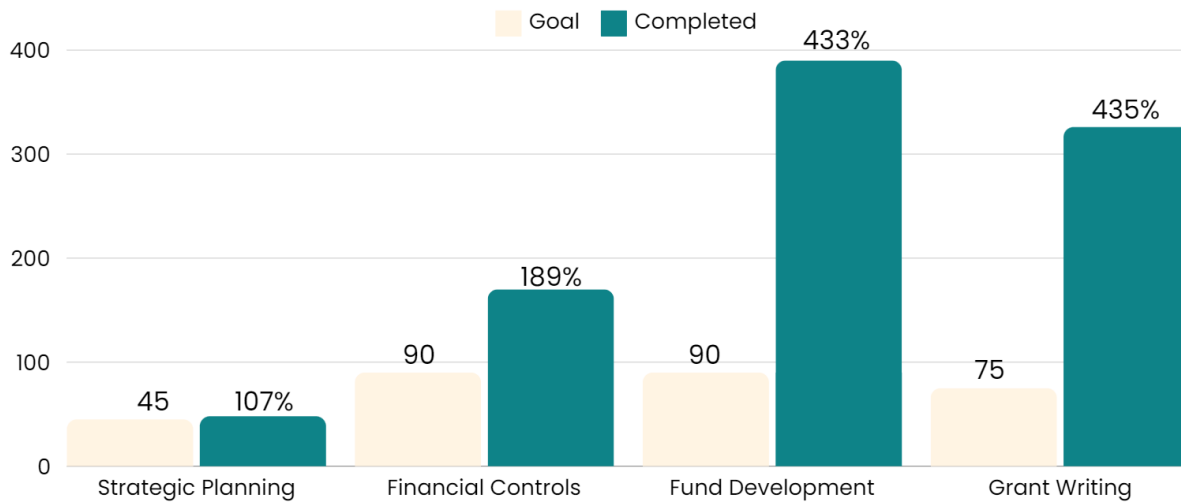


Between August 2023 and July 2024, a total of 392 applicants from 305 organizations were connected and applied. In some cases, not all applicants can be accepted into programming. There were several reasons for this; first, they needed to meet criteria set forward by the funding source.

IECC extended opportunities even at cost to the IECC support service and access whenever possible. These activities included creating opportunities in person and extending seats whenever possible. This led to extensive engagement; some could not participate at the desired level.

The IECC exceeded project goals by topic area and by supervisorial district. The most participation was achieved in fund development. Grant writing programming also considerably reached beyond program targets. By the supervisorial Districts, all targets were exceeded. District 1 had the most participants, followed by District 5.

Program Goals Compared to Actual by Topic Area



Program Goals Compared to Actual, By Supervisorial District

	District 1	District 2	District 3	District 4	District 5
Goal	65	65	65	65	65
Completed*	177	132	126	140	155
Percent of Goal	272%	203%	194%	215%	238%
Total Population by District (2021)	487,008	488,527	488,901	465,027	487,975

<https://rivco.org/sites/g/files/aldnop116/files/Riverside%20Supervisorial%20District%20Boundaries%202021%20Map%20and%20Report%20v1.pdf>

*This includes duplication of organizations; additionally, organizations can serve more than one district.

