



Putting technology know-how in the hands of Non-Profits.

**This is a fictitious business plan designed only to be an example.** Portions of this business plan are modeled on real business plans, but actual plans should be based on identified community needs and strong planning. The service delivery design and budgets in this business plan are intended to be good examples, but are not intended for “as is” replication without solid data and thinking about the specific environment in a given community. This plan also uses the “NPower Service Model” spreadsheet which is available (with explanatory documentation) from NPower Seattle. A “clean” version and a sample companion model for this business plan are both available.

## **NPower Capital City Business Plan October, 2000**

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## Executive Summary

The technology gap between corporate “haves” and non-profit “have-nots” is large and growing, impeding the non-profit sector’s ability to achieve their missions. To enable these groups to thrive - or, in a few cases, survive—that gap must be narrowed.

The following business plan describes the need for and design of a new nonprofit in Capital City, NPower Capital City. The service delivery model of NPower Capital City will be patterned after its sister organization, NPower, which currently serves the Greater Puget Sound (Washington) nonprofit community. NPower offers a wide variety of technology assistance services, including consulting, training and volunteer matching and now serves nearly 275 non-profits annually.

The services to be offered by NPower Capital City were developed in response to a series of focus groups held in Capital City, involving nearly forty nonprofit organizations. The need for honest, affordable, and reliable technology advice and assistance was clear, as was the need for a solution to the sector’s inability to hire qualified technology staff due to high commanding salaries.

NPower Capital City service offerings will include:

**Consulting on Technology Needs Assessment and Planning:** NPower Capital City will assist non-profit agencies to (1) explore the ways in which technology can help them achieve their short and long-term organizational goals and (2) develop a practical plan to implement technology solutions.

**Consulting and Hands-on Assistance in Technology Implementation and Troubleshooting:** NPower Capital City will offer non-profits industry-specific consulting and hands-on assistance in the development and deployment of technology tools.

**Training and Education** NPower Capital City will offer a broad spectrum of technology education and training, focused on the needs of non-profit agencies and employing non-profit case studies.

**Volunteer Matching:** NPower Capital City will match non-profit agencies needing basic, short-term technology assistance with volunteer experts willing to donate their talents.

NPower Capital City will be a membership-based organization and will be able to offer steep discounts on its services due to the generous contributions of foundations, individuals and the corporate community.

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## Background

In the fall of 1999, a group of colleagues from Big City Bank, the Do-Good Family Foundation, Capital City United Way, and the Capital City Community Foundation convened to discuss the impact of the “digital divide” on Capital City non-profit organizations and in turn, the clients they serve. In this discussion, the term “digital divide” was more broadly defined as the gap between non-profits and their for-profit counterparts in accessing information technology -- not just the Internet - to become more efficient and effective in serving their missions. The concern voiced by this group was that without the proper attention and resources dedicated to solving the overarching technology challenges for non-profits, the problem would worsen, eventually posing a serious threat to the overall health and vigor of this important sector.

Joined later by Big City Business, the group dedicated planning monies to investigate successful examples of deploying technology assistance to non-profits. Discussions began with *NPower*, a Puget Sound non-profit whose mission is to put technology tools into the hands of Seattle area non-profits and *CompuMentor*, a San Francisco-based non-profit that provides assessment and planning services, and recently introduced an innovative information portal on the internet called TechSoup.

Having explored different models, NPower’s model of offering hands-on consulting assistance, training and volunteer matching appeared to meet the critical needs of non-profits and was broad enough to accommodate new innovations as unique needs are identified in the community. Coincidentally, NPower was about to embark upon a national expansion of its model with support from the Microsoft Corporation.

There was agreement between the Capital City partners to conduct a needs assessment among Capital City non-profits as well as hold discussions with technology assistance providers servicing the Capital City non-profit market, activities that took place in July, 2000. At the conclusion of these activities, which are described below, the Capital City partners decided to move forward in the development of NPower Capital City. If the NPower Capital City program were selected to participate in the national expansion of NPower, Microsoft would dedicate operational support for the first three years.

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## Vision

The technology gap between corporate “haves” and non-profit “have-nots” is large and growing, impeding the non-profit sector’s ability to achieve their missions. To enable these groups to thrive - or, in a few cases, survive - that gap must be narrowed. In Capital City alone, the non-profit community is more than 15,000 organizations strong. It is a sector of the economy with vast responsibilities, to house the homeless; to feed the

hungry; to educate the young; to care for the ill; to expand our thinking through different forms of art; to protect the environment.

While the work of non-profits impacts the quality of life for all of us, the sector is finding it increasingly difficult to maintain their level of services let alone expand them in an era of declining resources and public support. Doing more with less has become the rallying cry of nearly every non-profit.

The private sector is also doing more with less. Indeed, US companies are living through unprecedented increases in productivity. That productivity increase has come, however, after decades of investment in innovative technologies. By deploying state-of-the-art hardware and software, and making effective use of the Internet, as well as hiring the best and brightest IT personnel, today's businesses are expanding and growing while keeping costs down. They too are doing more—much more—with less.

One can scarcely imagine the benefits to society if our non-profits could make equally effective use of technology and technically skilled people. These groups, already used to maximizing productivity, could see a further expansion of their capabilities to deliver on the promise of their mission. With the proper assistance and tools:

- The use of technology would be routine rather than exceptional. Staff could communicate with their clients, their colleagues and each other to improve and expedite service delivery. For example, homeless shelters could track their itinerant users and link them up with necessary social service interventions when necessary; city health clinics could communicate with government agencies through the Internet to immediately enroll children and adults in newly-available health insurance programs; mass transit advocacy groups could engage the city ridership through e-mail and immediately alert them to changes in service or new fare discount programs.
- Internal work processes would be streamlined, with improved efficiency and less chance for error.
- Non-profits could automate the tracking of program results to share with their colleagues, to report to the foundations that fund them, and to improve and continue to innovate on program design.

NPower Capital City is intended to help these organizations reach these goals.

NPower Capital City will act as an ally and adviser to non-profit organizations in applying information technology in support of their missions. NPower Capital City is guided by the conviction that used appropriately, technology is a powerful tool - a resource that can fundamentally transform and improve the way organizations operate.

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## The Planning and Assessment Process

The planning and assessment process was made possible through seed grants and contributions from the Big City Bank Foundation, Big City Business, the Capital City Community Foundation and Capital City United Way.

The process included several components.

- Four focus groups were conducted with 35 non-profit staff and board members from 31 organizations. The focus groups were organized by budget size and included a wide range of non-profits, representing four of the five city neighborhoods and many sectors of the non-profit community - arts, housing and human services, foundations, health care, advocacy and education. The focus groups were conducted by a skilled facilitator from Capital City United Way, and addressed current use of technology, technology support resources and needs, and feedback on possible service delivery models.
- Interviews were conducted with existing non-profit technology service providers, circuit riders<sup>1</sup>, funders, non-profits, the city Board of Education and others in the community with background in non-profit technology. In all, formal interviews and informal conversations have been held with nearly 30 key informants and stakeholders.
- As the business plan and proposed service delivery model have been developed, drafts have been circulated to non-profits, service providers and other stakeholders for feedback and comment. Comments are still coming in but generally nonprofits are responding positively and are anxious to see NPower come to Capital City.

Research into the non-profit sector, the for-profit markets for technology consulting and training, technology staffing salaries and other data for this business plan were collected by a local consultant, The Capital City Community Foundation, and Big City Business.

