Assessment of the Weingart Foundation's Developmental Disabilities Initiative:
Final Evaluation Report

November 1, 2011

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The word cloud below was developed with words
DDI organizations used to describe The Weingart Foundation and its staff.

caring attention innovative smart honest intelligent transparent professional personal capacity encouraging friend open accessible unique thoughtful exemplary opportunities trusting understanding partnership supportive

I. Developmental Disabilities Initiative Background

Introduction

The developmental disability landscape in California has changed dramatically since the late 1960s. In the decades since, advocacy by people with disabilities and their allies has shifted the available support for individuals with developmental disabilities away from segregated, state-run institutions to local, community-based regional centers brokering services.[1] Together with the support of staff at these regional centers, individuals with disabilities and their families may determine for themselves the mix of services they receive. As a result of this shift away from institutionalization and toward self-determination, the movement in support of developmentally disabled adults now faces unique opportunities and challenges. Advocates and individuals must wrestle with the relative value and safety of segregated, specialized community options for living and working as compared to the value of integration with mainstream society. At the same time, the sector's direct service organizations, historically run by volunteers and client family members, must make choices about whether and how to professionalize as the sector matures. Additionally, improvements in screening methods and medical advancements —while important developments — have contributed to a growing population in need of services, as more individuals with developmental disabilities are being identified and are living longer. Meanwhile, as the United States slowly recovers from the current economic recession, unemployment remains exceptionally high among adults with developmental disabilities. State budget deficits in California in particular mean that programs relying on Regional Centers and other state funding are struggling to provide high-quality, resource-intensive services while experiencing significant ongoing government funding reductions to the sector. This confluence of factors amplifies the need for a strengthened developmental disabilities sector.

In the sections that follow, we provide additional information about the historical context and current landscape of the developmental disabilities services sector, and the ways in which Weingart Foundation's rich understanding of this environment led to the Developmental Disabilities Initiative's focus on capacity building for organizations in this sector.

Decline of Institutionalized Care and Emergence of the Lanterman Act and Regional Centers

Before the late 1960s, people with developmental disabilities either lived at home or were placed in large, segregated institutions. These state-run hospitals treated the disabled residents as patients and made decisions about their medical care without input from the patient or the patient's family. At the same time, as the only place for families to get services for their child, these institutions had long waiting lists. Children with developmental disabilities did not attend school and no day programs were available for either children or adults. When a family placed its disabled child in one

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[1] For information on the background of the developmental disabilities sector, the following articles were referenced:

- Shueman Troy Associates. (2006). *A review of three types of services for adults with developmental disabilities.* Pasadena, CA.
- Shueman Troy Associates. (2006). *Non-profits agencies providing services for persons with developmental disabilities in Southern California: A survey of capacity building needs and fundraising activities.* Pasadena, CA.
- Braun, Todd. (1999). *We're here to speak for justice: Founding California's regional centers* [DVD].

of these institutions, the family was often encouraged to forget about him or to tell friends, family and neighbors that he had died.

In the 1960s, in the context of the Civil Rights Movement and other activism electrifying the country, people with developmental disabilities and their families began to question the wisdom of the institutional system. Families felt that the treatment at the institutions unnecessarily isolated disabled people from family and community and deprived them of meaningful work and other activities, thereby preventing them from living lives of dignity and purpose. Advocates for change articulated a vision of disabled people as a part of the larger society, pursuing work and recreation of their own choosing, maintaining contact with disabled and non-disabled peers, family and community, and having meaningful life activities.

In California, these advocates found an ally in the State Assemblyman Frank Lanterman. In 1969, the state passed the Lanterman Mental Retardation Act. This act created regional centers throughout California, which are nonprofit organizations charged with the mandate to provide local support to mentally retarded people and their families so they could receive the services they needed outside of large institutions. To connect families and individuals with developmental disabilities to adequate services, regional centers are structured to vendor with a wide and broad range of service providers, including individual providers, family members and for-profit and non-profit organizations. In 1973, the legislature extended the Act, now called the Lanterman Developmental Disabilities Services Act, to all people in California with a diagnosis of mental retardation, cerebral palsy, epilepsy, autism, or conditions similar to mental retardation. The movement from the large institutions to regional centers corresponded with a shift in the way people with disabilities were perceived in relation to the services they received. Formerly seen as "patients," people with developmental disabilities are now considered clients of these regional centers. Staff at the regional centers work with individuals to develop an Individual Program Plan each year that determines each client's need for services, identifies appropriate resources, and helps families and individuals access those resources.

From the beginning, the regional centers operated under strict restrictions. For example, the state prohibited the centers from purchasing real property, which has hindered the regional centers' abilities to address the housing needs of developmentally disabled people. The regional centers were also limited to providing or purchasing services that a client needed as a direct result of their disability. For example, the regional centers could pay for support services to help a disabled person live successfully in a rented apartment, but could not help pay a person's rent. Finally, the regional centers had to operate as the "payer of last resort," not replacing services and supports already available to disabled people through other channels such as the school system or Medi-cal.

Over time, the framework for providing services to people with developmental disabilities continued to shift along the trajectory started by de-institutionalization. Decisions once made by medical professionals about the course of the life of people with disabilities—and then initially made by staff at regional centers under the Lanterman Act—are now, in the best scenarios, being made by the person with a disability himself along with support and input from his family, though still with financial constraints on what services the regional center can fund. People with disabilities are now more able to define what is meaningful to them and pursue this with the support of the regional centers than they were able to do within the old institutions, which often included no meaningful work or recreation. From its initial focus on critiquing the segregation and isolation people with developmental disabilities were experiencing in institutions, the developmental disabilities movement has grown to articulate a vision of self-determination for individuals with developmental disabilities.

Challenges and Trends in the Developmental Disabilities Services Sector

The developmental disabilities movement and the network of services for people with disabilities have faced many challenges with respect to funding mechanisms, ability to provide housing, shifting needs and demographics of consumers, and maturation of the field. Since the late 1980s, reimbursement rates have not kept pace with the cost of doing business. Service providers found that they were expected to do the same work with increasingly fewer resources. This has dramatically affected the salaries that service providers can offer, making it difficult to attract and retain high quality staff. New service organizations can set their reimbursement rate in initial negotiations and are therefore able to start out with a rate commensurate with the cost of doing business. However, over time, they too will find that their costs outpace the allowed increase to their reimbursement rate. Some organizations work around this by closing their original service, re-starting the same or similar business with a new contract and negotiating a new reimbursement rate. However, this process creates discontinuity in the provision of services and is a strikingly inefficient way to ensure the quality of services, even as it sometimes seems the only way possible.

Another key challenge has been providing housing for disabled people who have difficulty finding affordable, safe housing while living on limited Social Security Income (SSI). Prohibited from buying real property, regional centers have nonetheless supported efforts to create affordable housing for their clients. These strategies include developing apartment complexes to provide subsidized housing or creating separate nonprofit trusts to purchase single-family or small multi-family homes, which the trust then rents to clients at below market rates.

Relatively recent medical advancements have extended the lifespan of people with developmental disabilities, so that as a group they are outliving their parents for the first time in history. Therefore, families are becoming increasingly concerned with securing housing and other ongoing support for their disabled children once the parents are gone. Additionally, the prevalence of autism continues to increase, with an overall prevalence of one in 111 children diagnosed with autistic spectrum disorders, according to a report from the Center of Disease Control and Prevention.[2] Accordingly, services must expand to support the unique concerns of these growing aging and autistic populations.

Services for people with disabilities are also facing the same challenges other advocacy movements encounter as they mature and professionalize. The developmental disabilities rights movement has made great progress away from a system of institutionalization, toward a plurality of support and service choices available for a diverse group of people with widely varying needs. Accordingly, advocates and service providers must contend with multiple viewpoints and perspectives. An example of the tensions inherent among the interests of the movement's stakeholders is evident within the debate over the best model for employment. Some advocate for integrated, supported employment. In these scenarios, mainstream companies employ disabled persons alongside non-disabled persons. Specific, manageable job duties are often carved out of the other job descriptions for the disabled person to perform. The disabled employee also receives some support to perform their job, either from an outside specialist hired to support disabled people in integrated employment situations or from an in-house staff person who takes on the role of training and support. On the other hand, other advocates favor sheltered workshops where all employees are developmentally disabled. In integrated employment, they suggest, developmentally disabled

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[2] Rice C, et al. (2009). Prevalence of autism spectrum disorders -- autism and developmental disabilities monitoring network, United States, 2006. Center for Disease Control and Prevention. MMWR 2009; 58: 1-24.

persons are too isolated from their developmentally disabled peers, and may also face challenges they aren't equipped to handle. Those that favor integrated employment counter that these shops isolate the disabled employees from the non-disabled world, perpetuating the segregationist ills of the institutional days. Parents involved as board members or staff members of organizations serving people with disabilities, however, are often resistant to this shift since they're trying to protect their children and do what they think is most safe and comfortable for them.