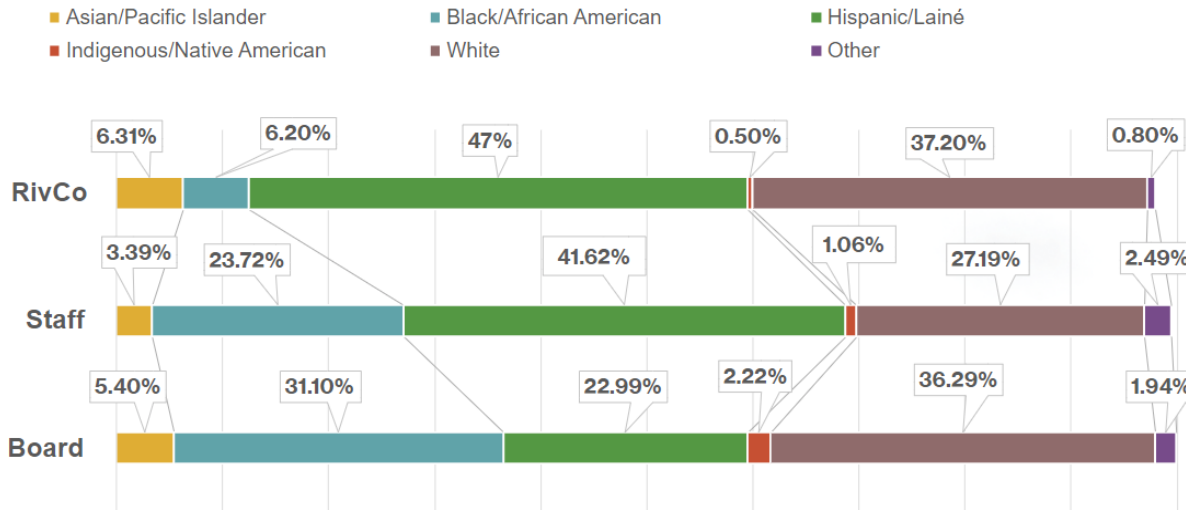
Engagement

Engagement – through outreach and ongoing communication – resulted in a broad and diverse set of organizations from across the districts. A total of 271 participants from 243 organizations were counted. More than 560 people attended (this number may include individuals attending more than one workshop).



The participants' identities matter – as we work toward a more equitable IE, organizations serving the region are well-positioned to serve the communities when they are representative. One measure of equity is representation in executive leadership positions. Slightly less than one in three participating organizations (30%, or 86) are led by a CEO/Executive Director who is BIPOC – Black, Indigenous, People of Color, and/or Female. Among those providing more information, 51 organizations self-identified as having a BIPOC leader, and 60 had a female leader/CEO. These numbers point to opportunities to continue to grow the representation of race, ethnicity, and gender in the highest leadership positions. Together, “minority” populations make up a majority, and women make up roughly half of the population; these data point to opportunities for further efforts to increase diversity in representation.

In addition to executive leadership, organizations provided information about staff and board makeup.



Other aspects of identity were also asked. Among organizations participating and providing data, staff at the organizations include people who are:

LGBTQ+ 59
Female: 620
Male: 275
Gender Nonconforming <10
With Disabilities: 45
Veterans: 23

Organizations represented provide a broad set of services to the community. A large portion serves children, youth, and families. Organizations offer education and information, health care, support for basic needs, more specific support for special populations, wellness, including mental health and substance use recovery, and economic services focused on entrepreneurial and business or workforce development. Many organizations focus on culture, identity, empowerment, and history; several foster and adoption support organizations were represented, and many organizations serve the community through missions that help animals or the environment.

Service Types



"I have worked with several boards in different types of nonprofits; I am new to my current organization and I am about to be part of the meetings for two breakout committees. All of the information was great and helped me to understand the differences among the many I have been involved with."

Participant in Engaging Boards in Fundraising

Quality

Workshop quality was measured using more than one metric to help provide a good picture of ongoing improvement and report and project end. One measure, the Net Promoter Score (NPS), is used to benchmark quality in the for-profit sector. Using this measure, all workshops can be considered excellent or world-class; all other modalities (one-on-one strategic planning and CCAT can be considered favorable, with an NPS of 25; CCAT was considered excellent with a score NPS of 65).

Satisfaction: Would Recommend the Workshop **Also known as a “Net Promoter Score”**

WORKSHOPS

100%

**“Favorable”
“Excellent”
or “World Class”**

NET PROMOTER SCORE

According to Bain & Company, the creators of the Net Promoter Score (NPS) metric, a good NPS score is:

Above 0: Good

Above 20: Favorable

Above 50: Excellent

Above 80: World-class

Using the NPS score as a proxy for some of the most highly rated workshops, a few are highlighted below. Note that exact comparisons between classes should be considered with caution due to differences in number of surveys collected, etc.

- Technology of Participation (ToP) Strategic Planning How To with Becky Foreman (100 NPS)
- Leveraging AI to Improve Nonprofit Impact (100 NPS)
- Logic Models for Effective Nonprofit Program Planning (100 NPS)
- Foundation Relationship Building Funder’s Forum (94 NPS)
- Special Events and Sponsorships (92 NPS)

“Brian Romo was a great presenter. I’ve been using AI for over a year for grant writing and had some great takeaways.”