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## The Capital City Non-Profit Community and Its Technology Needs

### Capital City's Non-Profit Community

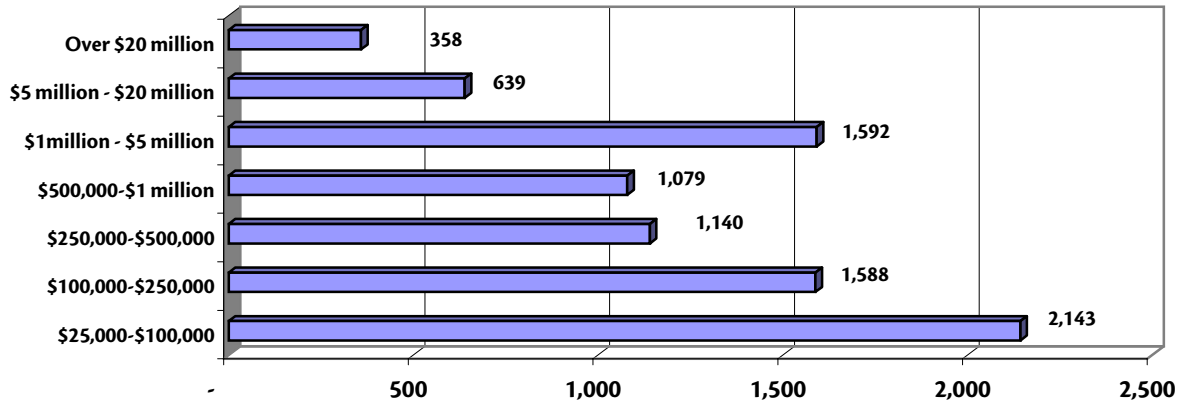
Capital City, which is made up of the five neighborhoods of the Highlands, Waterfront, Downtown, Vista Valley and Bainbridge Island, has about 15,000 501(c)3 non-profit organizations. Of these, nearly half have revenues of under \$25,000. For the remaining

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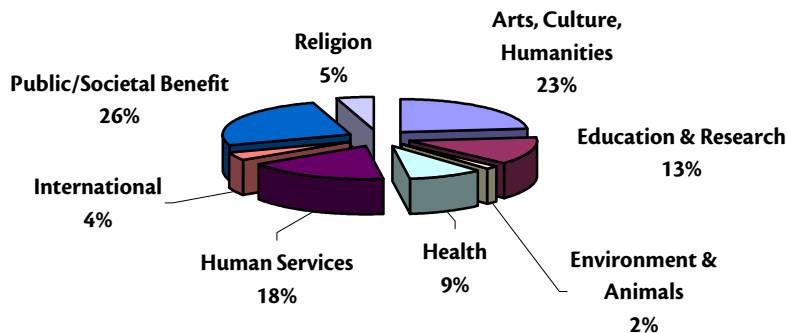
<sup>1</sup> A circuit rider is a technologist that provides technical support to a number of agencies that share a common mission or vision. Circuit riders provide nonprofits with core consulting and hands-on assistance in technology and educates on technology options and applications.

8,539 non-profit organizations in the city, the following graphs and tables show breakouts by revenues, sectors and neighborhoods.<sup>2</sup>

### Capital City Non-profits by revenues



### Capital City Non-Profits by sector



Not surprisingly, non-profit organizations in Capital City are larger than elsewhere in the U.S. For example, nearly two thirds of all non-profit organizations in the U.S. have under \$25,000 in revenues, whereas only 44 percent of Capital City’s non-profits fall into this smallest group. Capital City also differs with other areas of the country in terms of the substantive work of its non-profits. Presumably because it serves as a hub for many national and international activities, Capital City has more art and cultural organizations, international organizations and non-profits categorized as “public and societal benefit” (e.g. foundations, public policy and civic organizations, federations, etc.). Some of these

<sup>2</sup> Total numbers of non-profits as well as breakouts by revenues and by sector are from GuideStar as of August 2000. Breakouts by neighborhoods are from the National Center for Charitable Statistics and are for 1997. Both sources use IRS Form 990 tax return data.

differences are quite striking: Nationally, one third of non-profits are human services organizations, while in Capital City human services make up only 18 percent. Similarly, the proportion of arts and cultural organizations in Capital City is double what is seen nationally.

There are differences in the non-profit community among the five neighborhoods. Non-profits Downtown are considerably larger (as measured by total revenues); in addition, the most common type of non-profit in the outer neighborhoods is a human service agency, whereas Downtown the most common type of non-profit is an arts/cultural organization. The following table summarizes these trends (again, these data are only for non-profits over \$25,000 in annual revenues).<sup>3</sup>

Neighborhoods	Number of agencies	Percent of agencies	Average Revenues	Largest Sector
Highlands	642	8%	\$7,025,902	Human services (22%)
Waterfront	1,281	15%	\$4,955,146	Human services (21%)
Downtown	5,635	66%	\$17,018,807	Arts and culture (22%)
Vista Valley	777	9%	\$3,751,669	Human services (19%)
Bainbridge Island	203	2%	\$5,885,747	Human services and education (17% each)

## Technology Needs

The assessment process painted a thorough picture of the technology landscape among Capital City non-profits.

Across organizations of all sizes, there was a wide range of technology uses, although technological complexity generally increased with budget size. All organizations participating in the needs assessment were using at least common office and Internet applications. However, the feeling among many of the non-profit technology service providers was that Capital City non-profits have not been quick to adopt information technology, for a variety of reasons: funder reluctance to pay for technology, scarcity of high-speed Internet access outside central Downtown, organizational cultures which do not always embrace technology, and the sheer size of many organizations in Capital City which makes technology investment, upgrades and staff training a daunting task. In addition, among technology services providers and non-profits, there was a strong sense that small organizations, organizations in the outer neighborhoods, and organizations serving more marginalized communities have less access to both technology and technology assistance than the overall non-profit community in Capital City.

<sup>3</sup> The total number of agencies is calculated using breakout percentages from 1997 from National Center for Charitable Statistics applied to more recent total non-profit figures from GuideStar. Percent breakdowns, average revenues and sector breakdowns within neighborhoods are from the National Center for Charitable Statistics 1997 data.



The needs assessment revealed unmet needs for assessment and planning, PC/network support, Web and database design, and training. The following table summarizes the results of the focus groups and interviews.

<b>Technology Service</b>	<b>Percent of respondents ranking this service #1 or #2</b>	<b>Non-profit groups which ranked this service #1</b>
<b>Assessment and Planning</b>	58%	<ul style="list-style-type: none"> <li>○ &lt; \$500,000 budget</li> <li>○ \$500,000-\$2.5 million budget</li> <li>○ &gt; \$5 million budget</li> </ul>
	<b>Comments:</b> Organizations of all sizes recognized planning as a tool that would improve their use of technology. Those doing planning relied mostly on in-house staff, volunteers or pro-bono services.	
<b>Database Consulting</b>	45%	<ul style="list-style-type: none"> <li>○ \$500,000-\$2.5 million budget</li> <li>○ \$2.5 million-\$5 million budget</li> </ul>
	<b>Comments:</b> Technology service providers described substantial unmet need in this area. Integrating disparate databases and creating meaningful data/outcome reports were commonly cited challenges.	
<b>PC and Network Services</b>	35%	<ul style="list-style-type: none"> <li>○ &gt;\$5 million budget</li> </ul>
	<b>Comments:</b> Organizations of all sizes rely on paid consultants with mixed results. The smallest organizations generally had no support and larger organizations were more likely to have dedicated IT staff.	
<b>Training</b>	32%	None
	<b>Comments:</b> While focus group participants did not rank it highly, no focus groups felt their staff was adequately trained. Technology service providers most often cited training as the biggest unmet need among non-profits.	
<b>Web consulting</b>	19%	None
	<b>Comments:</b> There was a general sense of wanting to get more out of the Web although it wasn't the top priority for most organizations. Many organizations relied on pro bono services and had difficulty completing or updating projects.	

Other needs and challenges which were commonly cited during the needs assessment included purchases and upgrades of hardware and software, and recruiting and retaining IT staff in a competitive salary environment.

