



SAN BERNARDINO
NONPROFIT
TECHNICAL ASSISTANCE
WORKSHOPS

San Bernardino Technical Assistance Workshops Report

Report by The Inland Empire Community Collaborative



Table of Contents

Table of Contents	2
Executive Summary	4
Technical Assistance Workshops	6
Foundation for Successful Remote Distributed Teams	7
Workshop Description, Presented by NTEN	7
Workshop Statistics	7
Facilitation Skills Creating Inclusive & Purposeful Meetings	8
Workshop Description, Presented by CompassPoint	8
Workshop Statistics	8
Location of Services	9
Likert Statement Responses	9
Session Ratings	11
Written Feedback (Highlights)	11
Grant Writing 101A: Foundation And Proposal Writing	13
Workshop Description, Presented by Andrea Mitchel	13
Workshop Statistics (See Appendix A2 for Raw Data)	13
Location of Nonprofit Services	14
Likert Statement Responses	14
Likert Feedback	16
Grant Writing 101B: Proposal Design	17
Workshop Description, Presented by Andrea Mitchel	17
Workshop Statistics	17
Location of Nonprofit Services	17
Likert Statement Responses	18
Written Feedback (Highlights)	18
Grant Writing 101C: Writing A Proposal	19
Workshop Description, Presented by Andrea Mitchel	19
Workshop Statistics	20
Location of Nonprofit Services	20

Likert Statement Responses	21
Written Feedback (Highlights)	21
Expanding Home Connectivity In Your Community	23
Workshop Description, Presented by NTEN	23
Workshop Statistics	23
Grant Writing And Program Budgeting	24
Workshop Description, Presented by Andrea Mitchel	24
Workshop Statistics	24
Location of Nonprofit Services	24
Likert Statement Responses	25
Written Feedback (Highlights)	26
Racial Equity & Tech Planning	27
Workshop Description, Presented by NTEN	27
Workshop Statistics	27
Nonprofit Core Capacity	28
Workshop Description, Presented by Dr. Fernando Chang-Muy	28
Workshop Statistics	28
Location of Nonprofit Services	28
Likert Statement Responses	29
Written Feedback (Highlights)	30
Nonprofit Governance	32
Workshop Description, Presented by Dr. Fernando Chang-Muy	32
Workshop Statistics	32
Location of Nonprofit Services	32
Likert Statement Responses	33
Written Feedback (Highlights)	34
Nonprofit Human Resources	35
Workshop Description, Presented by Dr. Fernando Chang-Muy	35
Workshop Statistics	35
Location of Nonprofit Services	35
Likert Statement Responses	36
Written Feedback (Highlights)	37
Core Capacity Assessment Tool (CCAT)	38
Workshop Description, Presented by the Inland Empire Community Collaborative	38
Workshop Statistics	38
Conclusion	39

Executive Summary

The mission of the Inland Empire Community Collaborative (IECC) is to make a collective impact in our communities through collaboration, leveraging, and resource development. This mission is primarily carried out by providing resources to nonprofit organizations in the Inland Empire. These resources aim to better build organizational capacity by expanding both their understanding of nonprofit management and their network of organizations with similar missions to better share resources and make a greater impact in their communities.

Through generous funding provided by the County of San Bernardino and the Inland Empire Community Foundation and through partnerships with leading capacity building organizations and consultants, IECC was able to provide a total of 12 free Nonprofit Technical Assistance (TA) workshops and trainings to nonprofit organizations in the Inland Empire to help their organizations learn not only how to work better in this new work-from-home environment, but to also build capacity by leveraging financial resources, and improving core operations by improving organizational Diversity, Equity and Inclusion (DEI). Altogether, **IECC had a total of 521 individuals register across all 12 workshops** for the months of November and December 2020.

An additional 10 nonprofits were selected to receive individual TCC Group's Core Capacity Assessment Tool (CCAT). The CCAT is the leading online assessment for measuring nonprofit effectiveness in relation to the four core capacities crucial for organizational success-adaptive, leadership, management, and technical-as well as organizational culture.

The CCAT process provides unparalleled insight into nonprofit's strengths and challenges, and pairs that insight with a facilitated discussion, led by IECC certified CCAT facilitators. The CCAT interpretation helps organizations leadership drive change, pursue priorities, and sustain impact.

An overwhelming majority of the nonprofit organizations that participated in our workshops were from smaller nonprofit organizations with low annual operating budgets and a lack of moderate computer literacy. Because of this IECC was able to create online resources to help nonprofits navigate and identify funding opportunities available to Inland Empire nonprofit organizations. One of these resources is the IECC **Grants Bulletin Search**¹ which is a specially curated list of potential grants. In addition to the grants search, other web resources were created including a **Funding Resources**² page and a **Technology Resources**³ page. Workshop facilitators also provided additional assistance to these small nonprofit organizations to help them secure over \$280,000 in grant funding that would have not been available to them were it not for their participation in these workshops.

Based on the response we received from participant feedback surveys we find that these workshops are helping nonprofits learn to better operate their organizations and better manage and apply for financial resources that they may have otherwise been denied. This is not only well within the mission of the Inland Empire Community Collaborative but a valuable resource for nonprofits in San Bernardino County and the Inland Empire as a whole. With nonprofit organizations better able to handle issues around capacity and finances we expect these nonprofits to provide services more efficiently and effectively to Inland Empire residents in need of their particular services.

¹ IECC Grants Bulletin Search: inlandempirecommunitycollaborative.org/grantsearch/

² IECC Funding Resources: inlandempirecommunitycollaborative.org/resources/funding/

³ IECC Technology Resources: inlandempirecommunitycollaborative.org/resources/technology/

Technical Assistance Workshops

In total, IECC was able to provide 12 workshops for nonprofit organizations in San Bernardino County and the Inland Empire as a whole. Below you will find a list of workshops provided through the IECC San Bernardino Technical Assistance Workshop series.

Workshop 1: [Foundation for Successful Remote Distributed Teams](#)

Workshop 2: [Facilitation Skills Creating Inclusive & Purposeful Meetings](#)

Workshop 3: [Grant Writing 101A: Foundation and Proposal Writing](#)

Workshop 4: [Grant Writing 101B: Proposal Design](#)

Workshop 5: [Grant Writing 101C: Writing A Proposal](#)

Workshop 6: [Expanding Home Connectivity In Your Community](#)

Workshop 7: [Grant Writing And Program Budgeting](#)

Workshop 8: [Racial Equity & Tech Planning](#)

Workshop 9: [Nonprofit Core Capacity](#)

Workshop 10: [Nonprofit Governance](#)

Workshop 11: [Nonprofit Human Resources](#)

Workshop 12: [Core Capacity Assessment Tool \(CCAT\)](#)

NOTE: If you are viewing this document on Google Docs, each workshop title will link you directly to the place in this document with more information about each workshop including statistics and testimonials about each workshop.

Foundation for Successful Remote Distributed Teams

Workshop Description, Presented by NTEN

The pandemic has redefined the idea of what working remotely means for individuals and organizations. We need to move beyond the basics of why the topic matters. The standard tips of "have a routine" and "put some pants on" aren't enough. We need to focus on the deeper aspects of strategically setting ourselves and our organization's up for success. Allowing employees to work from home is an expected aspect of a modern office. Learn how to manage a distributed team successfully in this course.

Workshop Statistics

NOTE: Limited statistics available for this event as it was both hosted and moderated by NTEN. Because of this, IECC was unable to distribute our Technical Satisfaction Survey to attendees of the event.

This was the first of the 12 workshops provided in the IECC San Bernardino Technical Assistance Workshops series. The workshop was presented as a series of workshops by NTEN to help organizations adapt to the new work from home measures taken up by many nonprofit organizations. A total of 11 organizations participated in the workshop in addition to the organizations that registered directly through NTEN.

Facilitation Skills Creating Inclusive & Purposeful Meetings

Workshop Description, Presented by CompassPoint

This is a two-part online event and will focus on:

- *Meetings! We've all experienced what it's like when they go wrong: frustrating conversations that go nowhere and leave people feeling disempowered. Do you have the skills it takes to plan a meeting, get the right voices in the room, and guide conversations toward meaningful goals? What role does a race, gender, power, and privilege analysis play in meetings? How can you wield power to create more inclusive meetings that unlock everyone's gifts and contributions?*

In this online workshop, you will:

- *Learn how to use the "purpose, outcome, and process" format to design an upcoming meeting.*
- *Reflect on your own identity and lived experience and how it shapes your approach to designing inclusive meetings.*
- *Practice facilitation skills with other workshop attendees in a fun and supportive space.*

This is a space for people who work at nonprofit organizations who want to explore approaches to conflict resolution and develop an approach that reflects their values. Please make sure you can attend both dates before registering!