Participant in Leveraging AI to Improve Nonprofit Impact

Learning Objectives

Learning objectives were set for all workshops. They were measured through surveys and included knowledge changes, skill changes, confidence changes, access to tools and resources, and connections to more learning. The majority of participants agreed or strongly agreed that learning objectives were met.

Learning Objectives Met



Knowledge

Participants reported gains in knowledge on specific areas related to the topic.



Skills

Participants reported gains in skills related to the topic.



Confidence

Participants gained confidence as a result of workshops.



Tools and Resources

Participants gained access to tangible materials and resources through workshops that they identified as helpful.



Connections to More Learning

Participants were often provided with resources to learn more; many suggested in open ended comments that they would like more from the IECC on the topic to continue to expand their learning.

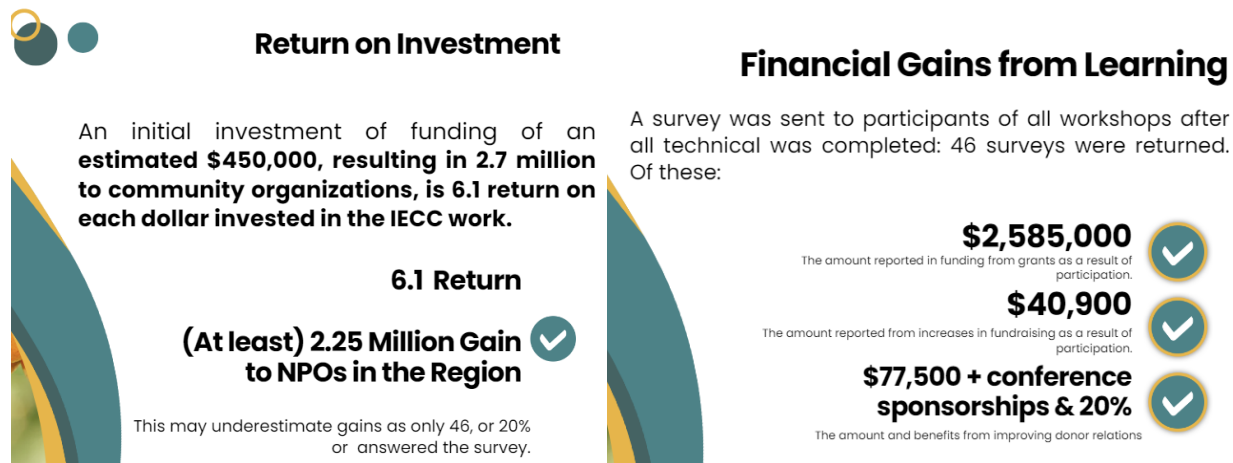
"well organized, focused, well-researched, interesting, informative...topic were inclusive of different areas of no-profit sector. Presenters were pleasant, respectful of audience, and respectful of time. Slides were beautiful. Built-in breaks were appreciated. Excellent information. Very well done!!!".

Participant in Revenue Generating Strategies and Cost Management

Objectives Where 100% Reported Improvement (Strongly Agree / Agree)	Workshop
Learned new skills (27)	Make Your Case Using Data:
Learned new skills to engage stakeholders (10)	Technology of Participation (ToP)
Increased confidence in the ability to facilitate decision-making with a group (10)	Technology of Participation (ToP)
Increased understanding of the organization's strengths (5)	CCAT Interpretation and Implementation
Identified clear priorities to target where to invest first for maximum benefit (5)	CCAT Interpretation and Implementation
Practical skills to more effectively work with funders (16)	Foundation Relationship Building and Funder's Forum Parts 1 and 2
Increased confidence in the ability to cultivate relationships with foundations (16)	Foundation Relationship Building and Funder's Forum Parts 1 and 2
Can explain the importance and benefits of program evaluation for nonprofit organizations (7)	Program Evaluation and Data Collection
Select appropriate use of data sources and methods (7)	Program Evaluation and Data Collection
Gained confidence to use data to inform program improvement and decision-making (7)	Program Evaluation and Data Collection
Communicate about evaluation effectively and ethically (7)	Program Evaluation and Data Collection
Learned of new resources / where to learn more (7)	Program Evaluation and Data Collection
Strategies for updating policies to safeguard sensitive information (11)	Leveraging AI to Improve Impact
Practical insights into utilizing AI to boost operational efficiency (11)	Leveraging AI to Improve Impact
AI strategies to tailor donor interactions and increase influence (11)	Leveraging AI to Improve Impact
Better prepared to incorporate AI into our strategic framework (11)	Leveraging AI to Improve Impact
Gained confidence in using AI tools ethically and responsibly (11)	Leveraging AI to Improve Impact