The Capital City Community Foundation recently commissioned a technology assessment of its grantees. The report, prepared by Consultants Inc., echoed many of the same findings: IT support is hard to find and generally inadequate; more staff training is need on both hardware and software tools; technology planning has become a necessity; and non-profits (particularly human service organizations) have inadequate ability to do outcome tracking using their current technology tools.

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## Existing Technology Services

While there are considerable unmet needs, there do exist technology resources for non-profits in Capital City.

### Training

There are non-profit organizations providing classroom training to other non-profits.

- **Fund for Capital City** is a private operating foundation located Downtown whose mission is to improve the quality of life for all Capital Cityers. FCC has two computer classrooms with seven computers each. Using contract trainers, they offer a range of open and private classes on office applications, desktop publishing, Internet use and Web design (including JavaScript and CGI/PERL scripting). Most classes are 2.5 hours long and cost \$60 (\$24 per course hour). FCC reports training about 3,600 people over the past year.
- **Waterfront Community Development Center (WCDC)**, located in Waterfront, provides community leadership education, training and opportunities. WCDC works primarily with community and youth development organizations, and their training and consulting services are funded through government technical assistance contracts (there is no training registration fee). WCDC has a classroom with 12 computers and offers a variety of three-hour workshops on purchasing computers and Internet services, using email and the Internet, and introductory office applications. Based on their current course schedule, they offer about 300 hours per year of training.
- **Highlands Neighborhood Association** has established a community-based online information network. HNA's Neighborhoods Internet Training Classes are designed to help Highlands-based non-profits learn how to use the Internet to market and achieve their mission and reach larger audiences. The classes are offered for free to Highlands non-profits at the state-of-the-art media center run by Highlands Community Access Television.

In addition, training courses in routine office software are available through the many community and technical colleges in the city. For example, of the 20 colleges in the Capital City University system, 13 offer continuing education services (four Downtown, three each in the Highlands and Waterfront, two in Vista Valley and one on Bainbridge Island). Courses on basic computer use and common office software are available for \$8 to \$25 per course hour. For-profit computer training centers also offer general classes and range in price from \$10 to \$30 per course hour.

### Consulting

There are non-profit and for-profit organizations specializing in technology consulting for the non-profit sector. The most prominent non-profit consulting resources available are as follows.

- **Non-Profit Technology Inc.** has recently incorporated as a non-profit after ten years of providing technology services to non-profits. Although they are open to any non-profit, their main focus has been grassroots social justice organizations. Consulting services include procurement assistance, PC/network services, planning and remote server management. Fees are sliding fee and range from free to \$150 per hour. NPTI estimates that it provides about 400 hours of service per year.
- **Fund for Capital City** provides planning, network/PC services, and Web and database design services to non-profits using contract consultants. FCC reports that it provides about 1,200 hours per year of consulting. Consulting services are \$75 per hour.
- **Media Associates** is a small for-profit consulting firm which provides planning, Web and database consulting to progressive non-profits in Capital City. Media Associates has a staff of three consultants, and charges \$60 per hour.
- **Muy Técnico**, a non-profit located in the South Highlands that focuses on building computers and training tech workers, sponsors a program called Share a Tech. For a flat annual fee of \$6,000, a school or other non-profit can receive weekly half-day visits from a designated A+ certified technician trained by Muy Técnico.

In addition, there is a broad range of for-profit firms providing technology consulting services. Some small consulting firms advertise themselves as specializing in non-profit work, and large consulting firms also provide services, sometimes at a discounted non-profit rate. Small firms that are servicing some of the non-profits that participated in the focus groups charged between \$75 and \$150 per hour. Also, Big City Business has a government/non-profit consulting arm that offers services at a 50 percent discount from its corporate rates of approximately \$250 to \$300/hour.

## Volunteer Matching

**Capital City Cares** is a non-profit organization that mobilizes 2,000 volunteers per month for a wide variety of volunteer tasks for schools and non-profits. Volunteer projects are one-on-one, in teams, and through large days of service. Capital City Cares matched 1,319 volunteers with 414 projects in its first year of technology activities. The projects at 42 schools and non-profits included network planning, wiring, Web site and database design, and tutoring/training. Capital City Cares is preparing to add a second staff person for this project.

## Other technology activities and resources

In addition to training, consulting and volunteer matching, there are other technology-related initiatives and activities underway in the city.

- **Internet-related services:** One public access television company provides ISP services to non-profits, as do a few other small businesses.
- **Peer networking:** There are two main professional networking venues around non-profit technology. The Technology Resources Consortium is a networking group of individuals interested in technology issues for non-profits and schools. Hosted by Capital City Cares, the group has reportedly focused mostly on public school issues in the past, but is working to incorporate more non-profit focus. In addition, as an offshoot of the national circuit rider movement, a listserv and informal networking structure has developed among circuit riders in Capital City.
- **Sector-specific initiatives:** There are a variety of technology initiatives and services available to small subsets of the non-profit community. For example, a few circuit riders for national initiatives are located in Capital City and provide services to a limited number of their constituents in the city. WCDC provides consulting services through a government technical assistance contract for community and youth development organizations. The Capital City Community Clinic Association hosts a WAN for member agencies and facilitates a variety of peer networking, planning and training activities on technology issues.
- **Information resources:** United Way of Capital City produces a newsletter on technology issues for the non-profit community six times per year.
- **Community technology centers:** Sprinkled throughout the city are community technology centers, facilities where the general public can access open computer time and computer training.

Overall, based on interviews with existing non-profit technology service providers, 600 organizations, or an estimated 7 percent of all non-profit organizations over \$25,000 in revenues, are currently receiving a solid range of training, consulting and volunteer matching services through organizations such as Fund for Capital City, Media Associates, the Non-Profit Technology Inc, WCDC, and Capital City Cares. Thus, an estimated 93 percent of the total non-profit market (of over \$25,000 revenues) is not currently being served by technology service providers that focus on the needs of non-profits. Focus group results revealed that the for-profit training and consulting markets are serving a proportion of the non-profit market with mixed results, and the price of these services are out of the range of many organizations.

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## Service Delivery Model

As a result of the conclusions drawn from the needs assessment and analysis of the market environment, there was agreement among the partners to move forward in the design and development of NPower Capital City.

## **NPower – National Expansion**

NPower - Seattle was formed with major funding from the Microsoft Corporation and the Medina Foundation and serves the Puget Sound's nonprofit community. In March 1999, NPower officially opened for business to help Puget Sound-area nonprofits use information technology to better serve their communities by providing the nonprofit community with a wide variety of technology assistance services, including consulting, training and volunteer matching. NPower's services are anchored in knowledge of the local nonprofit industry, are affordable and are of the highest quality. In the first year alone, NPower served 200 nonprofit organizations, provided 2,500 consulting hours, trained 1,000 nonprofit staff members and matched 400 volunteers to nonprofits. Now in its second year of service, NPower has nearly 275 member organizations.

In September 2000, NPower and Microsoft announced a national partnership to assist other communities in developing NPower programs. NPower will provide tools and technical assistance to these new NPower programs. Support from Microsoft will come in the form of operating grants (up to \$750,000 over three years) as well as free software and other technical assistance. This business plan has been submitted to NPower Seattle as well as to several local funders in Capital City.

Participation in the NPower expansion will not only expedite the delivery of services to the Capital City nonprofit community, it will also leverage resources and learning among all NPower affiliates nationwide.

## **Target NPower Clients**

The principal market for NPower Capital City is expected to be the nearly 6,000 501(c)(3) public charities with annual expenses between \$100,000 and \$20 million in Capital City. NPower Capital City will serve all qualifying non-profits organizations from a broad range of sectors including human services, healthcare, the arts, environmental and advocacy, and education. Due to certain restrictions, NPower Capital City will not serve religious organizations.