The maturing developmental disabilities sector is also struggling to professionalize itself under severe resource constraints. Often founded by family members or disabled persons themselves, many of the service-providing organizations have been energized by the spirit of volunteerism and the strength of personal experience and conviction. As the organizations mature and as founders move on or retire, these service organizations must plan for sustainability by complementing staff and board passion for the work with increased professionalization: efforts such as training in nonprofit finance and fundraising, board development, professional development opportunities for front-line staff, and organizational infrastructure and technology development.

Finally, the current recession presents numerous challenges to the developmental disability world, beyond the tighter resources that all nonprofits face. Even as unemployment in the general population falls, the unemployment rate among disabled people continues to climb. Although the recession may be ending, employers are looking for employees able to perform a wide range of skills as they slowly work to rebuild their staff and often feel they cannot afford to hire someone who cannot serve in multiple capacities.

At the same time, as California continues to face massive state budget deficits, all state-funded programs will continue to contend with threatened or actual cuts to their funding. In the case of programs for people with developmental disabilities, the Lanterman Act was already significantly altered in 2009 in response to the budget crisis. The changes cut funding for Early Start, which provided support to children at risk for developmental disabilities and suspended the funding of non-medical services and therapies such as art therapy or specialty camps. The changes also created new restrictions on the use of funding. Regional centers can no longer fund experimental services, limit access to in home supportive services, and must select the least costly provider, creating pressure on service providers to lower their already unsustainable rates. Finally, developmentally disabled people are losing certain optional coverage under Medi-Cal, including dental and vision services, the cost of which must be picked up by the regional centers. For a sector already operating in financial crisis, the budget cuts will squeeze a system that has no more room to give.

The Weingart Foundation's Developmental Disabilities Initiative

The Weingart Foundation has long shown commitment to supporting the developmentally disabled population. Noting the challenges faced by organizations serving people with developmental disabilities and their families, the Weingart Foundation saw an opportunity to help strengthen this sector and help the consumers and families these organizations serve lead better lives in their homes and communities.

DDI Grantee Organizations

- ARC of Southeast Los Angeles County
- ARC Ventura County
- Down Syndrome Association of Orange County
- Foothill Vocational Opportunities
- Home Ownership Made Easy
- Home Ownership for Personal Empowerment
- New Horizons
- PathPoint
- Pediatric Therapy Network
- Pomona Valley Workshop
- Project Independence
- Ride On Therapeutic Horsemanship
- Special Olympics Southern California
- Tri-Counties Regional Center
- Villa Esperanza
- Vocational Visions

After almost two years of research to explore and understand the specific needs of the developmental disabilities sector, the Weingart Foundation launched the Developmental Disabilities Initiative (DDI) in 2006. The purpose of the DDI was to build the capacity of organizations that serve people with developmental disabilities by significantly strengthening their leadership, organizational capacity and programs. For the DDI, the Weingart Foundation defined capacity building as any "new or enhanced activity aimed at strengthening an organization's programmatic and/or administrative capacity." This capacity building was intended to better position DDI organizations to meet the challenges identified above, by strengthening their infrastructure and leadership as well as diversifying their funding sources to lower their dependence on the regional center system.

After an open and inclusive application process, a total of sixteen organizations were funded over a three-year period through the Developmental Disabilities Initiative. In addition to providing funding, the Weingart Foundation brought the grantees together in a series of convenings where grantee organizations could learn from experts in the field as well as from one another.

Developmental Disabilities Initiative Grantee Organizations

The sixteen DDI-funded organizations provide an array of services to people with developmental disabilities, working to enhance their quality of life and provide much needed services and resources to this community. DDI organizations' service areas include day programs, employment services, housing, therapeutic services, educational programs, and recreational/athletic programming. All but one provided direct services. The one regional center included in the initiative received a DDI grant for its own work advancing systems-change and capacity building in the developmental disabilities sector: providing system-wide training for service providers to encourage person-centered thinking and approaches. The chart below provides additional details regarding the services provided by organizations before the grant.

Exhibit 1
Developmental Disabilities Grantee Organization Service Areas
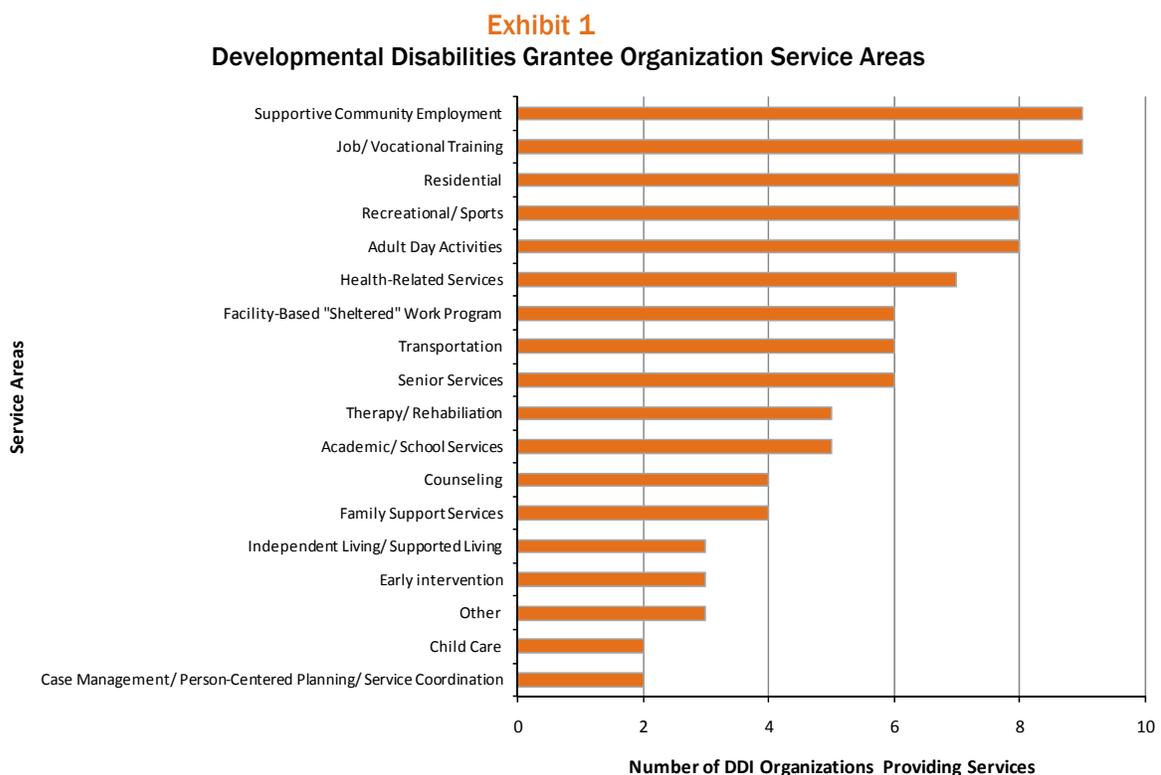
A majority of DDI organizations offered supportive community employment and job vocational training at the time they applied for the Weingart Development Disabilities Initiative. Additional common services offered by organizations included residential, recreational/sports, and adult day activities. Services in the "other" category included parent education, respite care, and autism services. Organizations were distributed throughout the six Southern California counties in Weingart's geographic focus.

The number of clients served by organizations ranged widely across the organizations. Nine organizations served between one hundred and one thousand clients while six organizations served over one thousand clients. Three organizations shared that the majority of their clients were under 18 years old (between 51% and 99% of their total client populations). Twelve of the organizations served primarily individuals between the ages of 18 to 65 years old, and one organization

Exhibit 2
Number of Consumers Served by DDI Organizations

reported that over half of their clients were over 65 years old. The remaining three organizations served a wide-range of age groups.
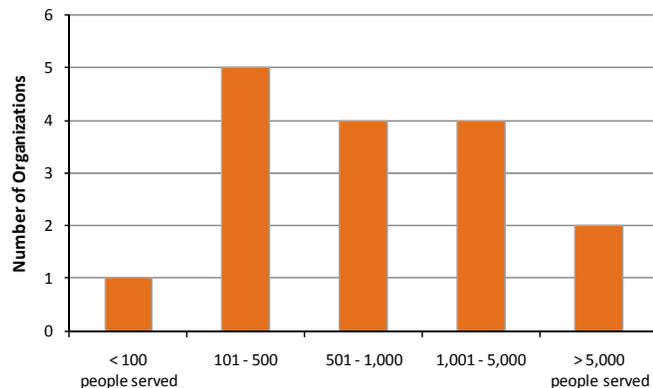
As seen in Exhibit 3, the number of board members, staff, and volunteers largely varied across all DDI organizations. The number of board members in DDI organizations ranged between 7 and 29, with a median of 14 persons serving on their boards. In terms of staff size, most organizations had fewer than one hundred full-time staff members; four of those operated with fewer than 10 staff. Combining full time and part time staff, five organizations employ more than 200 people. The number of volunteers varied significantly across organizations, with some organizations not engaging any volunteers and others utilizing as many as 12,000 volunteers to deliver their programs and services. Fundraising volunteers were not included in these counts; those showing few or none volunteers may have larger numbers of volunteers engaged in fundraising.