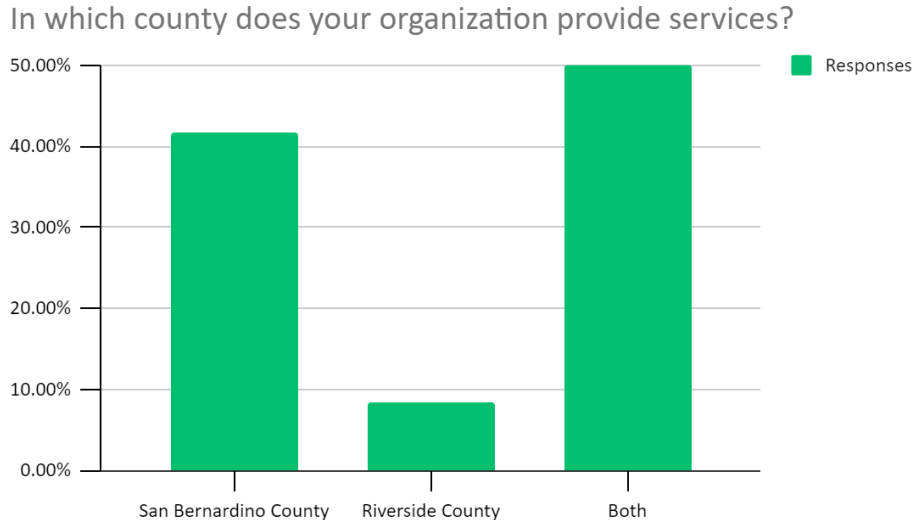
Workshop Statistics

This was the second of the 12 workshops provided in the IECC San Bernardino Technical Assistance Workshops series. Registration for this event was limited to 25 organizations and was sold out. Following the workshop, attendees were asked to complete a Satisfaction Survey of 10 questions. Of the 15 who attended, 12 participated in the post workshop survey.

A few organizations were familiar with the courses presented by CompassPoint and expressed interest in improving their own organizational capacity while including components of DEI. (See [Appendix A1](#) for Raw Data)

Location of Services

50% of respondents said that their organizations served both San Bernardino and Riverside Counties. Approximately 42% of respondents services San Bernardino County exclusively while approximately 8% serviced Riverside County (see table below).

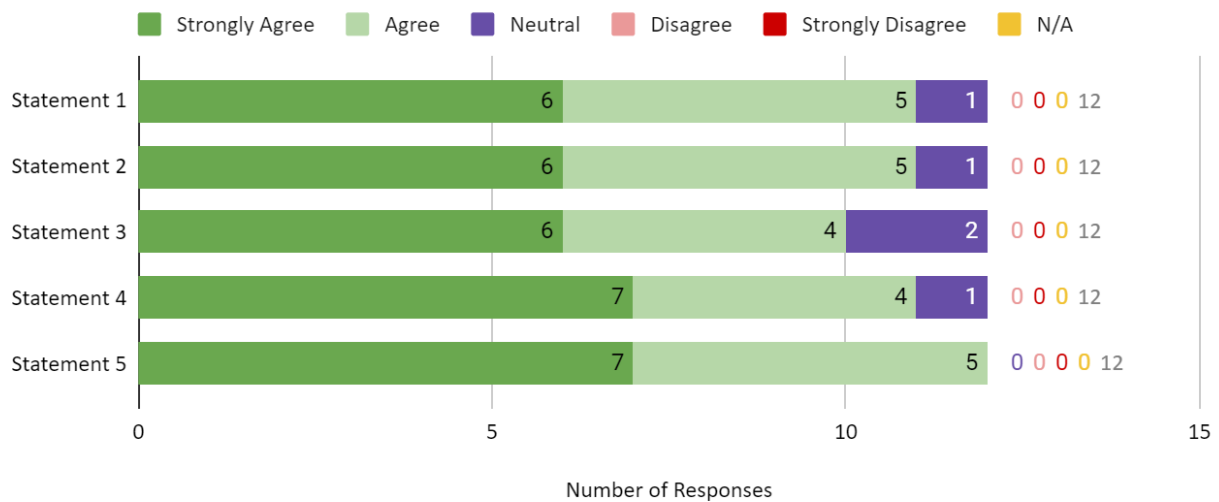


Likert Statement Responses

Participants were also asked to indicate how much they agreed with the following five statements using a standard Likert-scale with the points Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree, or Not Applicable:

1. Two 3-hour sessions was the right amount of time for me to learn and participate.
2. The mix of ideas, tips and learning was just right.
3. I learned the dominant systems that impact my supervision/organization's supervision structure.
4. I learned two skills (expectations and feedback) to incorporate into my supervision.
5. I made one authentic commitment on how I will shift my supervision practices.

Facilitation Skills Workshop: Likert Responses



For statement 1, 91.67% of respondents Agreed (50%) or Strongly Agreed (41.67%) that “two 3-hour sessions was the right amount of time for me to learn and participate”. Only 8.33% responded with “Neutral” and no responded disagreed or strongly disagreed with the statement.

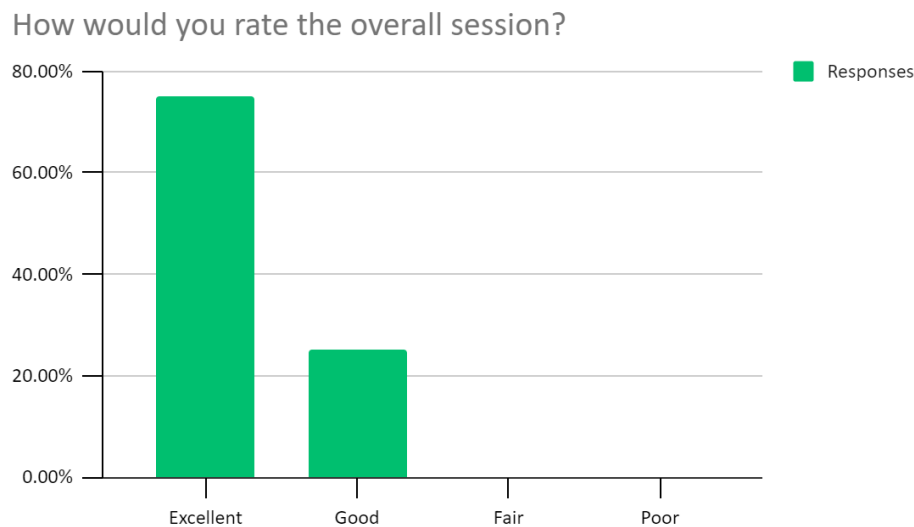
For statement 2, 91.67% of respondents Agreed (50%) or Strongly Agreed (41.67%) that “The mix of ideas, tips and learning was just right.”. Only 8.33% responded with “Neutral” and no responded disagreed or strongly disagreed with the statement.

For statement 3, 83.33% of respondents Agreed (50%) or Strongly Agreed (33.33%) that “I learned the dominant systems that impact my supervision/organization’s supervision structure.” Only 16.67% responded with “Neutral” and no responded disagreed or strongly disagreed with the statement.

For statement 4, 91.67% of respondents Agreed (58.33%) or Strongly Agreed (33.33%) that “I learned two skills (expectations and feedback) to incorporate into my supervision.” Only 8.33% responded with “Neutral” and no responded disagreed or strongly disagreed with the statement.

For statement 5, 91.67% of respondents Agreed (58.33%) or Strongly Agreed (41.67%) that “I made one authentic commitment on how I will shift my supervision practices.” No respondents responded with neutral and below.

Session Ratings



We continued to receive positive feedback from respondents as 75% rated the workshop as “Excellent”. Another 25% rated the workshop as “Good” and no respondents rated the workshop as fair or poor.

Written Feedback (Highlights)

Respondents were given the opportunity to anonymously provide additional written statements. Below are select statements given to the questions A) What were the best aspects of this session and B) is there any other feedback you'd like to give us (including feedback for the facilitator)? Each unedited response is coded (A) or (B) to determine which question the feedback was in response to.