## **Membership Organization**

NPower Capital City will operate as a non-profit membership organization serving nonprofits in Capital City. Membership dues will be computed on a sliding scale depending on the size of the agency's budget. Members will be able to take advantage of NPower Capital City's consulting and training services at a substantial discount. Members will receive priority status on consulting requests. Non-members will also be able to access NPower Capital City's services, but at somewhat higher rates.

NPower Capital City will also make available to its members group purchasing discounts on hardware through Big City Business's hardware purchasing program. In addition, members will have access to the "members only" Web site where specific listservs, tools and training will be available. Other services, such as newsletters and forums for members will also be developed during the first year of operations.

The below-market prices NPower Capital City will be able to offer members will result from the generous contributions and assistance of individual, corporate and foundation underwriters.

## **Services**

NPower Capital City's service mix is based on focus groups and interviews held with Capital City non-profits and technology assistance providers in July, 2000. The expected offerings are:

### **1. Consulting on Technology Needs Assessment and Planning**

NPower Capital City will assist non-profit agencies to (1) explore the ways in which technology can help them achieve their short and long-term organizational goals and (2) develop a practical plan to implement technology solutions.

### **2. Consulting and Hands-on Assistance in Technology Implementation and Troubleshooting**

NPower Capital City will offer non-profits industry-specific consulting and hands-on assistance in the development and deployment of technology tools. Examples of such assistance may be the building of custom databases for the purposes of client, donor and/or volunteer tracking, assistance in the installation of new computer technology and assistance with troubleshooting difficulties with existing technology. A strong emphasis will be placed on services related to database design, development and maintenance. To the extent that umbrella organizations such as the Community Clinic Association or the Capital City Alliance for the Arts are working on technology solutions that would benefit their entire membership, NPower Capital City will work through those channels as a first priority, followed by specific customization for individual organizations.

### **3. Training and Education**

NPower Capital City will offer a broad spectrum of technology education and training, focused on the needs of non-profit agencies and employing non-profit case studies. Courses will include a wide variety of topics at varying skill levels and will include computer basics, database design, word processing, spreadsheets, desktop publishing, Internet and web authoring, and networking and systems

operation. Discussions will take place with current non-profit technology training providers such as the Fund for Capital City, regarding possible partnerships and pooling of talent and resources. Due to the lack of affordable space in Capital City, attempts will be made to share lab space with other users and/or collaborate on the building out of such space - for example, availability of lab facilities will be explored through conversations with corporate and nonprofit partners as well as funders.

#### 4. Volunteer Matching

NPower Capital City will match non-profit agencies needing basic, short-term technology assistance with volunteer experts willing to donate their talents. NPower Capital City will partner with current Capital City-based organizations that offer such matching services such as Capital City Cares and will work to ensure that skills and needs are appropriately matched, help the parties define expectations and offer assistance to ensure that the relationship succeeds.

#### 5. Facilitating a Technology Dialogue

NPower Capital City will facilitate a technology dialogue among its members by convening sector groups to discuss common challenges and strategies, publishing a quarterly newsletter, and moderating chats on its website. A Capital City nonprofit technology listserv will also be established to facilitate ongoing dialogue on best practices and common technology issues specific to nonprofits.

As described in the needs assessment, there are a number of existing technology assistance providers - both nonprofit and for-profit - that currently serve the nonprofit community. This is not surprising in a community of this size. NPower Capital City will seek collaborative partnerships with high quality, reputable providers in order to strengthen the overall quality and scope of services available to the nonprofit community.

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## Fee Structure, Budget and Revenue Projections

### Membership Dues and Fees

Membership dues are set on a sliding fee and are projected to be as follows:

Agency Annual Operating Budget	Annual Membership Dues
Budget >\$100,000 but < or = \$500,000	\$150
Budget >\$500,000 but < or = \$1 million	\$250
Budget >\$1 million but < or = \$5 million	\$350
Budget >\$5 million	\$450

The following is a schedule of projected fees for NPower Capital City services.

Service	Member Rate	Non Member Rate
Technology Consulting Services	\$65/ hour	\$90/hour
2-Hour Computer Basics Class	\$30	\$40
Half day Software Training Class	\$45	\$60
Full-Day Software Training Class	\$100	\$130
Customized Training	\$65/hour	\$90/hour
Volunteer Matching Services	\$50/match	\$150/match

## Budget Summary

The following is a summary of NPower Capital City’s projected budgets for Years One through Four. Detailed budgets can be found in Appendices 1 and 2.

	Year 1	Year 2	Year 3	Year 4
Total Operating and Capital Costs	\$971,750	\$1,202,504	\$1,384,538	\$1,571,991
Estimated earned revenue	\$372,562	\$509,752	\$667,522	\$853,844
Underwriter funding	\$599,188	\$692,751	\$717,015	\$718,147
% of Budget covered by earned revenue	38%	42%	48%	54%

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## Staffing

To achieve its service delivery and financial goals, key steps must be taken in NPower Capital City’s early development. These steps include the hiring of a dedicated and talented core staff.

Immediately upon securing funding for 100 percent of startup and 50 percent of Year 1 funding, three core staff will be hired to conduct the necessary activities to launch NPower Capital City within three months. Those staff will be the Executive Director, the Director of Consulting and the Director of Training.

Beyond this initial start-up staffing, the projected staffing is as follows:



	Year 1 FTE	Year 2 FTE	Year 3 FTE	Year 4 FTE
Executive Director	1	1	1	1
Operations Director	1	1	1	1
Consulting Director	0.5	0.5	0.7	0.7
Consultants	2.5	3.5	4.3	5.3
Training Director	1	1	1	1
Trainers	0.5	0.5	0.5	1
Community Resources Director		1	1	1
Communications/Development Director		1	1	1
Membership Coordinator	1	1	1	1
Office Management/Bookkeeping	1	1	1	1
Administrative Assistant	1	1	2	2

The profile and background of staff will reflect the recruiting priorities of NPower Capital City in seeking talented staff to implement its critical mission. All staff must be experts in their field of technology and possess in-depth knowledge of the non-profit community. Perhaps most important, NPower Capital City staff must be passionate about helping non-profits use technology to further their missions.

To attract and retain such staff, NPower Capital City will establish several important human resource practices:

- The option for personnel to work four paid hours each month doing non-technology related volunteer work at Capital City non-profit agencies.
- Opportunities for staff to continuously enhance their technology skills, both in cross training with other NPower Capital City personnel and through outside courses and conferences.
- A salary and benefit package that, while not comparable to those offered in the private sector, will provide for adequate financial compensation given the skills required.
- Sensitivity toward the balance of family and work, with accommodations made to work out of the home, as circumstances allow.

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## Board of Directors

A strong Board of Directors that understands the mission of NPower Capital City and acts to implement this mission will be instrumental to the organization's success. NPower Capital City will seek to identify and recruit potential members who should include:

- Individuals who understand the challenges and needs of non-profit agencies - ideally one or more Executive Directors of local non-profit organizations.

- Individuals who understand the technology industry and emerging technologies – ideally one or more individuals working in upper management at a local hi-tech company.
- Individuals knowledgeable about the local philanthropic community who can help identify potential funding sources and facilitate the building of strong relationships.
- Individuals well versed in public relations and marketing.
- Individuals from the corporate community who can help establish linkages with other potential corporate sponsors.
- Other community leaders who can help foster collaborations with other community resources.

See Appendix 7 for current roster and Board recruitment plan.

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## Action Plan

A detailed implementation plan is included in Appendix 6. The top priorities for immediate action are as follows:

- Secure funding for startup and first year of operations. Immediately upon securing that funding, priority will be placed on securing the remainder of funds needed for years 2 through 4.
- Hire three core staff identified above upon securing of startup and first year funding.
- Recruit Board of Directors.
- Create market awareness of the organization's services.

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## Applicant Information

NPower Capital City will be established as a separate 501(C)(3) not-for-profit public charity corporation. During the period in which the corporation is being established, the Capital City Community Foundation will receive any grant monies on behalf of NPower Capital City under its 501(c)(3) licensure and oversee startup.