Exhibit 3
Organization Board and Staff Size

Organization	Number of Board Members	Number of Full-time Staff	Number of Part-time Staff	Number of Volunteers
ARC of Southeast Los Angeles County	17	81	5	0
ARC Ventura County	17	242	28	45
Down Syndrome Association of Orange County	12	2	3	200
Foothill Vocational Opportunities	13	53	4	2
Home Ownership Made Easy	12	8	5	10
Home Ownership for Personal Empowerment	11	0	1	75
New Horizons	20	120	120	156
PathPoint	7	335	124	2
Pediatric Therapy Network	12	51	69	550
Pomona Valley Workshop	15	68	3	53

Exhibit 3
Organization Board and Staff Size

Organization	Number of Board Members	Number of Full-time Staff	Number of Part-time Staff	Number of Volunteers
Project Independence	9	97	5	79
Ride On Therapeutic Services	9	9	9	170
Special Olympics Southern California	29	52	6	12,000
Tri-Counties Regional Center	17	252	35	102
Villa Esperanza Services	22	55	149	131
Vocational Visions	17	125	16	35

II. Evaluation Overview

Evaluation Purpose and Research Questions

The Weingart Foundation contracted with independent evaluator LFA Group: *Learning for Action* to design and implement an evaluation of DDI. LFA Group crafted an evaluation that aimed to document the impacts of the capacity building projects funded through DDI and capture key lessons about how funders can support effective capacity building. The evaluation was not meant to serve as a summative assessment of individual grantee organizations or their grant objectives. Rather, this evaluation involved an in-depth exploration of the ways in which the initiative has affected grantee organizations by examining the collective results of the capacity building projects, the impact and sustainability of the capacity built, the lessons learned by grantees and Weingart staff, and grantees' overall experiences with Weingart's grantmaking approach.

Research Questions

The following nine overarching research questions guided the evaluation:
1. What impact did the initial pre-proposal convening have on organizations' proposals and on their overall experiences as DDI grantees?
2. What impact did the structure of the initiative, including funder-grantee communication, have on the effectiveness of the initiative?
3. What impact did the initiative have on building and strengthening organizational capacities?
4. What was the impact of the initiative on organizations' sustainability?
5. Did Weingart's grantmaking/convening approach contribute to cultivating a learning community among organizations participating in the initiative?
6. What lessons did the Weingart Foundation learn throughout this initiative?
7. What lessons did the organizations learn throughout their capacity building engagements?
8. How did the economy and other external factors affect the outcome of organizations' capacity building efforts?
9. How do organizations think the Weingart Foundation could best support continued learning and relationships among DDI grantees?

Evaluation Methodology

The research questions guiding the evaluation of Weingart's Developmental Disabilities Initiative largely called for qualitative methods to answer them. In addition, Weingart grantees had recently had the opportunity to participate in a research study using TCC Group's Core Capacity Assessment Tool (*CCAT*); while the Foundation intentionally was not made aware of which, if any, DDI grantees took part in that assessment, Foundation staff expressed a strong desire to not burden grantees with additional similar data collection and assessment processes. These factors led Weingart staff and LFA to determine that an evaluation focused on qualitative methods would add the most value to Weingart Foundation's knowledge about the effects of the capacity building grants within the DDI organizations.

To explore the research questions listed above, LFA Group's evaluation methods included site visits coupled with in-person interviews of key staff at each DDI organization; a post-grant information survey for collecting quantitative data on staff, board, and financial characteristics; review of grantees' applications and reports to the Weingart Foundation; follow-up phone interviews with the seven DDI organizations whose grants closed before March 2010; and interviews with Weingart

Foundation staff and leadership. All evaluation instruments are provided in Appendix B-F for reference. The LFA Group evaluation team also reviewed a Weingart-commissioned research report prepared by Shueman Troy Associates on the history and needs of the developmental disabilities sector[3] and other resources to ground the team in the developmental disabilities services landscape and issues relevant to the DDI organizations.

In-depth interviews – the core method of the DDI evaluation – provided an opportunity to elicit detailed information from individuals at each grantee site about their experiences with the initiative and their accounts of how the capacity building supported by each grant led to the changes they witnessed in their organizations as well as, most importantly, what those changes have allowed them to do to better serve people with developmental disabilities. Interviews and site visits were conducted in two waves to correspond to the staggered grant closing dates, so that each organization participated in the evaluation near or after the close of their DDI grant. In March 2010, LFA visited seven DDI organizations and conducted two-hour group interviews with key staff at each organization, including executive directors, development directors, and program staff. Similar key staff members at the remaining nine organizations were interviewed in the fall of 2010. In early 2011, follow up calls were made to each of the seven first-wave DDI organizations to gather follow up information about any additional impact of the capacity building projects as well as the sustainability of the built capacity.

Analysis of qualitative data involves a systematic, iterative process of making meaning of the common themes as well as unique or dissenting perspectives surfaced by the focus groups, and considering them in light of the evaluation questions. Qualitative analysis also brings to the surface specific experiences that help tell the story of an organization's or program's impact. The rich data provided by the in-depth interviews can be used to contextualize and enrich quantitative aspects of the evaluation, such as number of board members or amount of private donations, and tell a more holistic and accessible story about impact than would be conveyed by numbers alone.

LFA used the qualitative data analysis software Atlas.ti to analyze the interview data collected during the DDI evaluation. Codes were developed through an iterative process that was guided by the evaluation's research questions in order to help systematically identify information that addresses specific questions or areas of inquiry. Interviews were transcribed and then coded to identify common themes across interviews. The LFA team used this set of codes to systematically analyze the qualitative data from interviewees, ensuring that key information such as grant impacts, lessons learned, conditions for success, and information about the sustainability of the capacity-related changes the organizations experienced are thoroughly explored and that themes across grantees can be highlighted.

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[3] Shueman Troy Associates. (2006). *Non-profits agencies providing services for persons with developmental disabilities in Southern California: A survey of capacity building needs and fundraising activities.* Pasadena, CA.

III.   Initiative Structure and Approach

Prior to launching the Developmental Disabilities Initiative, the Weingart Foundation conducted a preliminary landscape review of services and resources available to adults with disabilities, which identified significant funding and organizational needs for organizations serving people with disabilities. In an effort to launch an informed and responsive grant initiative, the Weingart Foundation engaged an external consultant to conduct more extensive research to provide an in-depth historical background on the programs and services for individuals with developmental disabilities, an understanding of key funding streams, the role of regional centers, and a broad review of the current service-delivery system. The research confirmed the significant need for private funding among organizations serving people with developmental disabilities, and the importance of building their infrastructure and staff capacity. Based on this research and staff recommendations, the Board approved the Developmental Disabilities special grant program, which officially launched in July 2006 and came to be known as the Developmental Disabilities Initiative (DDI).

> Bringing in the outside researchers really opened our eyes to capacity building. The thoughtful planning process and resources we invested were extremely valuable.
>
> *Weingart Staff*

In developing the structure and approach of the initiative, Weingart staff wanted to ensure the DDI organizations were well supported. Weingart staff knew that many of the target organizations had relied heavily on regional center funding and were not likely to have significant experience working with established private-sector funders or the infrastructure to do so. In response, the Weingart Foundation provided strong technical assistance and support to assist organizations' understanding of the grant proposal process and increase their likelihood of success. During the proposal process, the Weingart Foundation allowed for flexibility, which gave organizations the opportunity to identify their highest capacity needs in a timeframe that worked for them.

> [The flexibility] allowed for organizations to present proposals that were realistic in terms of need and timeframe. […] That means that they could really ask for their highest priorities as it related to strengthening and building their capacity.
>
> *Weingart Staff*

In addition, Weingart staff took an inclusive approach when inviting grantees to apply for DDI funds. Weingart welcomed all developmental disabilities-focused organizations regardless of size or age to apply, with one exception—start-up organizations (in operation 3 years or less) would not be considered for funding. The final selection process was as rigorous as for any other Weingart grant process: Weingart selected grantees with strong leadership, strong financial management, history of operating effective programs, and well thought out strategies and fundraising and sustainability plans to maintain the project. Consistent with their approach of responsive grantmaking, Weingart staff were also very open to new ideas of potential capacity building activities in the different proposals: they allowed organizations to define what activities would build and strengthen their capacity According to Weingart staff, "there were very few, if any, activities [they] rejected among those who were invited [to participate in the initiative]."

Furthermore, Weingart staff were deeply engaged during the application process. Staff helped organizations finalize proposals to meet the grant standards and provided guidance in identifying appropriate capacity building projects. Once the grants were made, staff were non-

> We like to think of ourselves as a learning organization, and we embrace the idea of responsive grantmaking.
>
> *Weingart Staff*

intrusive, foregoing check-ins and post-award site visits, as is consistent with Weingart's typical approach to grant monitoring. They did, however, remain a resource for grantees, welcoming calls and acting as thought-partners when grantees had any questions, changes or concerns as they implemented their capacity building projects.