Outcomes

The post-project survey revealed that participants who answered the survey (46, or 19% of participating organizations) received **\$2.7 million in additional funding** attributed to participation. This one-year return, recorded by only a few organizations, is **6.1 times the initial investment in IECC**. Nonmonetary outcomes described by participants were **enhanced organizational effectiveness and efficiency, increased knowledge and skills, networking and collaboration, and improved staff development and morale**. These were not included in the ROI calculation, but they also speak to the impact and the potential for large-scale system improvement as a result of this project.



Organizations provided, in their own words – the outcomes from training through post-workshop surveys. At the project's end, another survey asked participants to report specifically on financial changes that took place as a result of learning.

1. Enhanced Organizational Effectiveness and Efficiency:

- **Strategic Planning:** Respondents appreciated the clarity and direction of strategic planning sessions, leading to more effective decision-making.
- **Organizational Development:** Several participants found the workshops helpful in reviewing and improving organizational structures, processes, and policies.
- **Grant Writing and Management:** Participants reported increased confidence and skills in grant writing, monitoring, and reporting.

"The CCAT was the perfect solution to the growing pains our non profit was having. So much growth and demand in a short time, not making the time, at the time, to fully address the issues. We are now knee deep in a complete Organizational/Structure/Function review. This is making us identify the types of volunteers we need to grow the non profit and to be successful with succession planning built into the plan."

2. Increased Knowledge and Skills:

- **Grant Writing and Management:** Workshops provided valuable insights into grant writing techniques, logic models, and evaluation methods.
- **Fundraising:** Participants learned about fundraising strategies, board member roles, and conflict-of-interest policies.
- **General Nonprofit Management:** Respondents reported learning about various topics such as event planning, donor management, and Quickbooks Online.

"We receive a \$1,000,000 federal grant. I feel that attending your workshops have better prepared us to monitor and report for the grant. I have also increased my skills and confidence with grant writing which will greatly help as we apply for other grant opportunities."

3. Networking and Collaboration:

- **Community Partnerships:** Participants appreciated connecting with other nonprofits and exploring potential collaborations.
- **Knowledge Sharing:** Peer-to-peer sharing of experiences and best practices was beneficial.

"We were able to meet, establish new relationships and network with other Riverside County & Inland Empire organizations. Great opportunity."

4. Improved Staff Development and Morale:

- **Professional Development:** Workshops contributed to the professional development of staff members, boosting their confidence and skills.
- **Succession Planning:** Participants found the workshops helpful in developing succession plans for key roles.
- **Morale:** The workshops improved staff morale by providing opportunities for learning and growth.

"Our organization benefited by helping our board members that attended understand their roles and responsibilities, and increased their knowledge and comfort level in fundraising. We are also able to implement the give and get policy, create board member job descriptions and update our conflict-of-interest policy. We have started implementing the strategies shared to help increase fundraising efforts and support."

Conclusions and Recommendations

The IECC successfully leveraged relationships to engage participants. Outreach and engagement goals were exceeded.

Demand for practical, specific programming for non-profit organizations is high, and it points to opportunities to continue investing in similar IECC programming.

Participants consistently provided evidence that IECC offerings were of high quality and useful. Based on Net Promoter Scores, nearly all workshops could be considered “world-class” in quality. Open-ended responses provided testimonials of success in participants' own words.

The investment in IECC technical assistance to nonprofits has demonstrated considerable value. A modest estimate of return on investment – from a purely financial lens and among only a small subset of total participants – shows a 6.1 return in funds to the community, delivered through 2.75 million counted in funding with attribution to learning in less than one year. The actual return on the investment – both in dollars and in nonmonetary outcomes – is likely much higher.

Recommendations

Identify funding opportunities and investments for IECC to continue providing technical assistance to the region. The RAP investments translated into considerable resources—both monetary and in skills, confidence, and relationships—for the county. The planned programming could be repeated for applicants unable to be served in this round of services. Programming should also address participant requests for more depth in topic areas.