The Capital City Community Foundation (CCCF) was established in 1988 and since its inception, it has invested over \$90 million in non-profit organizations in Capital City. CCCF investment in an organization isn't limited to money. The foundation provides comprehensive management assistance, and recently has begun to focus on the importance of technology in building the capacity of the organizations they fund.

CCCF has been a key supporter in the development of NPower Capital City and will continue to play a role in the shaping of the program model.

Heading up the startup of NPower Capital City will be Lisa Simpson, who has been working on the assessment and business planning for NPower Capital City. Ms. Simpson has worked in the nonprofit sector for nearly 20 years in various top management administrative positions. Her latest position was at the Community Health Center Association where she oversaw the development of technical assistance programs for a portfolio of nearly thirty primary care providers in Capital City.

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## Appendices

The attached appendices provide detailed information on proposed budgets, board recruitment staffing and implementation activities.

- Appendix 1: Service Delivery Assumptions
  - Appendix 2: Summary of Revenue and Expenses
  - Appendix 3: Expense Detail
  - Appendix 4: Position Summaries
  - Appendix 5: Staff Recruitment Plan
  - Appendix 6: Implementation Plan
  - Appendix 7: Board Roster and Recruitment Plan
  - Appendix 8: Marketing Plan
  - Appendix 9: Evaluation Plan
  - Appendix 10: Details on Focus Group and Interviews Held in Capital City
- NPower Capital City Table of Organization

## Appendix 1: Service Delivery Assumptions

Summary	Year 1	Year 2	Year 3	Year 4
Member Organizations	403	512	620	729
Training Hours Provided	1,143	1,183	1,215	1,757
Consulting Hours Provided	1,822	3,026	4,514	5,617

### Year 1

#### Training

Service Providers	FTEs	Hours	Average # students per class:	6
Training Director	1.0	502	Average class hours/week that can be taught, given capacity:	24
Trainers	0.5	502	Classroom and billable custom training hours demanded:	1,185
Subcontractors	-	40		
Consultants	2.5	100	Proportion of demand that can be met, given capacity:	96%
<b>Total possible classroom hours</b>		<b>1,143</b>		

#### Consulting

Service Providers	FTEs	Hours	Hours demanded:		
Consultants	2.5	1,672	Planning and Assessment		522
Subcontractors	-	150	PC and network services		1,371
<b>Subtotal</b>		<b>1,822</b>	Database		538
Interns	-	0	Web site		619
<b>Total</b>		<b>1,822</b>	Scheduled Support (months)		0
			<b>Total hours demanded:</b>		<b>3,050</b>
			<b>Proportion of demand that can be met without interns:</b>		<b>60%</b>
			<b>Proportion of demand that can be met including interns:</b>		<b>N/A</b>

## Year 2

### Training

Service Providers	FTEs	Hours	Average # students per class:	7
Training Director	1.0	502	Average class hours/week that can be taught, given capacity:	25
Trainers	0.5	502		
Subcontractors	-	40	Classroom and billable custom training hours demanded:	1,278
Consultants	3.5	140	Proportion of demand that can be met, given capacity:	93%
<b>Total possible classroom hours</b>		<b>1,183</b>		

### Consulting

Service Providers	FTEs	Hours	Hours demanded:	Planning and Assessment	590
Consultants	3.5	2,926		PC and Network Services	1,646
Subcontractors	-	100		Databases	614
<b>Subtotal</b>		<b>3,026</b>		Web	717
Interns	-	0		Scheduled support (months)	578
<b>Total</b>		<b>3,026</b>	<b>Total hours demanded:</b>		<b>4,145</b>
			<b>Proportion of demand that can be met without interns:</b>		<b>73%</b>
			<b>Proportion of demand that can be met including interns:</b>		<b>N/A</b>

## Year 3

### Training

Service Providers	FTEs	Hours	Average # students per class:	8
Training Director	1.0	502	Average class hours/week that can be taught, given capacity:	25
Trainers	0.5	502		
Subcontractors	-	40	Classroom and billable custom training hours demanded:	1,432
Consultants	4.3	172	Proportion of demand that can be met, given capacity:	85%
<b>Total possible classroom hours</b>		<b>1,215</b>		

### Consulting

Service Providers	FTEs	Hours	Hours demanded:		
Consultants	4.3	4,314		Planning and Assessment	669
Subcontractors	-	200		PC and Network Services	2,071
<b>Subtotal</b>		<b>4,514</b>		Databases	689
Interns	-	0		Web	815
<b>Total</b>		<b>4,514</b>	<b>Total hours demanded:</b>	Scheduled support (months)	675
			<b>Proportion of demand that can be met without interns:</b>		4,920
			<b>Proportion of demand that can be met including interns:</b>		92%
					N/A

## Year 4

### Training

Service Providers	FTEs	Hours	Average # students per class:	8
Training Director	1.0	502	Average class hours/week that can be taught, given capacity:	37
Trainers	1.0	1,003		
Subcontractors	-	40	Classroom and billable custom training hours demanded:	1,679
Consultants	0.0	212	Proportion of demand that can be met, given capacity:	105%
<b>Total possible classroom hours</b>		<b>1,757</b>		

### Consulting

Service Providers	FTEs	Hours	Hours demanded:		
Consultants	5.3	5,317		Planning and Assessment	748
Subcontractors	-	300		PC and Network Services	2,347
<b>Subtotal</b>		<b>5,617</b>		Databases	764
Interns	-	0		Web	913
<b>Total</b>		<b>5,617</b>	<b>Total hours demanded:</b>	Scheduled Support (months)	772
			<b>Proportion of demand that can be met without interns:</b>		5,544
			<b>Proportion of demand that can be met including interns:</b>		101%
					N/A

## Appendix 2: Summary of Revenues and Expenses

Revenues and Expenses	Year 1	Year 2	Year 3	Year 4	Ramp-up Period
<b>Revenues</b>					
Membership Dues	\$113,704	\$141,130	\$168,556	\$212,616	
Training	\$138,221	\$165,070	\$197,222	\$270,863	
Consulting	\$120,638	\$203,553	\$301,745	\$370,366	
<b>Total Program Revenues</b>	<b>\$372,562</b>	<b>\$509,752</b>	<b>\$667,522</b>	<b>\$853,844</b>	
<b>Expenses</b>					
Personnel	\$578,750	\$798,313	\$943,213	\$1,086,993	\$76,563
Facilities	\$92,000	\$96,600	\$101,430	\$106,502	\$6,667
Operating Expenses	\$211,000	\$255,591	\$287,895	\$318,497	\$50,000
Capital Costs	\$90,000	\$52,000	\$52,000	\$60,000	\$140,000
<b>Total Expenses</b>	<b>\$971,750</b>	<b>\$1,202,504</b>	<b>\$1,384,538</b>	<b>\$1,571,991</b>	<b>\$273,229</b>
<b>Required funder support</b>	<b>\$599,188</b>	<b>\$692,751</b>	<b>\$717,015</b>	<b>\$718,147</b>	<b>\$273,229</b>
<b>Percent of expenses covered by earned revenue</b>	38%	42%	48%	54%	