Throughout the course of the initiative, Weingart staff had significant communication and interaction with grantees. In addition to making themselves available for questions and thought-partnership, Weingart staff also established a schedule of trainings and discussions relevant to the field three times per year for three years in response to grantee requests. These convenings not only informed grantees about relevant issues, they also provided an opportunity to increase communication among grantees and Weingart staff, and to build peer networks. Overall, Weingart's approach to the initiative was responsive to grantees, allowing time and flexibility for grantees to learn how to build their capacities and strengthen their organizations and make adjustments in their capacity building projects where necessary and appropriate. Each convening was tailored to grantee needs, requests and feedback.

Successful Elements of DDI Structure and Approach

As part of this evaluation, DDI organizations shared their experiences working with Weingart staff and their views on Weingart's grantmaking approach. In doing so, all DDI organizations expressed that their experience working with Weingart, and specifically participating in DDI, was like "nothing [they] had ever experienced before" with other funders. Overall, the DDI organizations interviewed report that Weingart was uniquely encouraging, supportive, accessible and a pleasure to work with.

Weingart's Focus on the Developmental Disabilities Sector

Weingart's focus on the developmental disabilities sector represented a unique opportunity for DDI grantees as few funders, if any, have dedicated grants for organizations serving this population. In addition, Weingart's efforts to build the capacity of nonprofit organizations serving individuals with developmental disabilities came at a particularly fortuitous time; the launch of the capacity building initiative occurred prior to the recession, allowing grantees to have begun investing in building their capacity before the unforeseen downturn of the economy. Accordingly, most grantees considered themselves stronger and better to weather the recession because of the DDI capacity building projects they had undertaken.

All grantees were thankful for the opportunity to participate in the DDI, and thought that Weingart's focus on the field was particularly rare. Many grantees explained that funders rarely fund organizations serving people with disabilities because of the misconception that the organizations in the developmental disabilities field receive sufficient funding from government sources. Others emphasized that funders rarely prioritize developmental disabilities and tend to fund other causes that get much more publicity. Most grantees stressed that Weingart's focus on developmental disabilities acknowledged the importance of the issue and their organization. They also shared that by focusing on this sector, Weingart allowed the space for grantees to network with other professionals working in the same field that were fluent in the unique needs and challenges of the sector. It fostered an environment where grantees were able to learn from each other and support each other through the tough economic times.

> By being associated with our organization, Weingart helped to say this is a group of people we believe in, and we believe that they're worth investing in. It really gives you a sense of pride and validation to say that our programs are prioritized by this important group, and that's an unexpected gift.
>
> *DDI Organization*

The timing of the initiative was also a clear indication to grantees that Weingart knew and understood the developmental disabilities field. The field faces many challenges, which were amplified by the economic downturn. According to grantees, the fact that Weingart was well-versed in the needs and challenges of the field was underscored by the timing of DDI at a crucial time. Throughout the grant process, Weingart continued to learn from grantees, particularly through the convenings, about the challenges of the organizations in this field, allowing them to further support grantees during difficult times.

> Even that they chose this time to do the capacity building grant, it's not a mistake. They understood the problem. What do you need to sustain your organization?
>
> *DDI Organization*

Grantees' Thoughts

"The staff […] seemed pretty knowledgeable and seemed to understand our issues. I think this was positive because a lot of time when you're approaching people for grants and other supports, they don't understand the industry that well. It's technical and complicated and you find that you need to spend time educating."

"This initiative, being industry-specific, was really smart and unique. We learned a lot from our peers."

"Sometimes this particular population is overlooked because they're not children and they're not always thought of like breast cancer and other things which are really national goals. But Weingart, they make you feel like your population is special and the job you're doing is special and they appreciate what you're doing."

Application Process for DDI

Grantees commented on their positive experience throughout the application process. Weingart's guidance, responsiveness, and accessibility during the application process contributed to the success of their capacity building efforts.

➢ **The open communication and responsiveness Weingart showed applicants during the application process allowed organizations to better understand and strategically identify their capacity building needs.** In laying the groundwork for the initiative, Weingart reached out to 61 organizations in the field, of whom 41 responded, and 16 were ultimately invited to apply for — and were granted — funding. Prior to this initiative, all 16 organizations had very little to no experience submitting a grant proposal for capacity building efforts and most needed additional guidance before submitting their proposals. Some organizations also reported that prior to this initiative, they did not have a clear understanding of the range of activities capacity building could include. They shared that the initial convenings and individual meetings provided clear guidelines on how to identify their organizational capacity needs, which allowed grantees to submit strong proposals. Once the final 16 grantees were selected to apply for funding, Weingart Foundation cultivated a non-competitive approach from the very first convening, creating a dynamic that allowed grantees to learn from each other as they developed their proposals. Most grantees shared that the proposal development process was a learning experience that helped shape their understanding of capacity building and broadened their knowledge of the type of activities they

> If we didn't have the initial contact and explanation, we wouldn't have thought as broadly and as comprehensively of what capacity was. What we decided to choose…[gave us] a huge end product.
>
> *DDI Organization*

could include in capacity building grant applications for Weingart and other funders. Grantees said that Weingart Foundation's guidance, flexibility and accessibility as grantees developed their proposals contributed to the success of their capacity building efforts, as it helped grantees ensure that the projects were well-designed, timely, and well-aligned with their organizational needs and goals.

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Grantees' Thoughts

"They were open to talking to us and helping us develop a better grant so it can pass. I've heard of other [funders] speak of doing that, but have not seen anyone do it. They would call us and help us make our proposal stronger by asking about the data. They helped me put that together rather than say, 'You don't have it right, try again next year.'"

"We always felt comfortable calling them and asking, 'Will this fit within your parameters of capacity building?' They've been really responsive and really helpful in that. I always felt that if we submitted something and it wasn't complete, they'd send it back and tell you where you've missed a spot, whereas someone else would just throw it out. We always felt comfortable that they wanted to help you, they wanted it to work. With some [foundations], it's a competitive process. [They say,] 'Oh you didn't cross your Ts, you're out.' Weingart is not like that."

"Funders don't usually do that. They don't get all the people they're going to fund and say it's a non-competitive process. It really just took a burden off of everybody's shoulders. You initially walk into the room and say, "Oh no, I'm going after you!" You think you have to win out over what your idea is or that you have to write a better grant, but it wasn't like that. They encouraged and facilitated an environment where we could really work together and share ideas. And that's exactly what happened."

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Weingart's Approach in Strengthening DDI Organizations

Almost none of the grantees had previous opportunities to focus on strengthening infrastructure and building capacity, and therefore deemed DDI's focus on building organizational capacity especially responsive to grantees' needs. Capacity building is not an easy endeavor, and grantees appreciated Weingart's flexibility as they implemented their activities.

DDI organizations expressed appreciation for Weingart's thoughtfulness in implementing this initiative. A few grantees noted funders' long-standing tendency to only fund program development and implementation, to the exclusion of core operating and organizational development support. In contrast, interviewees thought Weingart's grantmaking approach was responsive to their organizations' needs by focusing DDI on building capacity. For each organization interviewed, Weingart's capacity building grant

> They gave us the foundation, but they also allowed us to dream big. I don't know if we were dreaming that big [before], or if we had the funds to dream big because there was so much that we needed. Now we have the infrastructure, and you can't stop us. The capacity building really empowered us to do that.
>
> *DDI Organization*

provided the opportunity to focus on the most vital elements of the organization's infrastructure and administration while providing enough flexibility for grantees to "dream big" about what they could achieve. A few grantees also stressed that being awarded a multi-year grant gave organizations the time to reach their goals and have a longer-lasting impact on their organization than a shorter-term project would have done.

The flexibility of the grant and of Weingart staff created space for innovation and responsive decision-making. Flexibility was a key theme in interviewee's comments about Weingart's grantmaking approach. "Flexibility" was used to refer to both the scope of the grant – the expansiveness with which the grant allowed grantees to think about capacity building – and the flexibility of Weingart staff in working with grantees to adapt their projects to changing realities. Interviewees noted, with deep appreciation, that Weingart's flexibility in these two regards meant that there was more room for trying new things — even if they failed — and that they could openly discuss changes of course with Weingart. This flexibility gave the organizations the rare opportunity to be innovative, creative, and to take risks with new approaches. The grant also provided grantees the means to step back from day-to-day operations, think strategically about their capacity building activities and the implementation of those activities. Where necessary, mid-course corrections were made, even if they deviated from the original proposal.

Funder-Grantee Relationship

Grantees relationships with Weingart were very different compared to experiences they had with other funders in the past. Every grantee expressed that they saw Weingart as a partner in their success, and appreciated Weingart staff's accessibility, open communication, and the trust they bestowed on grantees.