- *(A) Facilitators skills and organization of the training. I also like that participants share their experiences.*
- *(A) All of it was good, but I liked having questions that had not really thought a lot about previously; such as my privileges.*
- *(A) Learning more about Organizational Center and Organizational Margins. Lots to think about!!*
- *(A) Facilitators were organized, prepared, coordinated, transparent and authentic - wow!*
- *(B) Thank you for sharing that size of the organization can utilize the information given and the feedback from large organization that are thankful for the information.*

- *(B) I truly appreciate the capacity building focus of IECC, and providing opportunities to us that we normally may not encounter. This is a wonderful workshop!!! Thank you!!!!*

Grant Writing 101A: Foundation and Proposal Writing

Workshop Description, Presented by Andrea Mitchel

The Introduction to Proposal Writing (101) Series will guide the new proposal writer through every step of completing a proposal seeking grant funding. These three half-day class series will provide you with the opportunity to complete a proposal and receive critique. Topics include:

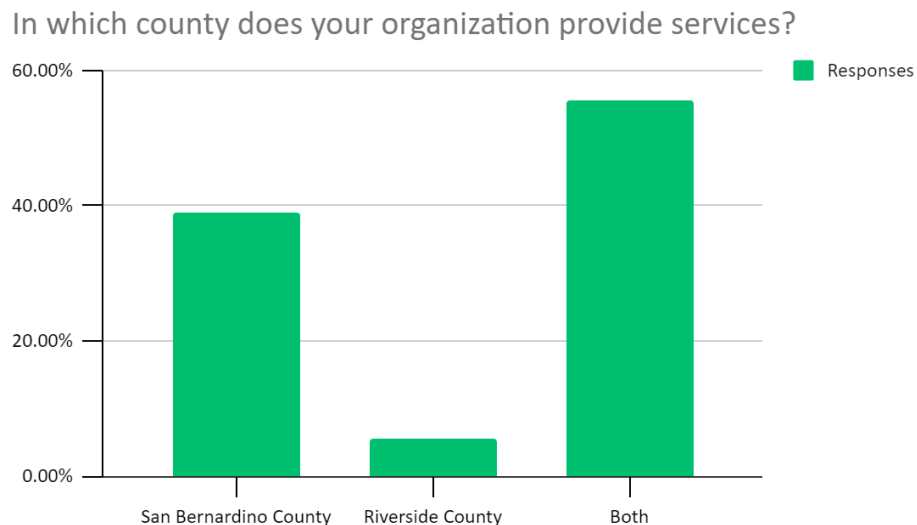
- *Know your organization*
- *Annual operating budget*
- *Staffing*
- *Programs*
- *Outcomes*
- *History*
- *Leadership*
- *Strengths*
- *Weaknesses*
- *Know the prospective funder*
- *Know the needs of your community*

Workshop Statistics (See [Appendix A2](#) for Raw Data)

This was the third of the 12 workshops provided in the IECC San Bernardino Technical Assistance Workshops series and by far some of the most popular. This was part one of a four part series on grants and financial management. Reservations for this workshop were originally limited to 30 participants, however, because of demand, this restriction was lifted to allow more participants. A total of 52 participants registered for this workshop. (See [Appendix A2](#) for Raw Data)

Location of Nonprofit Services

55.56% of respondents said that their organizations served both San Bernardino and Riverside Counties. 39.89% of respondents services San Bernardino County exclusively while approximately 6.56% serviced Riverside County (see table below).

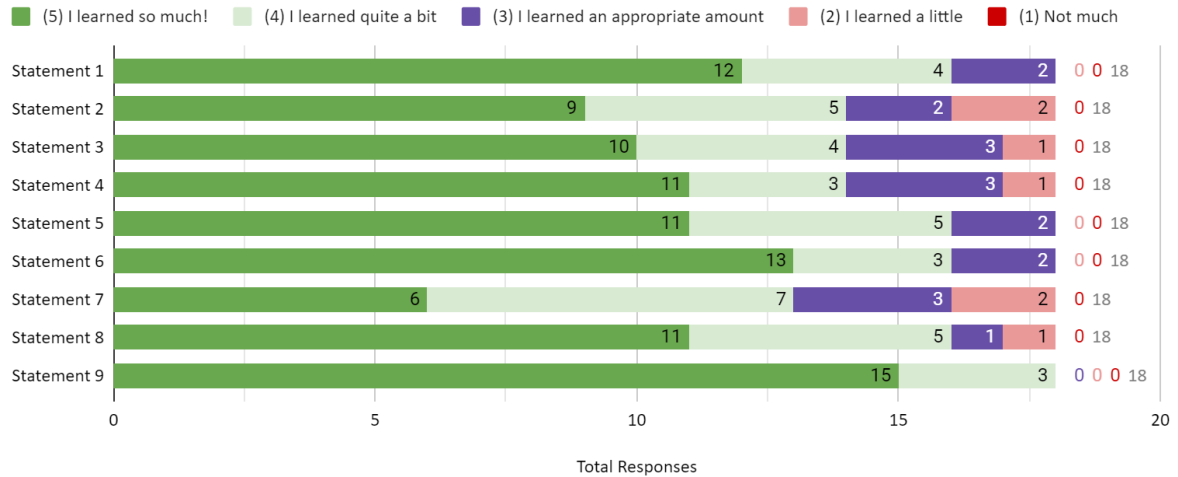


Likert Statement Responses

Participants were also asked to indicate how much they learned concerning the following eight statements using a Likert-scale with the points (1) Not Much, (2) I learned a little, (3) I learned an appropriate amount, (4) I learned quite a bit, and (5) I learned so much:

1. I increased in knowledge of the type of grant proposals
2. I increased in knowledge of how to search for grants
3. I increased in knowledge of what to look for in a Request for Proposal (RFP)/grant announcement
4. I increased in knowledge of what it takes to get a grant proposal done.
5. I increased in knowledge of where to find some key information.
6. I increased in knowledge of the key pointers in successful grant proposals
7. I increased in knowledge of important acronyms
8. I increased in knowledge of determining "fit" for grants

Grant Writing 101A: Likert Statement Responses



Respondents overwhelmingly responded that they “learned quite a bit” or “learned so much” from Andrea Mitchel’s workshop on Foundation and Proposal writing. 88.89% of respondents reported fours and fives when asked if they had an “increased in knowledge of the type of grant proposals”. Only two responded with a score of 3 (“I learned an appropriate amount”) and none responded with 2s (“I learned a little”) or 1s (“Not Much”). No respondents reported a score of 1 in any category.

When asked if they had an “increase in knowledge of how to search for grants”, 77.78% of respondents again overwhelmingly gave a score of 4 or 5. Only 22.22% reported a score of 3 or below.

When asked if they had an “increase in knowledge of what to look for in a Request for Proposal (RFP)/grant announcement”, 77.78% responded with a high score of 4 or 5, while 16.67% of respondents gave a score of 3, and 5.56% gave a score of 2.

When asked if they had an “increase in knowledge of what it takes to get a grant proposal done”, 77.78% responded with a high score of 4 or 5, while 16.67% of respondents gave a score of 3, and 5.56% gave a score of 2.

When asked if they had an “increase in knowledge of where to find some key information”, 89.89% of respondents reported high scores of 4s and 5s while 11.11% of respondents reported a middle score of 3. No respondents reported below a 3.

When asked if they had an “I increase in knowledge of the key pointers in successful grant proposals”, 88.89% of respondents reported high scores of 4s and 5s while 11.11% of respondents reported a middle score of 3. No respondents reported below a 3.

When asked if they had an “increase in knowledge of important acronyms”, 72.22% of respondents reported a score 4 (38.89%) and above (61.11%) while 16.67% and 11.11% reported a score of 3 or 2 respectively.

Finally, when asked if they had an “increase in knowledge of determining “fit” for grants”, 88.89% of respondents reported a score of 4 (27.78%) and above (61.11) while 5.56% of respondents reported a 3 or 2 score.

Likert Feedback

At the end of the survey, respondents were asked to rate whether or not they enjoyed the workshop on another Likert scale with the following options: (1) I did not, (2) It was just “okay”, (3) It was good, (4) I really enjoyed it, and (5) I loved it. 83.33% of responses reported the highest score, a 5, while 16.67% reported the second highest score, a 4. No responses reported below a 4.

Grant Writing 101B: Proposal Design

Workshop Description, Presented by Andrea Mitchel

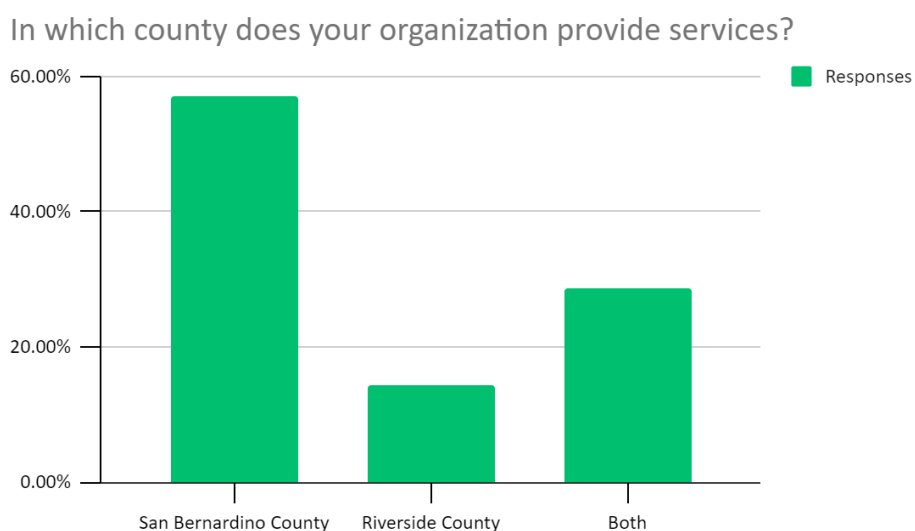
The Introduction to Proposal Writing (101) Series will guide the new proposal writer through every step of completing a proposal seeking grant funding. These three half-day class series will provide you with the opportunity to complete a proposal and receive critique. Topics include:

- *Using the needs of the community to dictate the design of a program*
- *Developing goals and objectives*
- *Developing a logic model*