## Appendix 3: Expense Detail

	Year 1	Year 2	Year 3	Year 4	Notes
<b>Personnel</b>					
Salaries	\$463,000	\$638,650	\$723,700	\$837,181	
Benefits	\$69,450	\$95,798	\$108,555	\$125,577	15%
Payroll Tax	\$46,300	\$63,865	\$72,370	\$83,718	10%
<b>Subtotal Personnel</b>	<b>\$578,750</b>	<b>\$798,313</b>	<b>\$904,625</b>	<b>\$1,046,476</b>	
<b>Facilities</b>					
Rent	\$80,000	\$84,000	\$88,200	\$92,610	4000 sf @ \$20
Utilities	\$12,000	\$12,600	\$13,230	\$13,892	
<b>Subtotal Facilities</b>	<b>\$92,000</b>	<b>\$96,600</b>	<b>\$101,430</b>	<b>\$106,502</b>	
<b>Operating Costs</b>					
Audit/Accounting	\$8,000	\$10,158	\$12,316	\$14,473	
Legal Fees	\$15,000	\$15,750	\$16,538	\$17,364	
Contractual	\$20,000	\$20,000	\$21,000	\$22,050	Web, evaluation, facilitators, PR
Business Taxes/licenses	\$15,000	\$19,046	\$23,092	\$27,138	
Business Insurance	\$15,000	\$15,750	\$16,538	\$17,364	
Printing/Copying	\$30,000	\$38,092	\$46,183	\$54,275	
Postage	\$15,000	\$19,046	\$23,092	\$27,138	
Telephone	\$15,000	\$15,750	\$16,538	\$17,364	
Supplies	\$15,000	\$15,750	\$16,538	\$17,364	
Travel	\$19,000	\$25,000	\$27,000	\$30,000	
Publications	\$5,000	\$5,250	\$5,513	\$5,788	
Staff Training/Memberships	\$19,000	\$25,000	\$27,000	\$30,000	
Equipment Leases	\$8,000	\$8,400	\$8,820	\$9,261	
Equipment Repairs	\$3,000	\$3,150	\$3,308	\$3,473	
Internet Service	\$4,000	\$4,200	\$4,410	\$4,631	
Miscellaneous	\$5,000	\$5,250	\$5,513	\$5,788	
<b>Subtotal Operating Costs</b>	<b>\$211,000</b>	<b>\$245,591</b>	<b>\$273,395</b>	<b>\$303,472</b>	
<b>Capital</b>					
Office Furniture	\$10,000	\$10,000	\$10,000	\$10,000	
Construction/Remodel	\$10,000	\$5,000	\$5,000	\$5,000	
Computers	\$30,000	\$12,000	\$12,000	\$20,000	
Other office equipment	\$10,000	\$5,000	\$5,000	\$5,000	Printers, fax, scanner
Software	\$30,000	\$20,000	\$20,000	\$20,000	Assumes in-kind contributions
<b>Subtotal Capital Costs</b>	<b>\$90,000</b>	<b>\$52,000</b>	<b>\$52,000</b>	<b>\$60,000</b>	
<b>Total Expenses</b>	<b>\$971,750</b>	<b>\$1,192,504</b>	<b>\$1,331,450</b>	<b>\$1,516,449</b>	

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## **Appendix 4: Position Summaries**

### **Executive Director**

Develops primary goals, operating plans, policies, and short and long-range objectives for NPower Capital City. Oversees implementation of these goals following Board of Directors' approval. Directs and coordinates activities to achieve financial stability including playing a lead role in fundraising. Establishes organizational structure, recruits staff and delegates authority to other NPower Capital City staff. Leads the organization towards objectives and reviews results of organizational operations. Determines action plans to meet needs of stakeholders. Manages public relations and marketing of NPower Capital City services. Represents NPower Capital City to non-profit community, government agencies, funders, and the public.

### **Director of Operations**

Manages organization operations by directing and coordinating activities consistent with established goals, objectives, and policies. Follows direction set by Executive Director and Board of Directors. Oversees implementation of all aspects of operations including administration, marketing, membership, direct services and evaluation of program results. Participates in developing policy and strategic plans. Participates in fundraising activities for NPower Capital City. Coordinates development of Web site.

### **Director of Consulting**

Coordinates and conducts consulting services rendered to non-profit organizations including technology assessment, planning and implementation of technology solutions and participates as consultant in non-profit engagements. Recruits consulting staff and coordinates hiring of contract consultants as necessary. Develops and designs NPower Capital City approach to consulting, meeting with key non-profit leaders and umbrella groups in the process. Oversees design and maintenance of NPower Capital City internal technology infrastructure.

### **Consultant**

Conducts technology planning and needs assessments as well as participates in the implementation of specific technology solutions for non-profit clients. Acts as NPower Capital City faculty in training in areas of expertise.

### **Director of Training**

Overall responsibility for development and coordination of NPower Capital City training activities. Designs and develops training curricula with the assistance of other NPower Capital City staff, NPower-Seattle staff and outside experts. Develops partnerships with existing technology trainers to leverage resources and expertise. Oversees hiring of training staff and of contract trainers as necessary. Acts as NPower Capital City trainer in areas of expertise.

### **Director of Development and Communications (Year 2)**

Identify and cultivate funder prospects, including in-kind contributors, and prepare funder requests and reports. Oversee marketing and public relations activities, including the creation of print and electronic outreach materials. Make public presentations about NPower and its services.

### **Director of Community Resources (Year 2)**

By Year 2, the complexity and volume of volunteer and other “free” resources will require that these tasks be split off from membership coordination. The Director of Community Resources will coordinate volunteer matching service with non-profit partners. Solicits technology volunteers from corporate and non-profit settings and works with consulting and training staff to identify appropriate engagements for volunteers. Ensures that volunteer program is of high quality and is successful from the client and volunteer perspectives. Develops other free community-based resources, such as product donation and discount programs, user support groups and free Web-based technology management tools.

### **Membership and Customer Service Director**

Coordinates NPower Capital City non-profit membership processes new membership systems, membership orientation, and renewals. Responsible for customer service systems, including membership data tracking, ensuring membership satisfaction, responses to complaints or problems, cross-program referral systems, and membership feedback systems. For Year 1, also coordinates volunteer matching service with non-profit partners. Solicits technology volunteers from corporate and non-profit settings and works with consulting staff to identify appropriate engagements for volunteers. Ensures that volunteer program is of high quality and is successful from the client and volunteer perspectives. See also the Director of Community Resources.

### **Bookkeeper/Office Manager**

Records NPower Capital City’s business transactions and retains all accounting records. Posts, verifies, and reconciles accounts payable, accounts receivable, expenses, payroll, or other ledger accounts. Prepares statements, invoices, and vouchers. Submits reports of financial operations to Executive Director. Coordinates enrollment and maintains group insurance records for medical, life, and other coverage for employees and eligible dependents. Processes enrollment forms and provides assistance and information to employees. Coordinates other benefits as applicable.

### **Administrative Assistant**

Answers telephone and handles daily office administrative tasks such as faxing, mailing, and supply ordering. Receives and routes all inquiries to appropriate staff. Supplies administrative support services to management, consulting and training staff. Develops and oversees administrative procedures and processes.

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## Appendix 5: Staff Recruitment Plan

NPower Capital City will be committed to recruiting individuals that demonstrate the passion and proficiency required to achieve its mission. Individuals with the appropriate technology skills that also have experience working in the non-profit setting will be sought. In addition, screening will be focused on individuals with a commitment toward teamwork who are motivated, bright, quick learning and energetic.

NPower Capital City will also seek to achieve an ethnically diverse staff, reflecting the diversity of Capital City, and is committed to equal employment opportunity. The organization will be committed to developing an environment in which minorities and women feel supported and are able to move into the forefront of the organization.

Several strategies will be implemented in order to achieve these recruitment goals:

1. Development of comprehensive job descriptions that outline the job skills required as well as the characteristics of the ideal job candidate.
2. Development of a thoroughgoing interview tool that screens for skill and character.
3. Recruitment activities will include:
  - ▶ Ads placed in local technology and non-profit newspapers and journals, as well as minority and ethnic newspapers.
  - ▶ Job notices sent to non-profit organizations, minority-based community groups, and technology companies.
  - ▶ Job notices sent to community colleges and trade schools.
  - ▶ Post notices on popular technology and non-profit job sites on the Internet.
  - ▶ Assistance of professional recruiter may be sought for top management positions.
  - ▶ Assistance from local funders and other supporters will be sought.