Weingart staff have built very strong, open, and trusting relationships with all DDI organizations. All organizations interviewed report that Weingart staff is highly accessible and easy to work with. Grantees shared that the accessibility of Weingart staff during proposal development and throughout the initiative was invaluable to their capacity building efforts. Using words like "exemplary," "innovative," "unique," "inclusive," "personal" and "forward thinking", grantees gave rave reviews of Weingart's grantmaking approach and, specifically, the funder-grantee communication. Many DDI organizations shared how easy it is to pick up the phone and ask questions of Weingart staff;

> It was overall a positive experience, aside from the generosity. It was just amazing. Just the whole warmth of the experience and 'personalness' of the experience was unique. I hope they can continue in that vein. It was very validating.
>
> *DDI Organization*

something they had not experienced with other funders. Grantees believe that Weingart staff clearly understand the developmental disabilities field and the issues that DDI organizations face, which contributes to the effectiveness of Weingart's support. The personal attention Weingart gave to grantees allowed grantees to reach out to Weingart staff without fear or intimidation. Many of the organizations referred to Weingart as a partner and explained they did not experience the power imbalance experienced in their other funder-grantee relationship. One interviewee stated, "It was really a partnership, and they were not making us dance to their tune. [Weingart staff] really wanted us to qualify for that money and succeed. It was an incredible experience." Interviewees noted that the sense of partnership in their open and trusting relationships with Weingart promoted transparency and honesty from both the funder and the grantee, and motivated grantees to do more.

Grantees' Thoughts

"It's just more inclusive, participatory, and personal. You feel like you know these people. You don't view these people as contained in high rise buildings. They're really down to earth people and very professional. Very courteous."

"I think there's a huge tendency of being afraid of a foundation due to the imbalance of power. I would say with respect to Weingart, I have always respected the way I feel we can communicate with them and say what I'm thinking without feeling that."

"It's nice to know they care. They really understand what's going on with funders in their market. They're one of the leaders and other foundations should be looking to them for guidance on how to run a foundation and how to work with their grantees."

Convenings

Beyond the financial support, Weingart hosted quarterly convenings on a variety of topics related to strengthening DDI organizations. Grantees found the Weingart convenings valuable in providing very helpful and relevant information.

All of the interviewed DDI organizations reported that they found the convening sessions to be helpful resources, and, for many, valuable professional development opportunities. Grantees saw the convenings as an integral part of the initiative that provided additional support to help organizations meet their goals. They all mentioned having used materials and strategies learned at these convenings, and almost all convening attendees shared some of the ideas, skills, and materials with their staff members. Grantees were very satisfied with how these meetings were facilitated and organized, and considered them a worthwhile use of time, even when significant travel time was involved to attend. A few grantees even mentioned using the Weingart meeting strategies for their own meetings, including sending out agendas before meetings. Grantees felt the convenings demonstrated that Weingart "remained invested and validated what the organizations were doing." Grantees also enjoyed having the opportunity to network among other organizations serving people with developmental disabilities. Many grantees voiced that they would have preferred to have even more time to do so. However, interviewees had mixed feelings about the value of peer support. While the majority found it useful to share lessons learned and strategies among peer

> When they ask us, 'Would you like to continue?' Yes. For us, as long as you would like to help us. This whole thing about being busy, you can't be too busy to learn more, broaden, and connect.
>
> *DDI Organization*

organizations, staff from two of the sixteen organizations felt that the peer support was not very helpful and would prefer to have expert panels. All interviewees, mentioned they would like to continue participating in additional convenings if Weingart is willing to host them.

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Grantees' Thoughts

"The convenings can't emphasize enough the total comprehensive quality of the initiative. Without asking, they would give you more information to assist you in meeting goals. It was supporting the success of the grant."

"The things they offered showed that they cared about us and understand the importance of networking and collaborating with other organizations. It was kinda their way of continuing to train us and mold us into being sustainable. Part of sustainability is learning when to collaborate with other organizations and not spending money on recreating the wheel."

"The fact that other grants have closed, and Weingart is saying to us if you have the time, do you want to do the convenings? Are you kidding me? Yes, absolutely! The fact that they have gone through the time and the trouble to find really top-notch, first class speakers, presentations, food, location. It's just been wonderful."

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Reporting and Matching Requirements

Grantees found the reporting requirements to be adequate and useful for reflection, but a few had difficulty reaching their matching requirements. The majority, however, welcomed the matching challenge and thought of it as an opportunity to leverage Weingart's investment to diversify their funding.

All grantee found the reporting requirements to be simple, helpful, and appropriate.
Grantees did not think reporting requirements were overly burdensome, especially because Weingart was flexible when grantees needed extra time to complete their reports. Grantees liked the format of the report and a few grantees noted that they used the reports internally to reflect upon accomplishments and areas for improvement. Grantees stated that they specifically liked reflecting on both positive and negative unintentional outcomes, and felt comfortable being honest in reporting their progress to Weingart. The only critique some grantees mentioned about reporting was regarding the timeline. Grantees found it confusing to have reports due mid-month because it was unclear whether they should report up until the due date (mid-month) or only to the end of the previous month. Grantees thought this was especially difficult for the first reporting cycle, when many felt it was too soon to report on the progress.

Grantees had mixed feelings about their experience with Weingart's matching requirements.
All grantees required to match their funding found the requirement challenging, but most welcomed the challenge as it allowed their organization to leverage Weingart's investment in their organization and diversify their funding. A few grantees, however, felt that the matching requirements were stressful, especially during the economic downturn, and would like to see them relaxed in the future. Some grantees reached out to Weingart when they felt they weren't going to be able to meet their requirements, and were appreciative of Weingart's flexibility and leniency in allowing them to spread the amount required across a few years and being lenient due to the change in the economy. Grantees knew that one of Weingart's main goals was encouraging DDI organizations to diversify their funding, and welcomed the challenge of accessing funding from outside the regional center system.

Overall all grantees continuously repeated that their experience with Weingart was unlike their experiences with any other funders. Grantees were impressed and motivated by the amount of care and time Weingart dedicated to this initiative and to helping nonprofit organizations overall. They

> They're setting the bar high. We hope the other foundations follow.
>
> *DDI Organization*

emphasized that no other foundation has been as involved as Weingart in making sure grantees are successful in strengthening their organizations. Not only did Weingart invest in a field that is rarely funded by private dollars, they continued to be involved in providing support throughout the grant period. According to grantees, other foundations tend to focus on meeting policies and guidelines, while Weingart focused on being responsive to grantee needs. Grantees therefore see the Weingart Foundation as a true partner supporting their organization's success, and encourage other foundations to use Weingart as a model in establishing strong and positive funder-grantee relationships.

DDI-funded Capacity Building Projects

The spectrum of capacity building projects that qualified for DDI funding was intentionally broad, allowing each organization to focus the funds on whatever would best strengthen its leadership, organizational capacity or programs. Capacity building projects varied for grantees in terms of scope and project length, and can be categorized within three broad areas: Leadership Development, Organizational Capacity, and Scope Expansion. Organizations designed projects that addressed one or more of these focus areas with objectives tailored to each organization's needs. Leadership capacity building projects focused on board development, staff training, and leadership development. Organizational capacity projects included technology enhancements, funding diversification and donor cultivation, development of business systems and infrastructure, strengthening marketing, communications and community outreach efforts, and capital improvements. Capacity building projects targeting program scope expansion focused on growing existing services or adding new programs in order to meet the needs of more individuals and families. The table below (Exhibit 4) depicts the capacity building projects for the sixteen DDI organizations. The most common projects undertaken include staff training and leadership development and program scope expansion, followed by technology enhancements and marketing and communications development.

Exhibit 4

Developmental Disabilities Initiative Organization	Leadership		Organizational Capacity						Scope
	Board Development	Staff Training & Leadership Development	Community Outreach	Technology Enhancement	Funding Diversification/ Donor Cultivation	Business Systems and Infrastructure Development	Marketing & Communications Development	Capital Improvements	Program Addition/ Expansion
ARC of Southeast Los Angeles County		●	●						
ARC Ventura County		●		●					
Down Syndrome Association of Orange County	●				●				●
Foothill Vocational Opportunities	●					●	●		●
Home Ownership Made Easy (HOME)									●
Home Ownership for Personal Empowerment (HOPE)	●								●
New Horizons				●			●		●
PathPoint									●
Pediatric Therapy Network		●		●	●		●		
Pomona Valley Workshop		●							
Project Independence	●		●	●	●	●	●		

Exhibit 4

Developmental Disabilities Initiative Organization	Leadership		Organizational Capacity						Scope
	Board Development	Staff Training & Leadership Development	Community Outreach	Technology Enhancement	Funding Diversification/ Donor Cultivation	Business Systems and Infrastructure Development	Marketing & Communications Development	Capital Improvements	Program Addition/ Expansion
Ride On Therapeutic Horsemanship	●	●		●	●			●	
Special Olympics Southern California				●		●			
Tri-Counties Association for the Developmentally Disabled, Inc./Tri-Counties Regional Center		●							●
Villa Esperanza	●	●					●		
Vocational Visions							●		

Grantees' Capacity Building Activities

Impact on Leadership Development

Leadership development-oriented capacity building projects contributed to positive changes in DDI organizations in three major ways. With staff training came an overall improvement in staff professionalism, leading to a host of organizational and service improvements. The increased capacity of organizations to provide training and leadership development to their staff also helped them value and support their employees more thoroughly and visibly, boosting morale and reducing turnover. Likewise, board development activities led to more effective and engaged boards with greater capacity to govern and promote their organizations and raise funds.

