



2005–2006 • Year One

# Capacity Building Initiative: **Immigrant and Refugee Organizations**

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## **Initiative Overview and Interim Assessment Report**

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The foreign-born population of Franklin County, Ohio is equal to the entire populations of Dublin, Worthington, Westerville, and New Albany, Ohio combined and is larger than the entire population of the City of Youngstown, Ohio.



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# 82%

Since 2000, international immigration has accounted for 82 percent of Franklin County's net population growth.

# 105

Number of foreign-born residents immigrating to Franklin County each week is 105.

## Need for Capacity

Since 2000, international immigration has accounted for 82 percent of Franklin County's net population growth—at a current rate of 105 foreign-born residents each week. No Ohio metro area is growing faster in foreign-born residents.

At the same time, few populations are as diverse as central Ohio's. At least 116 organizations, clubs, and groups have been founded and led by immigrants and refugees. While such grassroots organizations have existed here for years, they historically have lacked the organizational effectiveness and resources needed to compete for funding, to gain access to information and training, and to develop community partnerships. In other words, these groups have not had the capacity necessary to fully integrate their members into the greater central Ohio community.

By 2003, this need became especially visible to the central Ohio funding community, which increasingly noticed a lack of competitive bidding and a need for stronger governance among immigrant and refugee organizations. That fall, area funders came together to discuss ways to build capacity within emerging and growing organizations. The result, after careful study and planning, was the Capacity Building Initiative: Immigrant and Refugee Organizations, an unprecedented funding collaborative spearheaded by The Columbus Foundation, the Franklin County Department of Job and Family Services, and the United Way of Central Ohio, which were joined by other key central Ohio funders.

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# Capacity Building Initiative

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## The Participants

The initiative was formally launched in early 2005 when nine grassroots organizations were selected from among 26 applicants for inclusion in a two-year pilot program. Each group received a one-time operating grant, distributed in four payments, and an opportunity for project grants to support model projects. These groups were:

### **ASHA-Ray of Hope**

confronts the problem of domestic violence, especially in the immigrant South Asian community.

### **Asian-American Community Services**

focuses on the well-being and quality of life of Asians in central Ohio through a variety of educational, health-related, and social services programs.

### **Ethiopian Community Organization**

provides support and assistance for Ethiopian families and children through a wide variety of activities.

### **KIACA Gallery**

supports the role of contemporary African art in American society and provides support to African immigrants.

### **Ethiopian Orthodox Tewahido Church-Social Services**

helps Ethiopian families and children by providing spiritual guidance and by improving their lives through education and training, job support, senior services, marriage and family counseling, youth programs, and translation.

### **Ohio Hispanic Coalition**

provides a wide variety of programs designed to help underserved, disadvantaged, foreign-born, and immigrant populations transition to a safe, independent, healthy, and high quality of life.

### **Somali Senior and Family Services**

helps Somali immigrants and refugees assimilate into American culture through educational, nutritional, and skills-support activities.

### **Somali Women and Children's Alliance**

helps refugees and immigrants become self-sufficient and an integral part of the community by providing a variety of educational, family and social, advocacy, and skills-support initiatives.

### **Sonlight Community Services**

uses a variety of support programs and community enrichment activities to help African immigrants identify opportunities that will enhance their quality of life.

# 33%

In the Midwest, immigrants account for 1/3 of the civilian labor-force growth.

# 2nd

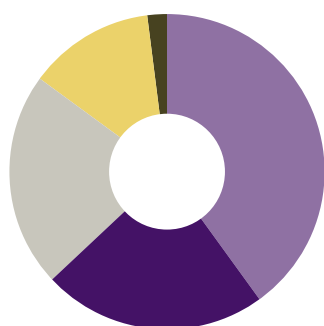
Columbus has the second largest Somali community in the United States after Minneapolis/St. Paul, Minnesota.

## Oversight and Funding

The initiative is housed at the United Way of Central Ohio under the guidance of a project director. A steering committee, whose members represent the funding organizations and immigrant and refugee communities, administers funds for organizational assessments, training and workshops on a variety of capacity building topics, consulting services, and mentoring. The collaborative also works to leverage additional investment through the activities of the participating organizations. Funding partners include:

### Share of Foreign Born 2004

While Asia clearly dominates based on the Census data sets, the continents of origin for Columbus' foreign-born residents are fairly distributed from around the world.



- City of Columbus (in-kind contributor)
- The Columbus Foundation
- Columbus Medical Association Foundation
- Fifth Third Bank
- Franklin County Board of Commissioners
- Ohio Children's Foundation
- Ohio State Bar Foundation (in-kind contributor)
- United Way of Central Ohio

### Budget 2005-2007

Revenue	Budget
Foundations and United Way of Central Ohio	\$ 525,000
Public Funds	\$ 250,000
Corporate Funds	\$ 10,000
Individuals	\$ 1,000
<b>Total Revenue</b>	<b>\$786,000</b>

Expenses	Budget
Capacity Building and Program Grants	\$ 483,000
Training Program	\$ 28,000
Technical Assistance Program	\$ 75,000
Staffing and General Overhead	\$ 190,000
External Evaluation	\$ 10,000
<b>Total Expenses</b>	<b>\$786,000</b>

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# Capacity Building Goals and Assessments

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This report summarizes the findings of Strategic Research Group, contracted to evaluate the two-year pilot program at its midpoint and the extent to which grantees had met short-term and long-term goals. An initial organizational assessment was also used by CBI.