## Appendix 6: Implementation Plan

Startup	Quarter 1	Quarter 2	Quarter 3	Quarter 4
<ul style="list-style-type: none"> <li>• Secure startup and Year 1 operating support.</li> <li>• Hire Executive Director, Director of Consulting, Director of Training, Office Manager.</li> <li>• Initiate recruitment of Board of Directors.</li> <li>• Secure office space, begin renovations, and set up office.</li> <li>• Recruit other staff positions.</li> <li>• Hold meetings with non-profit partners on volunteer services and training.</li> <li>• Initiate marketing plan.</li> <li>• Prepare launch.</li> </ul>	<ul style="list-style-type: none"> <li>• Marketing campaign.</li> <li>• Office renovations complete.</li> <li>• Development of basic office policies and procedures.</li> <li>• Hire Consultant, Administrative Assistant, Membership Director.</li> <li>• Membership drive underway. Goal by end of quarter: 75 members.</li> <li>• Consulting services begin. Meetings held with key non-profit umbrella groups to develop collaborative strategies.</li> <li>• Volunteer matchmaking services designed with non-profit partner.</li> <li>• Training curricula and schedule of course offerings in development.</li> <li>• Fundraising for general NPower operations cont.</li> </ul>	<ul style="list-style-type: none"> <li>• Hire Director of Operations, Trainer, additional Consultant.</li> <li>• Membership drive continues; goal by end of quarter: 100 additional members.</li> <li>• Preliminary Web site in place.</li> <li>• Consulting continues. Launch at least one major project with non-profit umbrella group and its membership.</li> <li>• First training classes held.</li> <li>• Develop tools to evaluate success of direct service engagements.</li> </ul>	<ul style="list-style-type: none"> <li>• Membership drive continues; goal by end of quarter: 100 additional members.</li> <li>• Consulting, training continues.</li> <li>• Fundraising continues.</li> <li>• Initiate newsletter.</li> </ul>	<ul style="list-style-type: none"> <li>• Membership drive continues. Goal by end of Q4: 125 additional members for total Y1 membership of 400</li> <li>• Begin second iteration of Web site</li> <li>• Referral systems for volunteer matching in place; first projects underway.</li> <li>• Fundraising continues.</li> <li>• Evaluation of Year 1 activities begins.</li> </ul>

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## Appendix 7: Board Roster and Recruitment Plan

The current roster of the NPower Capital City incorporating Board of Directors includes the following individuals:

**Ned Flanders**  
Deputy Director  
Capital City United Way

**Edna Krabapple**  
Program Officer  
Capital City Community Foundation

**B. G. Murphy**  
Partner  
Big City Business

**Selma Bouvier Terwilliger McClure**  
Vice President  
Do-Good Family Foundation

**Stam P. Olephant**  
Managing Partner  
Big City Bank

The remaining seats on the NPower Capital City Board of Directors will be filled using the following strategies:

- ▶ Soliciting technology industry suggestions from current Board members and their colleagues;
- ▶ Identifying philanthropic and non-profit representation through conversations with current contacts in both areas.
- ▶ Possible use of a professional recruiter to identify strong candidates in all areas.

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## Appendix 8: Marketing Plan

NPower Capital City will undertake a series of marketing strategies in order to create a market “buzz” prior to launch, announce its official launch and maintain visibility and awareness of its services throughout the year. This will be accomplished through the following activities:

- ▶ Media alerts to local press and radio stations prior to launch date.
- ▶ Mailing to non-profits announcing NPower Capital City, its services and expected start date. These non-profits will include those within the Capital City Community Foundation, Do-Good Family Foundation and Big City Bank Foundation grantee list, as well as the Capital City United Way membership list.
- ▶ Two-phase launch event: Phase I: when funding has been committed by lead funders to announce NPower affiliate in Capital City. Phase II: Actual launch of NPower Capital City when it is ready for business. One or both events could be accessed by simultaneous cybercast and chat with NPower officials/funders.
- ▶ Design of professional materials and brochures
- ▶ Design NPower Capital City logo, using colors familiar to Capital City residents (such as the purple and gold of nearby Springfield University).
- ▶ Website: Continue current NPower.org website as main destination with addition of Capital City link to NPower Capital City information. Links can be used to other NPower affiliates as well. NPower Capital City information will include information on services, notices on special events and programs.
- ▶ Speaking at Capital City non-profit events to increase awareness of NPower services.
- ▶ Use of video news releases and radio PSAs to be explored.

In addition, marketing will permeate all of NPower Capital City’s services and interactions with its clients. Positive word of mouth is perhaps the strongest marketing tool.

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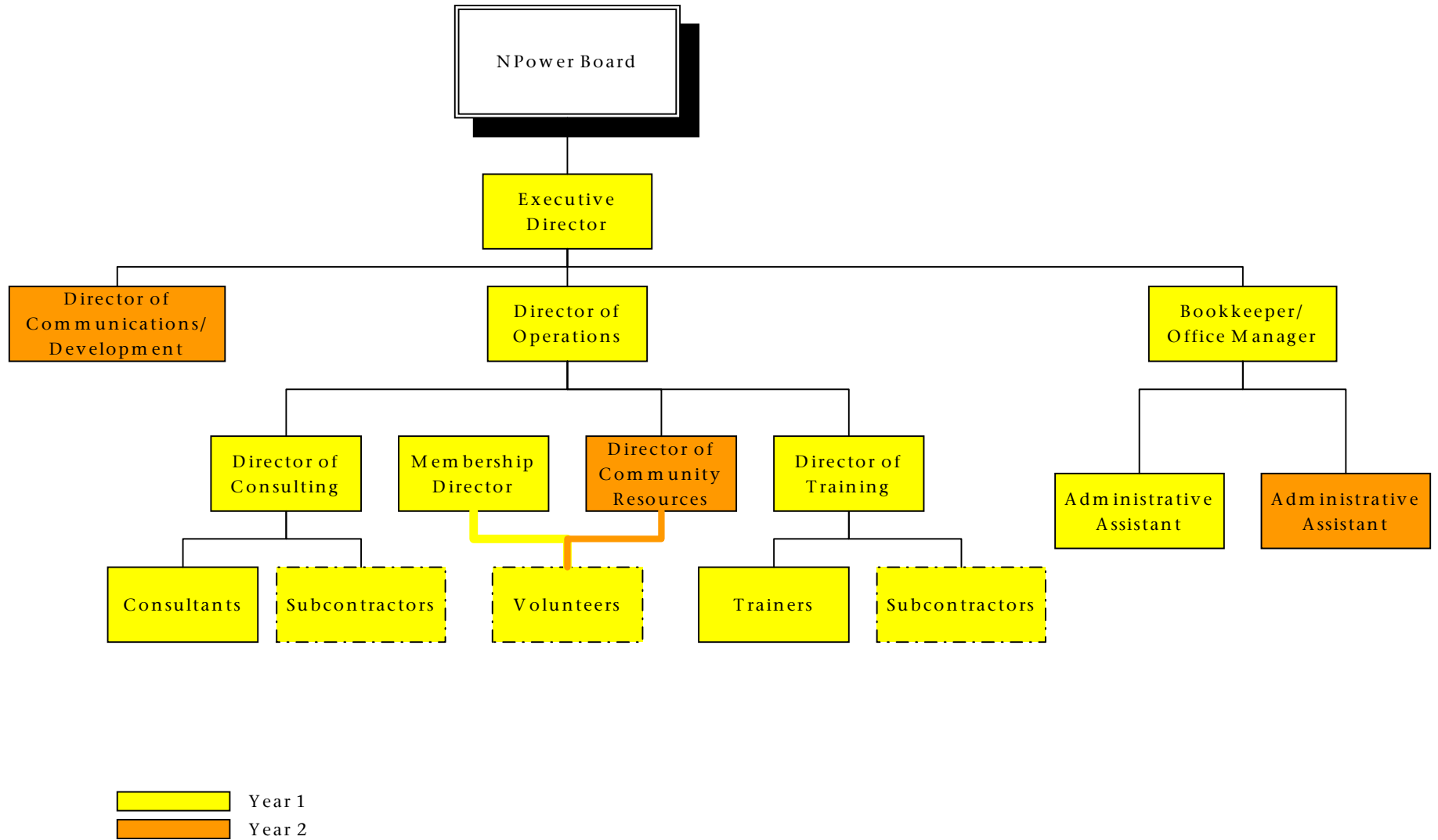
## Appendix 9: Evaluation Plan

Grounded in a service delivery model focused on consulting and training, NPower Capital City will maintain an “ear to the ground” approach, continually soliciting feedback from its client base. To that end, NPower Capital City will undertake the following activities to evaluate the success of its programs and its continuing responsiveness to the non-profit community.