Staff training and leadership development projects increased staff professionalism. Stagnant reimbursement rates and an under-resourced sector have limited professional development, continuing education, and salary levels in the developmental disabilities field. Through the Weingart grant, organizations were able to implement or enhance staff training programs, thereby increasing staff professionalism. Grantee organizations reported that employees felt empowered by trainings, gaining resources and tools to better handle client behavioral issues, provide service delivery more effectively, and better understand their roles as service providers and their consumers. Often times they received great feedback from employees about the training experience. One grantee organization shared the sense of accomplishment staff felt upon completing their training program since employees were now able to register as direct support professionals with a national association. Trainings prompted one organization to modify its approach to staff recruitment as they were now looking to hire personnel that possessed skills outlined in the trainings instead of simply hiring someone to fill a vacant position. In order to lead professional development efforts, some organizations hired additional staff to manage their training and leadership development programs. By doing so, grantee organizations were able customize their curriculum and implement

> Weingart had helped us build the best staff we've ever had.
>
> It was exciting for us to see the individual growth in the staff. We just felt that the organization professionally was getting better.
>
> We have a good caring staff. Now the trainings have helped them become more professional.
>
> *DDI Organizations*

training programs that were more affordable. Overall, it allowed organizations to institutionalize professional development and create the infrastructure for training programs.

Expanded ability to provide training and leadership development programs to staff helped organizations support and value their employees. While staff were always encouraged to seek professional development opportunities, organizations had not been able to offer these services to their staff during work hours as this is a costly endeavor and funding had not been available to lead such efforts. Instead employees had to engage in their professional development during their own time. The grant made it possible for grantee organizations to implement their own training and leadership development programs, offered to employees during the work day. This communicated a sense of value for staff as organizations were making an investment in their development. Furthermore, some grantees were able incentivize participation in trainings. Organizations noted increased staff morale and staff cohesion as staff were able to interact in different ways with one another because of the time spent together during the trainings. One grantee offered insights into how staff became involved in other aspects of their organization since employees increased their participation in fundraising events given that the trainings helped staff feel better able to represent the organization at these types of events.

> It communicates to the staff they're valued and we're going to invest in them through training.
>
> If you take care of the employees, they'll take good care of the people in the community.
>
> *DDI Organizations*

Board development activities fostered more engaged boards. Interviewees reflected on the changes experienced by their boards as a result of board development and other capacity building activities and noted seeing an increase in their involvement with fundraising activities, board responsibilities, and events hosted by grantee organizations. DDI organizations were able to continue to improve the caliber of their boards by dedicating grant resources to activities such as training and educating their boards. Grantees noted that because boards had a better understanding of their fund development role, boards became more involved in fundraising activities by seeking out potential funding sources and many organizations experienced significant increases in board giving (see "Enhanced Board Giving and Involvement", page 29 for data on board member giving). Organizations also noted that their board members were using their networks more often and more strategically to find additional funding opportunities for the organization and inviting potential donors to events. One grantee shared that one of their board members was able to get services donated that the organization was previously paying for. Increased involvement from the board was also expressed through increased board participation in not only organizations' funding events, but also in other events held by organizations. Another grantee organization noted how their board members had helped with a client celebration, beyond the other fundraising events, which to the organization symbolized a renewed commitment by their board. Furthermore, the board selection process for some grantees also improved. One interviewee stated that previously their approach to board selection was very "fly by the seat of our pants," and now it is much more selective, with a distinctive plan for selecting new members, as the board had been able to engage with the selection process through board development activities.

> If you compare our board to four years ago, it's really a much stronger board.
>
> It energized board members at the time and even now to be more active in fundraising. We have board members that actively look for funding opportunities.
>
> Our board increased their individual giving. […] Board members have increased their efforts with the contacts to support [our organization] too. At our spring [event] last year, board participation was 100%.
>
> *DDI Organizations*

Although only six organizations (see Exhibit 4) designed their DDI projects to focus on board development, many more experienced the board development outcomes described above. The capacity building work organizations engaged in helped re-invigorate boards, and equipped and inspired board members to become champions for the organization on an even deeper level.

Impact on Organizational Capacity

The impacts grantees experienced as a result of their DDI-funded capacity building projects benefit numerous and diverse aspects of organizational infrastructure, staff functioning, and service delivery. Overall, the capacity building projects yielded stronger, more efficient organizations with higher staff morale that were better positioned to take advantage of unexpected opportunities, such as acquiring property, applying for new funds, and responding to new consumer needs.

Technology and MIS improvements resulted in smoother work flows, more centralization and accessibility of information, and less downtime and duplication of effort. More sophisticated software and systems that better fit the size and complexity of the organizations in their current lifecycle phase, such as client management databases or software that allows complex analysis and forecasting of cash flows. These technological improvements enable more streamlined operations, whether through a donor database, an integrated accounting system, or systems that allowed staff at multiple sites of a single organization to access the same client, donor, or administrative information. These functionalities reduced the amount of time staff needed to spend on paperwork and created unprecedented efficiencies in administrative processes, freeing up staff time and energy for more direct services and cross-organizational communication.

Organizations found that a key benefit they gained was an ability to produce information easily—often for the first time—for board members, auditors, funders, and regulators. This increased clarity in financial tracking and reporting affects not only organizational functioning, but also confidence of board members, partners and funders in the organization's stability and health. Demonstrations such as these of the utility of the capacity building projects have also helped organization staff gain buy-in from their boards and other stakeholders for further investments in their organizations' capacity, who are now more approving of requests to use funds for additional upgrades and tools. As one staff member shared, "I don't think they would have realized the value of investing in infrastructure without Weingart's grant for the original upgrade."

> Anything that makes things more efficient allows more time to provide services.
>
> Because of what the CFO has been able to show with the updates of the software systems the Weingart grant enabled us to secure, [the board] has seen the benefit of putting agency funding into infrastructure. In the past, they wanted everything to be about the clients; there wasn't any attention being paid to the organization's infrastructure.
>
> *DDI Organizations*

Strategically enhanced staffing and training increased key competencies and enhanced specialization. In some cases, the DDI grant helped fund new positions to support organizations' functioning in ways it had not previously had support, particularly in the form of human resource and development staff. In addition to the benefits of having specialized professionals in place to oversee critical organizational functions, these staffing enhancements freed up the time of others— often Executive Directors—to focus on bigger picture planning, leadership, and policy advocacy activities more suited to their position in the organization and in their communities. Where development staff were added, organizations saw more coordinated, intentional and well-crafted fund development, and grantees directly attribute additional funds from individual donors, foundation grants to the capacity building efforts that enhanced their fund development tools and

staffing. In addition to hiring new staff, organizations used the DDI grants to invest in existing staff members through training and professional development opportunities that organizations in the developmental disabilities sector are typically hard pressed to find funding to support. This investment in training yielded higher morale and lower turnover among staff and improved service delivery, as staff became better equipped to handle consumer challenges, behavioral problems and needs with greater understanding and competence. In at least one case, the training payoff included an organization-wide shift in staff attitudes toward consumers, in which staff projected higher expectations for consumers, in turn fostering an environment in which consumers could achieve more.

Attention to marketing, communications and community outreach raised organizations' visibility and ability to promote their services. Several DDI organizations characterized their marketing-focused capacity building projects as having helped them transition from being more inward-focused to more outward-looking as an organization. With enhanced marketing and communications capacities, DDI organizations were better able to promote their organizations and their benefits to the community, educate the community about people with developmental disabilities, disseminate, and in some cases sell educational materials—allowing organizations to achieve the dual purposes of delivering further on their missions and increasing their sustainable revenue sources.

> For so many years, we just looked at what was going on [inside the organization], not what the trends were, or the community, or the environment. When you're looking in at your agency you're not seeing the resources change in your own community or your opportunities in community relations.
>
> *DDI Organizations*

Other examples of DDI impacts continue to illustrate how capacity building projects translate to organizational sustainability and enhanced service provision. For one organization, developing a robust strategic plan provided stability and direction for the organization and re-engaged board members who better understood how to get involved with the organization through the clarity provided in the strategic plan. Capital improvements made tangible differences in organizations' service delivery and consumer experiences—from assistive equipment to facilities that allowed longer service hours—as well as reduced operating expenses by bringing control of property and equipment in-house. Enhanced program evaluation capacity developed through DDI increased another organization's ability to track and measure outcomes, allowing them to better demonstrate their successes internally to their own staff and board as well as to community members and funders.