## Short-term Goals

### Grantees will:

- Increase measurable capacity in board governance, vision and planning, financial management, fundraising and resource development, management and human resources, programs and evaluation, public relations, and community collaboration.
- Demonstrate that they can implement effective services.
- Successfully secure and attract diverse revenue streams.
- Increase overall revenues.

## Long-term Goals

### Grantees will:

- Increasingly become capable service providers.
- Become able to sustain programs and compete with other nonprofits for funds.
- Effectively meet needs and contribute to enhancement of the community.
- Increase measurable capacity in board governance, vision and planning, financial management, fundraising and resource development, management of human resources, programs and evaluation, public relations, and community collaboration.
- Demonstrate that they can implement effective services.
- Successfully secure and attract diverse revenue streams.
- Increase overall revenues.

## Initial Organizational Assessments

Grantees participated in a self-assessment, guided and negotiated with the project director and members of the steering committee's training and technical assistance subcommittee. This assessment focused on progress in seven areas:

- Vision and planning.
- Board governance and structure.
- Financial management and operations.
- Management and human resources.
- Fundraising and resource development.
- Programs and evaluation.
- Public relations and community collaboration.

## Mid-Term Organizational Assessments

Groups assessed their progress in each area according to whether they were at a beginning, developing, operational, advancing, or excelling level. The following table shows the number of groups at each level.

	Vision & Planning	Board Governance and Structure	Financial Mgmt and Operations	Mgmt/ HR	Fundraising Resource Development	Programs and Evaluation	PR/ Communications
Excelling							
Advancing		1		1		1	1
Operational	6	4	5	4	1	7	4
Developing	3	4	3	3	6	1	4
Beginning			1	1	2		

## Benchmarks and Progress toward Attainment

The evaluation also considered the extent to which groups were meeting pre-set benchmarks. Progress against benchmarks was assessed as follows:

<p><b>Benchmark</b></p> <p>At least 75 percent of groups advance at least one level in four areas of organizational development.</p> <p><b>Status</b></p> <p>Most organizations are currently in the “developing” or “operational” stage of development.</p>	<p><b>Benchmark</b></p> <p>Groups achieve over 85 percent of their two-year growth plans.</p> <p><b>Status</b></p> <p>More than half (54 percent) of goals set in grantees’ growth plans have been met. An additional 33 percent are under way. One group has met 85 percent of its growth plan goals.</p>	<p><b>Benchmark</b></p> <p>More than 85 percent of the special project outcomes will be achieved.</p> <p><b>Status</b></p> <p>Results from the special project outcomes will be provided at the end of the pilot project.</p>
<p><b>Benchmark</b></p> <p>More than 85 percent of the special project reports will be timely and complete.</p> <p><b>Status</b></p> <p>Results from the special project outcomes will be provided at the end of the pilot project.</p>	<p><b>Benchmark</b></p> <p>At least 75 percent of groups demonstrate a net increase in the number and type of revenue streams secured.</p> <p><b>Status</b></p> <p>Two-thirds of grantees increased their organizations’ budgets in 2005. Two-thirds also increased the proportion of funding from grants and 44 percent showed increased diversification (number of funding sources).</p>	<p><b>Benchmark</b></p> <p>At least 75 percent of groups increase annual revenues above and beyond the initiative’s operating support.</p> <p><b>Status</b></p> <p>In 2005, 44 percent of grantees increased revenues above the support provided by participation in the initiative.</p>

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# Summary of Key Findings and Conclusion

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## Mid-term Organizational Assessments

- Most organizations were in the “Developing” or “Operational” stage of organizational growth and in need of “substantial assistance” to progress to a higher level.
- Overall, Fundraising and Resource Development was the weakest area of organizational development; Programs and Evaluation had the highest percentage of organizations in the “Operational” stage.

## Training and Technical Assistance

- Training and technical assistance sessions were rated uniformly positively, but the sessions rated the most favorably provided customized, “hands-on” training directed at developing programs and securing future funding.

## Growth and Development

- More than half of grantees met more than half of their goals.
- Slightly fewer goals were met in the areas of Programs and Evaluation and PR/Collaboration than might be expected. About a quarter of the goals under way are in Programs and Evaluation, but both of these areas have a high proportion of goals deferred but not yet met. This may indicate some emerging challenges.
  - All grantees have shown evidence of growth, though often in small increments.
  - Grantees have shown incremental growth in part-time and volunteer resources.
  - Board participation is growing, although at a fairly slow pace.
  - More than three-fourths of the grantees increased the number of those served in 2005.

Strategic Research Group’s evaluation found a generally high level of participant satisfaction with the initiative, although several challenges and issues emerged. For example, managing the requirements of different funding sources has been difficult, since each funder has its own protocol and rules. Communication and decision-making are ongoing issues, since they must occur across multiple committees, multiple stakeholders, and various traditions.

While the road ahead is paved with challenges, grantees generally hope to “continue what we have started” and to build more partnerships and collaboration among themselves and in the funding community. This is also a goal of the Capacity Building Initiative, which will conduct a final organizational assessment with grantees in March–April 2007 at the end of the two-year pilot. The report will identify top findings, best practices, and key learnings for the funding community.

As central Ohio continues to attract newcomers, the funders in the collaborative hope that, ultimately, the study will help provide data needed to support strong, effective organizations serving immigrants and refugees. The long-term goal is full integration of immigrants and refugees as productive citizens. This will occur when foreign-born residents are able to use their individual capabilities to the fullest, benefiting not just themselves and their families, but the entire central Ohio community.

### For more information contact:

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