Workshop Statistics

This was the fourth of the 12 workshops provided in the IECC San Bernardino Technical Assistance Workshops series and by far the most popular. This was part two of a four part series on grants and financial management. A total of 44 reservations were made to attend this workshop. (See [Appendix A3](#) for Raw Data)

Location of Nonprofit Services

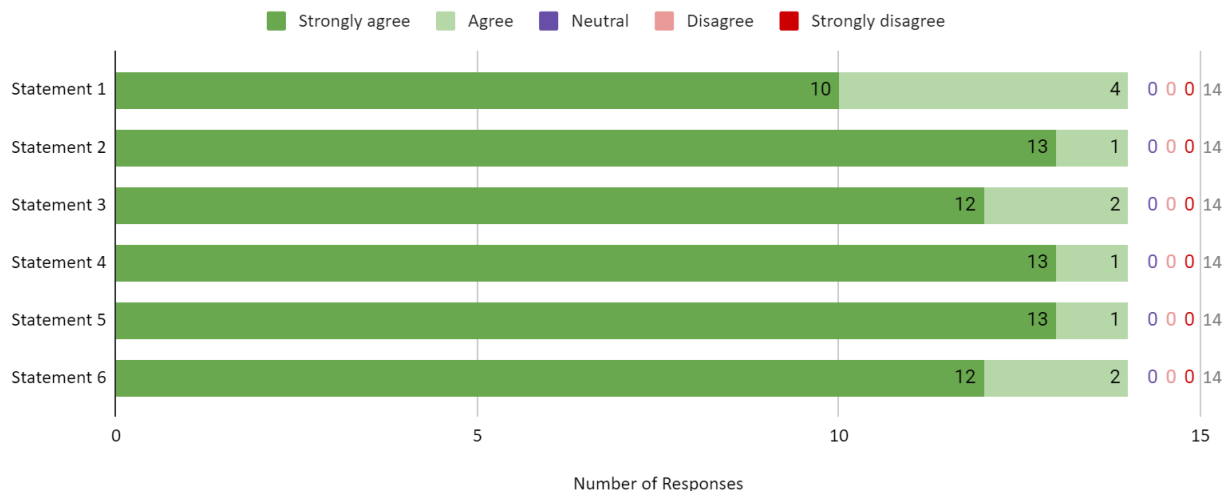


Of all the workshop attendees, 14 responded to our satisfaction survey. Of the 14 responses, 28.57% reported that their nonprofit organization operated in both San

Bernardino and Riverside Counties. Of the remaining respondents, 57.14% operated in San Bernardino County while the remaining 14.29% operated in Riverside County.

Likert Statement Responses

Grant Writing 101B: Likert Statement Responses



Participants were asked to indicate how much they agreed with the following six statements using a Likert-scale with the points Strongly Agree, Agree, Neutral, disagree, and strongly disagree:

1. The learning objectives listed on the agenda were all met.
2. The information presented was relevant to my agency's needs.
3. The workshop topics were well organized.
4. The instructor was effective in presenting the information.
5. I learned new ideas and/or methods that can be used by my organization.
6. Overall, the workshop met or exceeded my expectations.

Every statement received a score of Agree (between 28.57 and 7.14%) or Strongly Agree (71.43% and greater) with no respondents reporting a score of Neutral, Disagree or Strongly Disagree.

Written Feedback (Highlights)

Respondents were given the opportunity to anonymously provide additional written statements. Below are select statements given to the questions A) What did you

like most or find most beneficial about the workshop and B) What could be improved about the workshop? Each unedited response is coded (A) or (B) to identify which question the feedback was in response to.

- *(A) Good sources for where to find data for needs statement and where to find funding opportunities.*
- *(A) The Program Design can be shared with staff to make sure we are touching all the points of a good program.*
- *(A) How to design programs were discussed. I found the funder's perspective most beneficial to me.*
- *(B) I think the workshop is fine, I would love to see even more funder perspectives*
- *(B) Resource list available for data collection. As well as links to where to find available grants.*
- *(B) it was fabulous! no improvements needed.*

Grant Writing 101C: Writing A Proposal

Workshop Description, Presented by Andrea Mitchel

The Introduction to Proposal Writing (101) Series will guide the new proposal writer through every step of completing a proposal seeking grant funding. These three half-day class series will provide you with the opportunity to complete a proposal and receive critique. Topics include:

- *Key components of a letter of intent/inquiry/interest (LOI)*
- *Online applications*
- *Tips for completing a LOI/application*
- *Upon completion of 101A, B, and C, the participant can submit a LOI/application for critique*

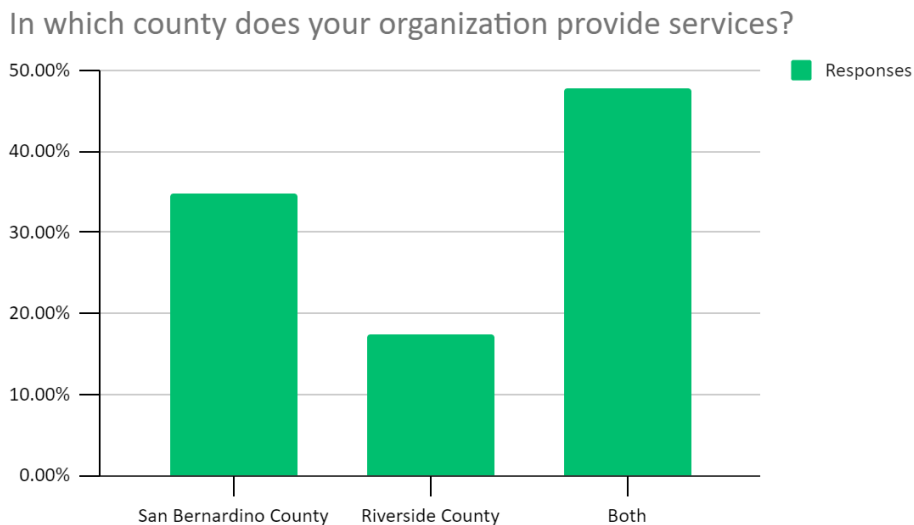
Course includes 10 technical assistance hours for individuals who attend all three Grant Writing 101 sessions.

Workshop Statistics

This was the fifth of the 12 workshops provided in the IECC San Bernardino Technical Assistance Workshops series and by far the most popular. This was part three of a four part series on grants and financial management. A total of 55 reservations were made to attend this workshop. (See [Appendix A4](#) for Raw Data)

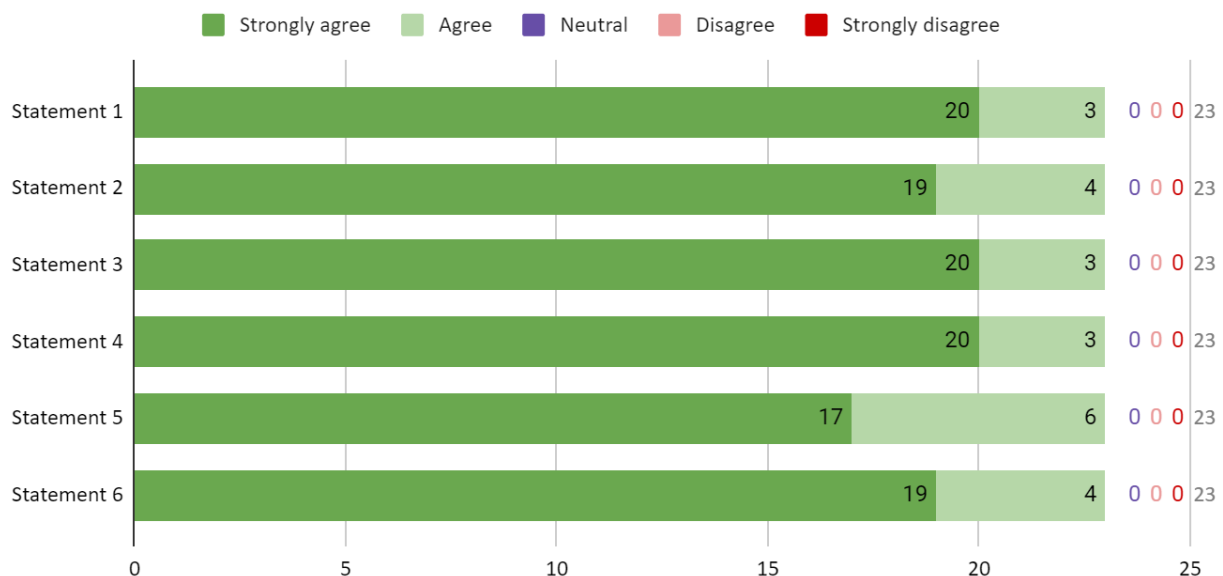
Location of Nonprofit Services

Of all the workshop attendees, 23 responded to our satisfaction survey. Of the 23 responses, 47.83% reported that their nonprofit organization operated in both San Bernardino and Riverside Counties. Of the remaining respondents, 34.78% operated in San Bernardino County while the remaining 17.39% operated in Riverside County (see graph below).