- ▶ Design a database that tracks outcome measures such as hours of training provided, hours of consulting provided, nature of consulting engagements, and membership characteristics.
- ▶ Hold quarterly focus groups with members and non-members to assess how NPower Capital City services are meeting needs and what other services would be valuable.
- ▶ Design an evaluation tool that solicits information from clients after an engagement or training is completed - the tool will be available in print and on-line formats.
- ▶ Conduct periodic visits by NPower Capital City Executive Director to client offices during consulting engagements to solicit feedback directly.



## Appendix 10: Organizational Chart



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## Appendix 11: Details on Focus Group and Interviews

The following is a more detailed account of the focus groups held with Capital City nonprofits and interviews held with technology assistance providers during the needs assessment process. The four focus groups were attended by representatives from local non-profit organizations, grouped by budget size, and facilitated by staff from Capital City United Way. Data from the focus groups was supplemented by interviews with existing non-profit technology service providers in Capital City.

The format for each focus group was the same:

- First were a series of questions designed to get discussion started with three open questions: (1) How were the groups currently using technology? (2) How would you like to make better use of technology? (3) What would help you use technology more effectively?
- In the next section the groups were asked to describe their current sources of technology help different for various needs, and to assess how effectively their current resources were working for the organization. This section was designed to get as specific as possible about the services the organizations use. The areas discussed were:
  - Technology Planning and Assessment
  - Network and PC Infrastructure
  - Computer and software training
  - Web and Database design.
- The final section solicited feedback on two specific models of technology assistance for non-profits: the model of NPower in Seattle, and a service learning model which included scholarships, internships and a “service obligation” working in the non-profit sector once training is complete.

### **How are organizations using technology now?**

In all groups, there was a wide range of technology uses, although technological complexity generally grew with budget size. The smallest organization was all volunteers relying on their personal computers, whereas the largest organizations had complex WANs and dedicated IT departments. Even among the smallest organizations, there were agencies with complex Web sites and strong internal technology expertise; among the largest organizations, there were agencies with no network and minimal technology expertise. All organizations at least used common office and Internet applications. The feeling among many of the technology service providers was that Capital City non-profits have not been quick to adopt information technology, for a variety of reasons: funder reluctance to pay for technology, scarcity of high-speed Internet access outside central Downtown, and organizational cultures which did not always embrace technology.

## **What would help your organization use technology as you've said you would like to?**

In all four groups, technology planning was identified as something that would assist organizations in making better use of technology. Assistance with databases was also commonly cited, as was a desire to better use the World Wide Web. Larger organizations with multiple sites were struggling with inter-site connectivity, data sharing and consistent staff training. Although the issue came up more with larger organizations, all four groups mentioned the high cost of IT staff and consultants and the difficulty of retaining technologically knowledgeable staff due to salary considerations. Smaller organizations in particular cited a desire for an objective repository of information on products, services, and best practices.

## **What are your current sources of technology support, and how well are they meeting your needs?**

- ▶ **Assessment and planning:** In all four groups, few agencies reported doing much with assessment and planning, though participants recognized the value of doing more planning. When asked to rank their technology needs, three of four focus groups listed assessment and planning as one of their top two needs, with 58 percent of individuals ranking this one or two. Those who were doing planning were relying largely on in-house staff expertise, which was generally reported as adequate. Some agencies had used volunteers or pro bono services, with mixed results. Lack of funding both for planning and for implementing plans was a common frustration. Some mid-sized and larger organizations also expressed a desire to look at outcome measures as they relate to technology, to inform future planning and “make the case” for technology investments.
- ▶ **PC/network support:** When asked to rank their needs, only the largest organizations listed PC/network support as one of their top two needs; a third of individual participants ranked it as one or two. Organizations of all sizes relied on paid consultants, with mixed results. Speed of response time was a common area of concern, as was the cost of consulting services. A few organizations were housed in donated office space that included donated IT services from the host company, which was deemed successful. Beyond these general trends, there were considerable differences based on organizational size. The smallest organizations had no reliable source of support, and in general smaller organizations relied more heavily on in-house non-technical staff (“I’m the technology person in our office because I ran the slowest”) or on volunteers. Mid-sized organizations often had a staff person partially designated to IT support – sometimes a person with a technology background, sometimes a person with technology aptitude who received further training at the agency’s expense in order to take on a more formal technology role. This strategy also received mixed reviews – the quick accessibility of the person and knowledge of the agency’s operations were cited as positives, while multiple demands on the person’s time and retention of staff as they obtained higher-level technical skills were cited as negatives. Most of these organizations also used consultants for problems beyond the in-house person’s skill level, and a common source of frustration was knowing the point at which an organization should invest in an in-house IT person. Not surprisingly, larger

organizations tended to have in-house IT support, although the technology described by these organizations was too complex for a single IT person. Complaints about retention were a common theme.

- ▶ **Training:** When forced to rank their needs, none of the groups ranked it among their top two needs, and a third of individual participants ranked training first or second among technology needs. However, discussions with both focus groups and existing technology service providers clearly identified training as a need. In all four focus groups, training for staff was described as a significant need during the discussion; when asked whether the staff at their agency was adequately trained on technology, the response in all four groups was a resounding no. In interviews with existing technology service providers, training was the most commonly cited unmet technology need in the non-profit community. Across the four focus groups, agencies either expected people to self-train, sometimes with one-on-one help from coworkers, or staff were sent to classroom training at for-profit training centers, a few non-profit training centers such as Fund for Capital City, or community and technical colleges. All sources of classroom training received mixed reviews, as did the “learn on your own” approach. Some participants expressed concern that staff training was not based on any kind of technology or staff development plan. Among smaller organizations, Quickbooks training was a commonly cited need not available through other sources.
- ▶ **Database support:** In all four groups, discussion of databases elicited extensive frustrations. Two of four groups ranked this as their top technology need, with about half of participants ranking it one or two. Technology services providers also described substantial unmet need in this area. Merging of multiple databases, development of new ones, creating useful data reporting, staff training on using and maintaining databases, and assistance in advocating with funders around funder-specific data reporting were all commonly cited needs. Several organizations had relied on pro bono database development but struggled with completing the project or making improvements.
- ▶ **Web site support:** No focus groups ranked Web site support as one of their top two technology needs, and only 19 percent of individuals ranked it one or two. A few organizations (primarily arts organizations) had complex Web sites integrated into their mission. Some organizations felt that a Web site was not a priority given their mission and the contribution that Web site could realistically make in achieving that mission. In between were the majority of organizations which fell into three categories: (1) they wanted a Web site but had not found the technological help to create one; (2) they had a Web site created by volunteers or pro bono help but were struggling to finish or maintain the site; (3) they had a simple Web site created with in-house staff, but did not have the expertise to develop interactive or database-drive Web functions which they desired as the next step. There was a general sense of wanting to get much more out of the Web, despite the fact that it wasn’t the top technology priority for most organizations.