Many grantees pointed to the ways in which seemingly mundane aspects of the DDI funding made significant differences in their organizations. The importance of the flexibility to use the capacity building funds for such things is illustrated by an example at an organization with a very large direct services staff whose service provision, location at multiple job sites and mandated staff-to-consumer ratios precluded a gathering of the entire staff at one time during business hours. Despite that constraint, it was critical for all staff to hear first-hand about the changes being implemented through the capacity building projects, and to establish common values and understanding of the organization's efforts as a group. The capacity building funds made it possible to afford the overtime pay to enable all staff to be present at a single meeting that didn't conflict with service delivery — a meeting that staff at that organization point to as a critical facilitator of organizational change and integration of the capacity building project, and which couldn't have happened without DDI.

Impact on Scope Expansion

Through the DDI grant, five organizations report offering new programs, including senior services, autism services, and family support services. Six organizations also saw an increase in the number of unduplicated clients they were serving at the end of their grant period as compared to when they applied for DDI funding. In one case, though it wasn't a goal of the funded project, an organization leveraged their expanded organizational capacity into a new federally-funded early head start program: "This whole [DDI capacity building] project made it possible for us to be prepared to take that on. Before this project, our infrastructure couldn't have supported the expansion."

For some organizations, the organizational benefits they've gained from the capacity building grant have inspired a renewed tone of hope and ambition for the future: several see ways in which their organizations are better positioned to expand or add programs to meet additional needs in their consumer communities where expansion was not previously possible. At one organization, for example, there is excitement about the possibilities: "Our organization is now rebuilding and looking to the future. From what we've gotten from this capacity building grant, we are hoping to position ourselves to serve two different populations that are equally in need: the population challenged with dementia and the explosion of people with autism that are graduating from school and in need of our services."

Change in Grantee Funding

The Developmental Disabilities Initiative aimed to strengthen the organizations' ability to sustain existing services and enable new organizational growth and development. One key priority for the Weingart Foundation was to help DDI organizations understand the value of diversifying their funding to reduce their reliance on the increasingly unreliable regional center budget. Weingart staff encouraged grantees to leverage their capacity building support to diversify their funding streams and provided trainings to strengthen their boards' fund development capacity. In interviews, DDI organizations shared their current financial position and how the initiative has had an impact on their organizational sustainability. Grantees also shared how these efforts have affected their ability to weather the downturn in the economy. It is important to note that increasing board giving and diversifying funding takes time to develop, particularly in challenging economic times. The financial fruits of the important groundwork laid by DDI-funded capacity building projects may be more evident after more time has passed, and may be worth measuring again in the next three to five years.

Leveraging DDI

One of the many benefits of being a DDI grantee was the ability to leverage Weingart's investments. Grantees shared that Weingart's support made them more competitive, and gave them the confidence to reach out to other funders.

Grantees have leveraged their capacity building support into additional funding and program expansion. Through this initiative and because of the many budget cuts the organizations have experienced in the last two years, particularly from public funding sources, DDI organizations are highly aware of the need to diversify their funding streams and have

> 92% of organizations received funding from foundations that had not supported them prior to the Weingart DDI grant

leveraged Weingart's capacity building support to do so. After receiving the grant, at least twelve DDI organizations reached out to other foundations and were granted additional funding. Eleven of these twelve organizations shared that some of the additional funding they received was granted by

foundations that had not supported them before receiving Weingart's support. Furthermore, eight of the fifteen organizations reported increases in individual contributions (see Exhibit 5 on the following page). Several grantees expressed that it was Weingart's support that gave their organization the credibility to be granted the additional funding from high-profile or large funders that the organizations wouldn't have approached in the past. Grantees explained that since Weingart is well-esteemed among other foundations, having the track record as a Weingart grantee made them more competitive. In addition to the benefit of having "Weingart grantee" status in pursuing funding, grantees also shared how their expanded capacity resulted from the DDI grant. One interviewee shared that through the additional positions the grant supported, the organization was able to expand their services to other geographical areas and, therefore, qualified for funding from additional regional centers.

> Now we're competitive … We wouldn't have gotten [new funding] if we didn't have a track record [with Weingart].
>
> This capacity building and how we learned about it and leveraged it really, [led us to] where we are today [and that's] saving us in this economy.
>
> *DDI Organization*

Diversification of Funding Streams

By leveraging Weingart's support, DDI organizations have been able to diversify their funding streams. Due to budget cuts, most grantees have had to rely less on regional center funding and have focused their efforts to increase their funding through private contributions, special events and board giving.

DDI organizations advanced strategies to diversify their funding streams. Although a few grantees shared that their capacity building activities supported program expansions that made the organizations more competitive in the regional center systems, thereby achieving an *increase* in government

> 75% of DDI organizations experienced an increase in foundation funding

funding, most organizations experienced a decrease in government funding in the last few years due to federal and state budget cuts. Grantees were therefore compelled to identify new revenue opportunities, including raising service fees, increasing their board giving and fundraising, and reaching out to individual donors, corporations and foundations. As shown in Exhibit 5, nine of the 12 grantees who provided financial details reported an increase in funding from foundations since the beginning of the Weingart grant; six of these grantees had at least a 75% increase in the amount of funding from foundations.[4] Some grantees also strengthened and professionalized their business models, resulting in an increase in service fees and program income. Others focused their fund development approach on coordinating special fundraising events, aggressively reaching out to individual donors and corporations, and encouraging board giving with new challenges and higher expectations.

The charts at the end of each row in the table below illustrate the shift in the mix of these income sources for each organization over the course of the grant period. Please note that these charts do not represent all sources of funding and do not sum to each organization's total operating revenue; they merely show shifts in funding relative to the seven funding types shown. See Appendix A for more detailed charts of each DDI organization's funding sources.

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[4] Funds received from the Weingart Foundation DDI grant are not included in the analysis of foundation funding.

Exhibit 5

Change in Amount of Funding Received Since Receiving Grant

Legend				
↓ = 0-25% decrease	↓ = 26-100% decrease	↓ = over a 100% decrease	**Government Funding** · **Service Fees/Program Income** · **Individual Donors** · **Corporations/Business Entities** · **Foundations** · **Special Events** · **Board Giving**	
↑ = 0-25% increase	↑ = 26-100% increase	↑ = over a 100% increase		

Grantee	Government Funding	Service Fees/Program Income	Individual Donors	Corporations/Business Entities	Foundations	Special Events	Board Giving	Funding Diversification at Beginning of Grant	Funding Diversification after Grant
ARC Southwest Los Angeles County	↓	↓	↑	↑	↑	↑	↑		
ARC Ventura County	↓	↓	↓	↑	↓	↑	↑		
Down Syndrome Association of Orange County	*Information not provided*						↓	*Information not provided*	
Foothill Vocational Opportunities	↑	N/A	↑	↓	↑	N/A	↓		

Legend

↓ = 0-25% decrease	↓ = 26-100% decrease	↓ = over a 100% decrease
↑ = 0-25% increase	↑ = 26-100% increase	↑ = over a 100% increase

■ Government Funding   ■ Service Fees/Program Income
□ Individual Donors   ■ Corporations/Business Entities
■ Foundations   ■ Special Events
■ Board Giving

Grantee	Government Funding	Service Fees/ Program Income	Individual Donors	Corporations/ Business Entities	Foundations	Special Events	Board Giving	Funding Diversification at Beginning of Grant	Funding Diversification after Grant
Home Ownership Made Easy	↓	↑	↓	↑	↓	↓	↓		
Home Ownership for Personal Empowerment	↓	↑	↓	↑	↑	↓	↓		
New Horizon	↓	↑	↑	↓	↑	↑	↑		
PathPoint	↑	↓	↑	↑	↑	↓	↑		

Legend		

= 0-25% decrease **= 26-100% decrease** **= over a 100% decrease**

= 0-25% increase **= 26-100% increase** **= over a 100% increase**

■ Government Funding ■ Service Fees/Program Income
□ Individual Donors ■ Corporations/Business Entities
■ Foundations ■ Special Events
■ Board Giving

Grantee	Government Funding	Service Fees/ Program Income	Individual Donors	Corporations/ Business Entities	Foundations	Special Events	Board Giving	Funding Diversification at Beginning of Grant	Funding Diversification after Grant
Project Independence	⬇	N/A	⬆	⬇	⬆	⬆	⬆		
Pediatric Therapy Network	⬇	⬆	⬆	⬆	⬆	⬆	⬆		
Pomona Valley Workshop	⬆	⬆	⬇	⬇	⬆	⬆	⬇		
Ride On Therapeutic Horsemanship	⬆	⬆	⬇	⬇	⬇	⬆	*Information not provided*		

Legend

- ↓ = 0-25% decrease   ↓ = 26-100% decrease   ⬇ = over a 100% decrease
- ↑ = 0-25% increase   ↑ = 26-100% increase   ⬆ = over a 100% increase

Pie legend:
- Government Funding
- Service Fees/Program Income
- Individual Donors
- Corporations/Business Entities
- Foundations
- Special Events
- Board Giving

Grantee	Government Funding	Service Fees/ Program Income	Individual Donors	Corporations/ Business Entities	Foundations	Special Events	Board Giving	Funding Diversification at Beginning of Grant	Funding Diversification after Grant
Special Olympics Southern California	↓ (26-100% decrease)	N/A	↓ (0-25% decrease)	↓ (26-100% decrease)	↑ (0-25% increase)	↑ (0-25% increase)	↑ (26-100% increase)		
Tri-Counties Regional Center	↑ (0-25% increase)	N/A	↓ (26-100% decrease)	N/A	N/A	N/A	N/A		
Villa Esperanza	↓ (26-100% decrease)	⬆ (over 100% increase)	↑ (0-25% increase)	↑ (0-25% increase)	↑ (26-100% increase)	↓ (0-25% decrease)	↑ (0-25% increase)		
Vocational Visions	↑ (0-25% increase)	↓ (26-100% decrease)	↑ (0-25% increase)	↑ (0-25% increase)	↑ (26-100% increase)	↓ (0-25% decrease)	↓ (0-25% decrease)		

Enhanced Board Giving and Involvement

While board development was a capacity building activity written explicitly in only a few of the DDI organizations' grant contracts, all grantees —likely influenced by convening discussions focused on board development— expressed that strengthening their board was a priority. Even those without planned board development projects found that the other capacity building efforts their organization undertook got their boards re-energized to serve as champions for the organization. In interviews, grantees spoke to their success in increasing board giving and involvement, which is helping to strengthen the governance of their organizations and diversify their funding.