Likert Statement Responses

Grant Writing 101C: Likert Statement Responses



Participants were asked to indicate how much they agreed with the following six statements using a Likert-scale with the points Strongly Agree, Agree, Neutral, disagree, and strongly disagree:

1. The learning objectives listed on the agenda were all met.
2. The information presented was relevant to my agency's needs.
3. The workshop topics were well organized.
4. The instructor was effective in presenting the information.
5. I learned new ideas and/or methods that can be used by my organization.
6. Overall, the workshop met or exceeded my expectations.

Every statement received a score of Agree (between 13.04 and 26.09%) or Strongly Agree (73.91% and greater) with no respondents reporting a score of Neutral, Disagree or Strongly Disagree.

Written Feedback (Highlights)

Respondents were given the opportunity to anonymously provide additional written statements. Below are select statements given to the questions A) What did you

like most or find most beneficial about the workshop and B) What could be improved about the workshop? Each unedited response is coded (A) or (B) to identify which question the feedback was in response to.

- *(A) I liked the Andrea stopped and answered all of my questions and concerns. She also made her self available for us after the workshop.*
- *(A) The interacting w/other agencies and information given from the moderator*
- *(A) Learning about the different types of funding and how to construct an effective logic model*
- *(A) Having the opportunity to work with Susie and Andrea and getting information from those who have the experience.*
- *(A) The Logic Models really provided insight into organizing your thoughts into preparing the grant application.*
- *(A) Going through actual examples together on logic model and shared grant resources at end of session. Thank you!!!*
- *(A) Ability to jump in and write grants with confidence and continue to build our funding.*
- *(B) I would say having assignments due. This would encourage more people to apply to a grant.*
- *(B) I would have liked to learn more about seed funding and how to obtain it, as far as letters and what types of investors to seek.*
- *(B) I would have liked to hear more about how to reach grant funding organizations that have invitation only.*
- *(B) Maybe offer after work hours for volunteers who work*

Expanding Home Connectivity In Your Community

Workshop Description, Presented by NTEN

The global pandemic has made it crystal clear that everyone needs to have home internet access. But how do you do this when the population you're working with are low-income and can't afford a device or the monthly cost of the internet? And how do you provide digital skills training to new users when you can't sit next to them? These are monumental challenges, but knowing that without a vaccine, the virus won't be stopped and our older adults and immunocompromised neighbors are most at risk. This course will discuss the ways you and your organization can make a difference in the lives of homebound individuals by helping them get fully connected to the internet.

Workshop Statistics

NOTE: Limited statistics available for this event as it was both hosted and moderated by NTEN. Because of this, IECC was unable to distribute our Technical Satisfaction Survey to attendees of the event.

This was the sixth of the 12 workshops provided in the IECC San Bernardino Technical Assistance Workshops series. A total of 75 reservations were made to attend this workshop.

Grant Writing And Program Budgeting

Workshop Description, Presented by Andrea Mitchel

Workshop topics include:

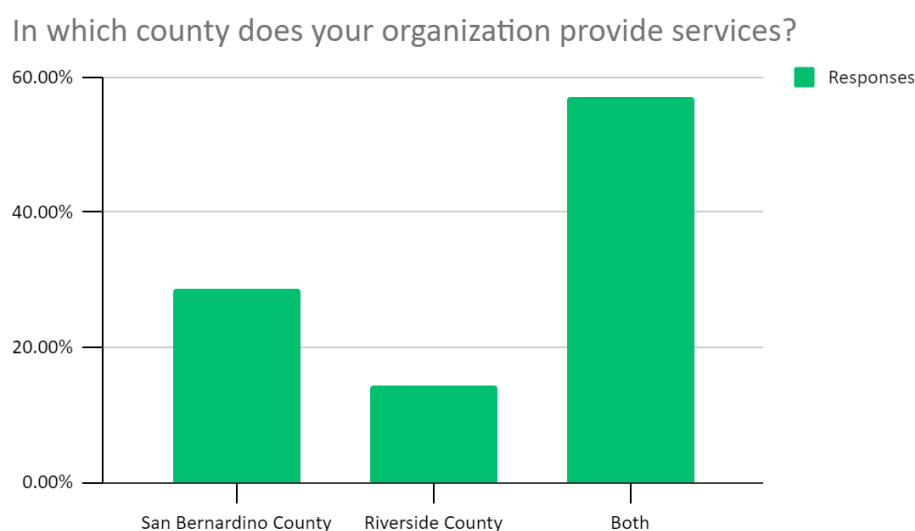
- *Key components of program budgets*
- *Budgeting for personnel*
- *Budgeting for operations*
- *Indirect costs*

Workshop Statistics

This was the seventh of the 12 workshops provided in the IECC San Bernardino Technical Assistance Workshops series and by far the most popular. This was part four of a four part series on grants and financial management. A total of 69 reservations were made to attend this workshop. (See [Appendix A5](#) for Raw Data)

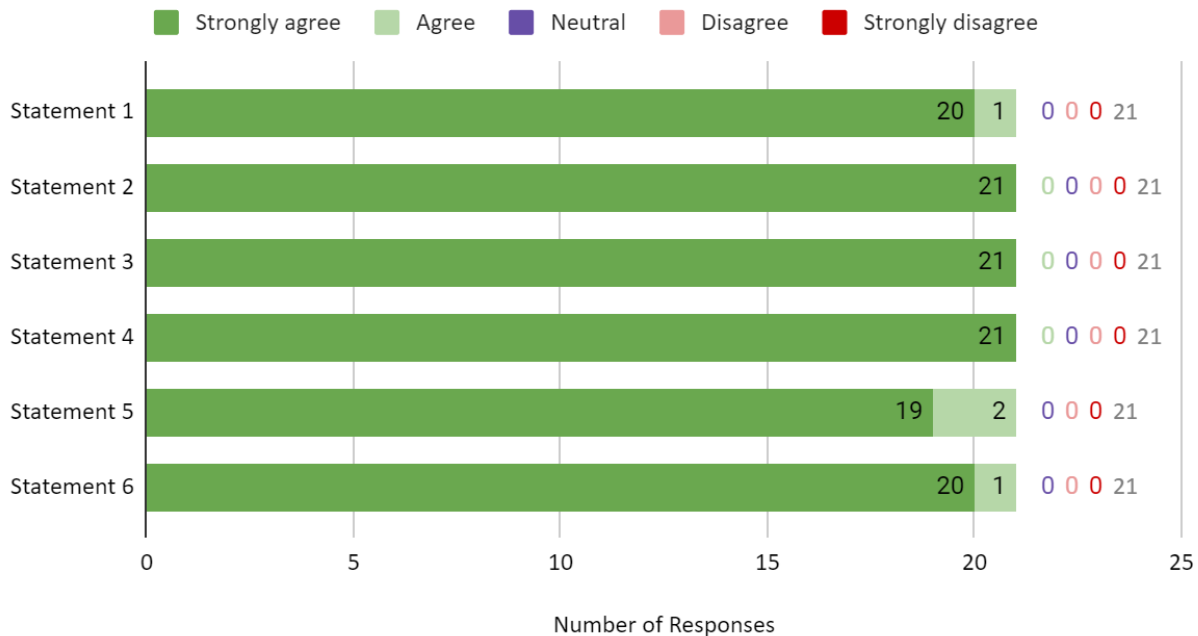
Location of Nonprofit Services

Of all the workshop attendees, 21 responded to our satisfaction survey. Of the 21 responses, 57.14% reported that their nonprofit organization operated in both San Bernardino and Riverside Counties. Of the remaining respondents, 28.57% operated in San Bernardino County while the remaining 14.29% operated in Riverside County (see graph below).



Likert Statement Responses

Grant Writing and Program Budgeting: Likert Responses



Participants were asked to indicate how much they agreed with the following six statements using a Likert-scale with the points Strongly Agree, Agree, Neutral, disagree, and strongly disagree:

1. The learning objectives listed on the agenda were all met.
2. The information presented was relevant to my agency's needs.
3. The workshop topics were well organized.
4. The instructor was effective in presenting the information.
5. I learned new ideas and/or methods that can be used by my organization.
6. Overall, the workshop met or exceeded my expectations.

All responses were overwhelmingly positive. 95.24% of respondents strongly agreed to statements 1 and 6. While 90.48% strongly agreed with statement 5, "I learned new ideas and/or methods that can be used by my organization". Statements 2, 3, and 4 had 100% of respondents strongly agree with the statements presented. No statement received a score below "Agree".

Written Feedback (Highlights)

Respondents were given the opportunity to anonymously provide additional written statements. Below are select statements given to the questions A) What did you like most or find most beneficial about the workshop and B) What could be improved about the workshop? Each unedited response is coded (A) or (B) to identify which question the feedback was in response to.

- *(A) There are a lot of new resources I have never learned about until today. There were also a lot of great worksheets to help with future funding opportunities.*
- *(A) all of it was beneficial. the explanations, examples and sample/ templates really help! for my organization personally I think we need to get more experience working with a budget and then begin to apply for grants. I feel the budget is foundational to any operation. In the past year, ive attended a lot of small workshops on different topics, with various agencies, this one has been the best!! I wish I would've received this training a long time ago. I am so thankful to know of IECC and to have received this training! Thank you.*
- *(A) Andrea went through each generalized type of line item which was really helpful. Also gaining a deeper dive about about indirect costs and operating budgets was super helpful as I have budgeted for these in the past with limited training (surviving on running my own google research). This was very informative and helpful.*
- *(B) maybe have some opportunities to see if people might want an additonal training on an one aspect of grant writing such as program development or more information on understanding indirect costs rates and how to come up with them.*
- *(B) More time on the Budget class, maybe break it into two classes*
- *(B) I could have used a little bit more info on getting a NICRA.*

Racial Equity & Tech Planning

Workshop Description, Presented by NTEN

Your organization's commitment to diversity, equity, and inclusion must reach beyond the DEI committee or the equity officer. A DEI policy and a focus on racial equity have implications that stretch across an organization from hiring practices, event planning, and equipment acquisition to the development of technology roadmaps and beyond.

Join Tristan Penn, the Community Engagement & Equity Manager at NTEN, for a course that will discuss how nonprofits have infused race-centered diversity, equity, and inclusion practices into all aspects of organizational operation. The course will include an examination of how technology decisions and practices are connected with DEI work. Participants will build skills needed to create opportunities for all staff (most importantly staff of color, LGBTQIA+, and staff with disabilities) to authentically and meaningfully engage with internal DEI conversations, decisions, and the development of strategic plans.

This course will examine how organizational DEI practices relate to technology in the nonprofit context, as well as your organization's technology roadmap. The course will address and inform the decision-making practices that demonstrate your commitment or lack of commitment to racial equity. You should come into this course with an interest in and a beginning foundation in race-centered DEI work.

Workshop Statistics

NOTE: Limited statistics available for this event as it was both hosted and moderated by NTEN. Because of this, IECC was unable to distribute our Technical Satisfaction Survey to attendees of the event.

This was the eighth of the 12 workshops provided in the IECC San Bernardino Technical Assistance Workshops series. A total of 25 reservations were made to attend this workshop.

Nonprofit Core Capacity

Workshop Description, Presented by Dr. Fernando Chang-Muy

Of the three sectors in society – government, for profit, and non-profit, the latter provides programs and services to strengthen individuals and communities. Boards highlight the spirit of volunteerism, and staff implement programs that meet community needs. In order to be effective, however, various key systems should be in place, which working together, results in a positive impact on the people served.

Learning Outcomes: *Participants in this session will cover essential topics such as core nonprofit competencies and systems that could be in place as to:*

- *Board leadership,*
- *Human Resources,*
- *Program adaptability and*
- *Administrative operations.*

Depending on the nonprofit's phase of development, some or all of these competencies can be achieved. This workshop will raise awareness regarding the four major areas for effective nonprofit management.

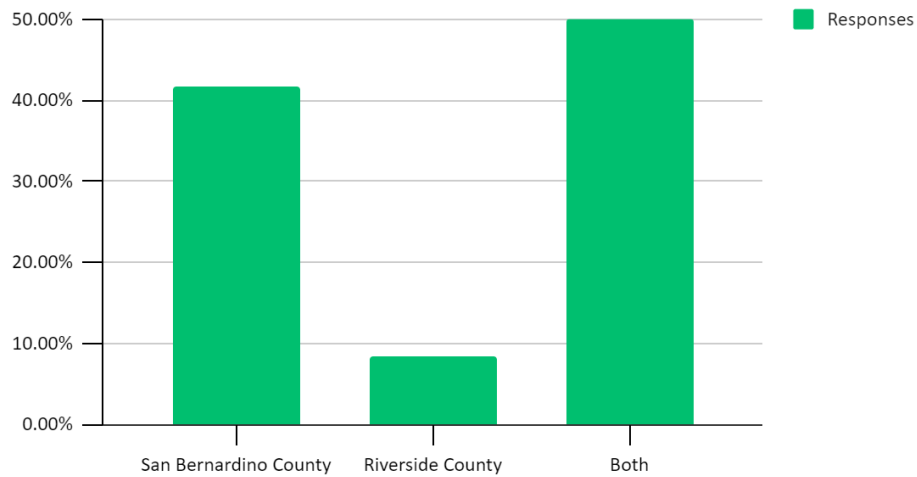
Workshop Statistics

This was the ninth of the 12 workshops provided in the IECC San Bernardino Technical Assistance Workshops series. A total of 33 reservations were made to attend this workshop. (See [Appendix A6](#) for Raw Data)

Location of Nonprofit Services

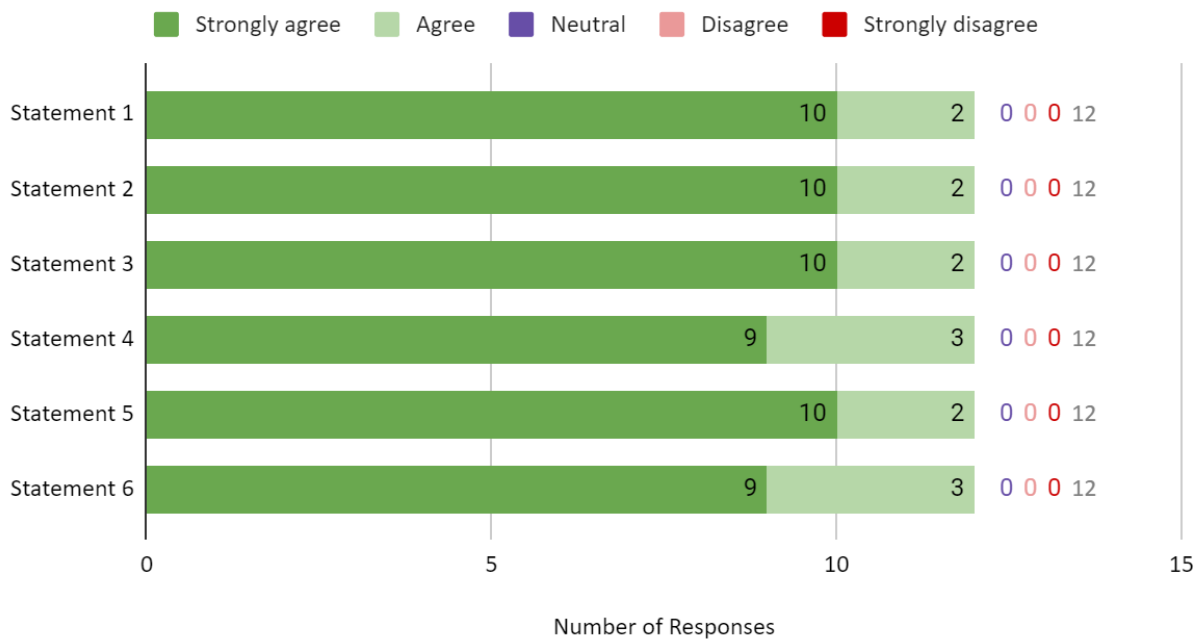
Of all the workshop attendees, 12 responded to our satisfaction survey. Of the 12 responses, 50% reported that their nonprofit organization operated in both San Bernardino and Riverside Counties. Of the remaining respondents, 41.67% operated in San Bernardino County while the remaining 8.33% operated in Riverside County (see graph below).

In which county does your organization provide services?



Likert Statement Responses

Strongly agree, Agree, Neutral, Disagree and Strongly disagree



Participants were asked to indicate how much they agreed with the following six statements using a Likert-scale with the points Strongly Agree, Agree, Neutral, Disagree, and Strongly Disagree:

1. The learning objectives listed on the agenda were all met.

2. The information presented was relevant to my agency's needs.
3. The workshop topics were well organized.
4. The instructor was effective in presenting the information.
5. I learned new ideas and/or methods that can be used by my organization.
6. Overall, the workshop met or exceeded my expectations.

Like many of our workshops, many of the responses were overwhelmingly positive. All statements received a response of "Agree" or "Strongly Agree" and no statement received a response of neutral, disagree or strongly disagree. 83.33% reported to "Strongly Agree" with statements 1, 2, 3 and 5 and the remaining 16.67% reported to "Agree" with the statements. Statements 4 and 6 showed 75% of respondents report to "Strongly Agree" with the statement and the remaining 25% "Agreed" with the statements (see chart below).

Written Feedback (Highlights)

Respondents were given the opportunity to anonymously provide additional written statements. Below are select statements given to the questions A) What did you like most or find most beneficial about the workshop and B) What could be improved about the workshop? Each unedited response is coded (A) or (B) to identify which question the feedback was in response to.

- *(A) Working on small groups to learn from participants and being able to share experiences with them. Great Facilitator.*
- *(A) There is a lot of time for collaboration and networking while learning.*
- *(A) Our company would remain in the position for years to come without this workshop.*
- *(A) Learning from a great presenter. It was beneficial to learn how to incorporate DEI and Promising Practices for Programing, financial, resources, communication. The House image will benefit my org as well as it gives a clear picture of what we need to work on.*
- *(B) This was a great resource, everything covered helps me think and organize and take back to my board to begin to implement.*

- *(B) Although I really enjoyed the breakouts, the directives were sometimes confusing and we wasted time trying to figure out what we were supposed to be discussing.*

Nonprofit Governance

Workshop Description, Presented by Dr. Fernando Chang-Muy

This half day session takes participants through an immersion into the "good, better, best" model for a key non profit area: board governance. Through peer to peer learning, we will discuss nuts and bolts of effective board practice, based on the organization's phase of development. One board member (e.g. Board Chair or Chair of Governance Committee) participation is highly recommended.

Learning Outcomes: *Participants in this session will cover essential topics such as*

- *Board legal liability*
- *General roles and specific duties,*
- *Key committees and work plans,*
- *By laws and terms of office*
- *Board numbers*
- *Board meeting dynamics*

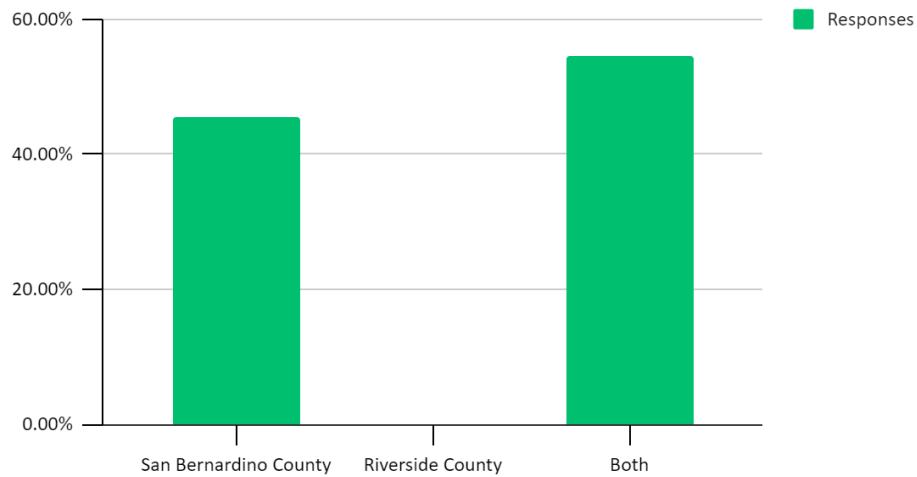
Workshop Statistics

This was the tenth of the 12 workshops provided in the IECC San Bernardino Technical Assistance Workshops series. A total of 41 reservations were made to attend this workshop. (See [Appendix A7](#) for Raw Data)

Location of Nonprofit Services

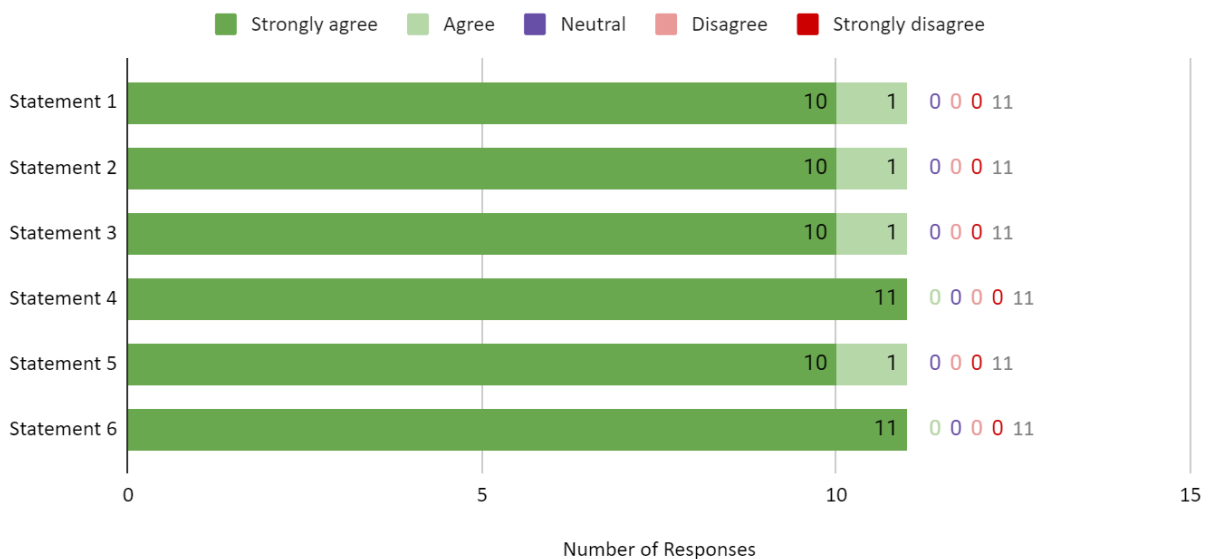
Of all the workshop attendees, 11 responded to our satisfaction survey. Of the 11 responses, 54.55% reported that their nonprofit organization operated in both San Bernardino and Riverside Counties. Of the remaining respondents, 45.45% operated in San Bernardino County while none operated in Riverside County (see graph below).

In which county does your organization provide services?



Likert Statement Responses

Nonprofit Governance: Likert Responses



Participants were asked to indicate how much they agreed with the following six statements using a Likert-scale with the points Strongly Agree, Agree, Neutral, Disagree, and Strongly Disagree:

1. The learning objectives listed on the agenda were all met.
2. The information presented was relevant to my agency's needs.
3. The workshop topics were well organized.

4. The instructor was effective in presenting the information.
5. I learned new ideas and/or methods that can be used by my organization.
6. Overall, the workshop met or exceeded my expectations.

Again the workshop received overwhelmingly positive feedback. Statements 4 and 6 had 100% of respondents report "Strongly Agree". Meanwhile, statements 1, 2, 3 and 5 had 90.91% of respondents report "Strongly Agree" while the remaining 9.09% reported "Agree" to the statements. No statement received a "Neutral", "Disagree", or "Strongly Disagree" response.

Written Feedback (Highlights)

Respondents were given the opportunity to anonymously provide additional written statements. Below are select statements given to the questions A) What did you like most or find most beneficial about the workshop and B) What could be improved about the workshop? Each unedited response is coded (A) or (B) to identify which question the feedback was in response to.

- *(A) The sessions are broken down into easily digestible segments and collaboration is encouraged to start discussion. It also doubles as an opportunity for networking.*
- *(A) Learning about the main components that you build you non-profit organization on (i. e., programs, human services, board and operations), i thought was very beneficial to me.*
- *(A) Everything especially the Matrix and discussion on DEI.*
- *(A) Fernando Chang Muy exceptional facilitator. Was very comprehensive and understandable. Did nit assume all board members or organizations needed the same support. Especially appreciated adding the DEI lens to embedding skills into board governance.*
- *(B) This workshop flowed very smooth just right amount on of information and sends us back to our goals with plans to implement for successful board and programing. Very grateful for the opportunity (B)*
- *(B) I would like to see more on nonprofit board fundraising*

Nonprofit Human Resources

Workshop Description, Presented by Dr. Fernando Chang-Muy

The half-day session takes participants through an immersion into the "good, better, best" model for a key nonprofit area: human resources board governance. Through peer to peer learning, we will discuss nuts and bolts of effective HR practice, based on the organization's phase of development.

Participants will cover essential topics such as Board legal liability, general roles, specific duties, possible key committees and work plans, guiding them through the steps to becoming an effective board and providing new insights to sharpen board effectiveness individually and as a whole.

Learning Outcomes: *Participants in this session will cover essential topics such as*

- *legal issues,*
- *recruiting,*
- *hiring,*
- *mentoring,*
- *evaluating and*
- *discharging staff*
- *general principles of effective management strategies*

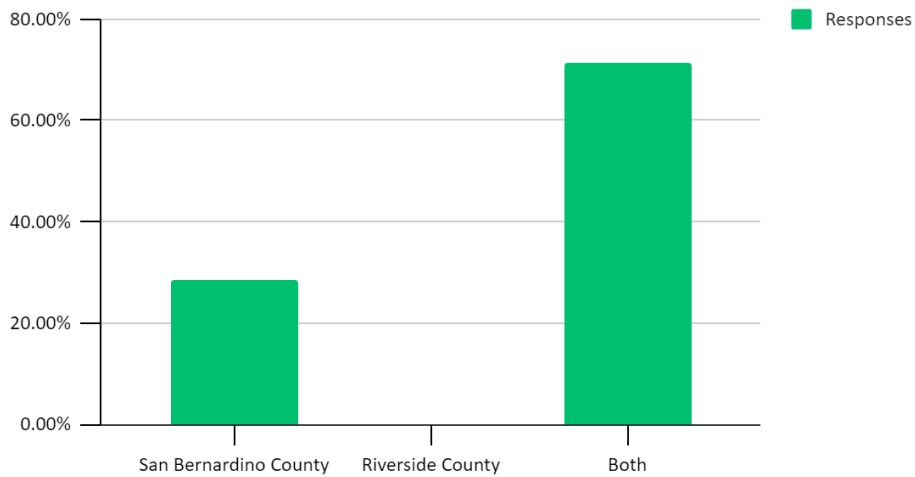
Workshop Statistics

This was the eleventh of the 12 workshops provided in the IECC San Bernardino Technical Assistance Workshops series. A total of 37 reservations were made to attend this workshop.

Location of Nonprofit Services

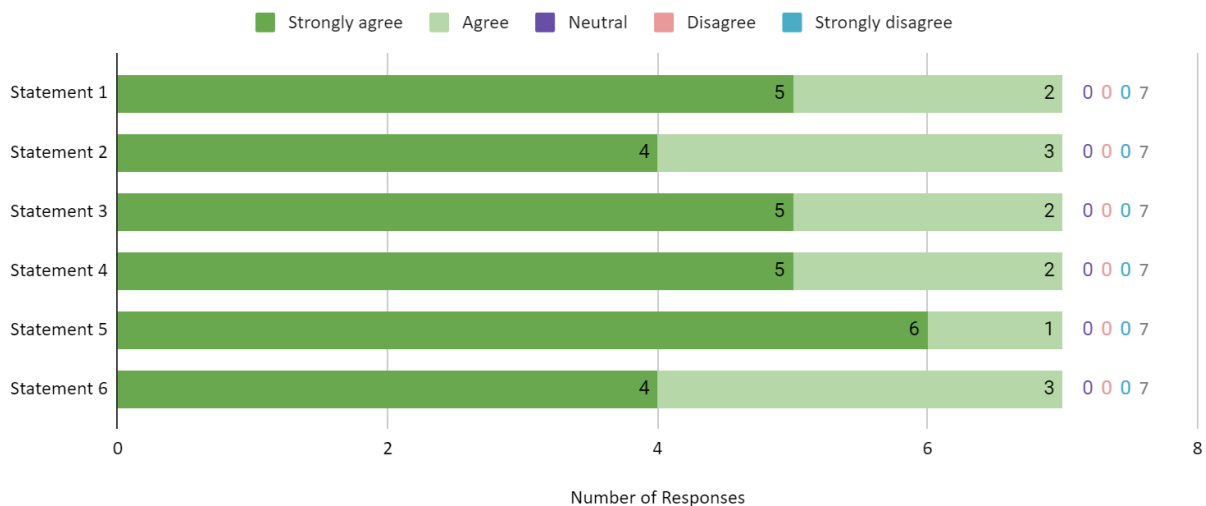
Of all the workshop attendees, 7 responded to our satisfaction survey. Of the 7 responses, 71.43% reported that their nonprofit organization operated in both San Bernardino and Riverside Counties. Of the remaining respondents, 28.57% operated in San Bernardino County while none operated in Riverside County (see graph below).

In which county does your organization provide services?



Likert Statement Responses

Nonprofit Human Resources: Likert Responses



Participants were asked to indicate how much they agreed with the following six statements using a Likert-scale with the points Strongly Agree, Agree, Neutral, Disagree, and Strongly Disagree:

1. The learning objectives listed on the agenda were all met.
2. The information presented was relevant to my agency's needs.
3. The workshop topics were well organized.
4. The instructor was effective in presenting the information.

5. I learned new ideas and/or methods that can be used by my organization.
6. Overall, the workshop met or exceeded my expectations.

Statements 1, 3, and 4 had 28.57% of respondents "Agree" with the statements while 71.43% responded "Strongly Agree". Statements 2 and 6 had 42.86% of respondents "Agree" with the statements while 57.14% responded "Strongly Agree". 14.29% of respondents marked "Agree" and 85.71% reported to "Strongly Agree" with statement 5. The positive responses continued through this survey as no responses to the statements received a "Neutral", "Disagree" or "Strongly Disagree".

Written Feedback (Highlights)

Respondents were given the opportunity to anonymously provide additional written statements. Below are select statements given to the questions A) What did you like most or find most beneficial about the workshop and B) What could be improved about the workshop? Each unedited response is coded (A) or (B) to identify which question the feedback was in response to.

- *(A) Dr. Fernando's training was well prepared and interesting. I like working on small groups and learn from participants.*
- *(A) Although i couldnt participate because of my children, the interaction part and breakout groups was difference and very helpful i really appreciated the level of engagement*
- *(B) Having more of them!*
- *(B) This was just fine. I have no further ideas. I loved the whole program*

Core Capacity Assessment Tool (CCAT)

Workshop Description, Presented by the Inland Empire Community Collaborative

Individual 1:1 Coaching and Interpretation Available by appointment after attending orientation. The Core Capacity Assessment Tool (CCAT) is an online assessment tool to measure operational capacity and identify opportunities for organizational growth. The CCAT is an assessment and teaching tool that provides staff and board members with greater awareness and orientation to best practice structure and capacity building components. Built on decades of experience and research in capacity building, the CCAT measures a nonprofit's effectiveness in relation to four core capacities—leadership, adaptability, management, and technical capacity—as well as organizational culture. In addition to your organization's capacity scores, the CCAT determines an organization's life cycle stage, a development indicator that helps you identify and prioritize the most important areas for your organizational growth. (Available for only 10 organizations.)

Workshop Statistics

This was the final of the 12 workshops provided in the IECC San Bernardino Technical Assistance Workshops series. 10 nonprofits were selected to receive individual TCC Group's Core Capacity Assessment Tool (CCAT). The CCAT is the leading online assessment for measuring nonprofit effectiveness in relation to the four core capacities crucial for organizational success—adaptive, leadership, management, and technical—as well as organizational culture.

The CCAT process provides unparalleled insight into nonprofit's strengths and challenges, and pairs that insight with a facilitated discussion, led by IECC certified CCAT facilitators. The CCAT interpretation helps organizations leadership drive change, pursue priorities, and sustain impact.

Conclusion

Based on the feedback we received from the Technical Assistance Participant Feedback Survey, participants overwhelmingly found the information provided by these workshops to be valuable in their efforts to better understand how their organizations should operate and apply for funding. We expect that continuing to provide these workshops through the Inland Empire Community Collaborative (IECC) should help nonprofit organizations better provide more effective and efficient services to communities in the Inland Empire.

While these series of workshops had members of larger organizations attend, an overwhelming majority of organizations were from small nonprofit organizations with an annual operating budget less than \$100,000. A few of these small organizations were able to take advantage of the assistance offered through workshop facilitators to apply for grants they would have otherwise not have applied for. Nine organization (Veteran's Partnering with Communities, Autism Society of Inland Empire, MALO, A Coming of Age, IECC, Giving 365, Mom & Dad Project, CHAN, Tender Loving Care), self-reported that they had applied for and were awarded grants totaling over \$280,000.

In response to the lack of financial capital, IECC has created an online Grant Opportunities database on our [webpage](#)⁴ for nonprofits to search for grants specifically tailored to nonprofits in the Inland Empire region. Additionally, we have also created an online [funding resources](#)⁵ page that helps nonprofits find additional grants across California. We plan to continually update these web pages as new funding resources and grants become available.

IECC provided these workshops with the assumption that there would be a higher rate of computer literacy among nonprofit participants. However, we found, through workshop observation, that the adoption of technology has been a great barrier to these nonprofit organizations. Many of these organizations are still finding ways to adapt to new work-from-home environments and were unable to take full advantage of the

⁴ IECC Grants Bulletin Search: inlandempirecommunitycollaborative.org/grantsearch/

⁵ IECC Funding Resources: inlandempirecommunitycollaborative.org/resources/funding/

provided workshops. Many of the workshop facilitators used additional programs for collaboration including Google Docs, however, many participants had a difficult time navigating and using these free or low-cost resources. While there were several workshops on the topic of technology and capacity, a more granular approach to the subject of technology, including workshops on how to use various widely used web platforms, will be essential to building an organizations foundational capacity in the near future. Additionally, IECC has also created a **Technology and Software Resources**⁶ web page to help nonprofits find free and discounted technology and software for nonprofits. Future updates to this page will include additional resources for training.

The feedback survey also provided IECC with information from respondents on what kind of programming they would like to see incorporated into these workshops. There is a clear need in the Inland Empire to provide these kinds of services to nonprofit organizations and IECC hopes to provide these workshops again in 2021 on a greater scale and scope than in 2020.

⁶ IECC Technology Resources: inlandempirecommunitycollaborative.org/resources/technology/

Appendix

You can follow the link below to view the raw survey data collected by Survey Monkey.

- A1 [CompassPoint Facilitation Skills Workshop](#)
- A2 [Grant Writing 101A: Foundation and Proposal Writing](#)
- A3 [Grant Writing 101B: Proposal Design](#)
- A4 [Grant Writing 101C: Writing a Proposal](#)
- A5 [Grant Writing and Program Budgeting](#)
- A6 [Nonprofit Core Capacity](#)
- A7 [Nonprofit Governance](#)
- A8 [Nonprofit Human Resources](#)