Half of the grantees reported an increase in board giving since receiving the Weingart grant. Three of these organizations shared that they had expanded their board and increased the number of board members contributing financially. Increasing the number of board members, however, was not the only strategy for increasing board giving. Five of the grantees with augmented board giving had either decreased or maintained a consistent number of contributing board members, but were successful in educating board members about their critical role in their organization's sustainability and encouraging them to commit to a larger gift each year. A few organizations also shared that changes in their governance model helped make the financial shift. Grantees were more strategic in selecting new board members with interest in fundraising and/or greater financial capacity. One grantee also reported having a governance model that includes a "board of governors" in addition to the "board of directors" to strategically expand the number of supporters.

> There's been an intent to refine our approach in terms of really focusing on the fundraising piece so that our board has a philosophical change. Giving and involvement has really stepped up too. [The board] giving increased by […] a good 15-20%. They are consistent with their annual giving now.
>
> *DDI Organization*

In addition to board giving, most of the grantees shared that board involvement has been a huge factor in their organization's ability to diversify their funding. Increases in board giving take some time to develop, particularly in the current economic environment affecting individuals' ability to give personal donations. However, even DDI organizations who did not see an increase in giving from individual board members shared that their board was more involved in fundraising activities and were committed to improving the financial viability of their organization. Grantees shared that more board members were highly active in fundraising events, reaching out to potential donors and searching for grant opportunities. One grantee described their board as "ambassadors" of their organizations who informed the community at large about their services and encouraged potential donors to invest in their organization.

> We've had great progress getting the board involved. Before Weingart we had a smaller board where we came in to give status updates and that's it, but over time, we've seen the board more active on committees, attending donor type of events. We've really expanded what our board does.
>
> *DDI Organization*

Strengthened Ability to Weather the Economic Downturn

Grantees emphasized that the timing of the initiative helped them weather the economic climate to sustain their organization. DDI organizations pointed out the fortunate coincidence that the initiative began before the state budget cuts and other funding reductions, enabling grantees to get the capacity building work in place before the brunt of the economic downturn was felt. As one grantee explains, "This change needed to happen but [Weingart's] timing couldn't be better. We didn't know what was coming. It was before things hit. I

can't imagine going through that time without having the tools in place that we were able to use." Many of the organizations did not think their organizations would have survived, or be as well-positioned for success as they are now, if they had not built their capacity through the initiative.

> It can't be overestimated how important it was that we did what we did when we did it. Given the turn that the economy has taken and the lack of attention that organizations like us pay to development and capacity building, it really can't be overestimated how important it is that [DDI] fueled our [capacity building efforts…]. It's questionable that [the] organization would be around right now in this economic climate.
>
> *DDI Organization*

> Surely, Weingart was perfectly timed. It met us where we needed to be met. We could go on and on about what it has allowed us to do, but most important thing was that we needed help and needed a change to occur to get us where we needed to be and Weingart was right there.
>
> *DDI Organization*

V. Sustainability of Capacity Building Projects

Despite the economic downturn, most organizations were able to maintain the capacities they had built through DDI-funded activities. Developing their infrastructures built solid foundations that grantee organizations were able to maintain and continue to build upon in lasting ways. Diversifying funding sources, strengthening boards and staff, and other positive changes in core capacities helped organizations achieve their capacity building objectives and adapt to the changing developmental disabilities environment. The grant helped sustain existing services and enable new program growth and organizational development.

The focus on strengthening their infrastructures through their capacity building projects placed grantee organizations in good positions to sustain the capacities built over the course of the grant. Weingart's grant allowed organizations to enhance areas of their organizations which they had not previously had the opportunity and funding to focus on developing. From their leadership

> There is not one thing that I point to and say this is what made it possible, but the ten things taken together gave us enough resilience.
>
> *DDI Organization*

development work, diversification of funding streams, and their abilities to leverage the DDI grant, organizations emerged stronger and more resilient, able to weather the economic downturn and maintain the capacity built during the grant period. Most organizations' capacity building projects addressed more than one objective, intentionally designed by organizations through assessments of their own strengths and areas for development. For these organizations, it was this multifaceted approach to capacity building that helped them become more resilient. For example, the efficiencies gained from technology enhancements coupled with coupled with hiring IT and data personnel to manage these new technologies and new data capabilities helped strengthened the core of their organization, shared one grantee, as they now had the tools and people on board to manage their newly built capacity. For another organization, putting in place an enhanced HR department helped them recruit an experienced individual to manage one of their new programs efficiently, as the interviewee noted, the HR team allowed for a team approach to recruitment, whereas prior to the grant, the interviewee was doing the interviewing and hiring on their own. With HR in place, the organization had personnel in place to do recruitment and review resumes to select a highly qualified Director of Services. Enhancing the core infrastructure to address various aspects of organization development contributed to the sustainability of capacities built with the grant.

In addition to diversifying their funding, strengthening their boards and staff and other successful outcomes of their capacity building projects, grantees have been able to keep most of the additional positions staffed by the grant. Some organizations' capacity building projects included the addition of specific positions, such as development staff, project managers, program coordinators, training and technology administrators, and human resources personnel. DDI organizations have been able to keep these added positions staffed through increased program enrollment, increased donations, and funding from additional sources. One organization noted that through their additional business development, which was also an objective of their capacity building project, they were able to generate social enterprise revenues that helped support their new positions. Unfortunately, not all DDI organizations were able to fully maintain all of the positions staffed by the grant. One organization's capacity building project included bringing on board three additional staff positions, including a Vice President of Training to lead the new

training programs also funded by the grant. Despite the successful outcomes achieved through the Vice President of Training's oversight and implementation of staff trainings, the organization was not in a position to maintain this position because of state budget cuts, and it went unfilled once the Vice President left the organization. However, they were able to move the training programs implemented by this position to another department.

Overall, the capacity building projects undertaken by DDI grantees have made for lasting changes that have been integrated into the fabric of these organizations. Organizations reported having boards that are more involved in a various aspects of their organizations as a result of DDI-funded board development, many experiencing increases in board giving and increased participation in fund development. Staff training and leadership development has made for enhanced service delivery and staff have become professionalized. One interviewee shared how they had witnessed transformational changes in staff expectations of consumers as a result of the staff trainings implemented with the grant. Previously, when issues would arise or mistakes happened with the work of consumers in the work training programs, staff would dismiss these issues as being inevitable because of consumers' disabilities. With trainings that emphasized consumer strengths and accountability, staff attitudes towards clients changed: staff set higher expectations for their consumers, making for improved performance, enhanced personal and skill development for consumers, and lasting cultural shifts at the organization. Another organization shared how staff morale and cohesion across levels had increased because of staff trainings: "You really see the dynamic change, it made a huge difference on how directors relate to staff." One of the trainings for this organization included staff education around the role of the board and fundraising, helping staff better understand this aspect of the organization and compelling them to be involved in fundraising events, events that were rarely attended by staff prior to the grant.

VI. Capacity Building Lessons Learned by Grantees

Weingart's approach to the Developmental Disabilities Initiative not only facilitated great impact for its grantees, but also prompted significant reflection and learning about what it really means to engage in capacity building. For many, DDI broadened and sharpened their view of capacity building: what some thought of initially as simply serving more people, hiring more staff, or funding a capital campaign has come to mean a

> We didn't realize that what we needed would be covered under capacity building. What we had applied to had been project related. As we went forward, DDI caused us to broaden our thinking and look deeper at what capacity building meant.
>
> *DDI Organization*

more intentional and strategic attention to infrastructure development and sustainability. Staff and leadership at DDI organizations shared what they learned about capacity building throughout their experience with DDI, from reflecting on organizational needs during the application process to hearing about other DDI organizations' projects at the convenings to witnessing the outcomes of their own capacity building projects.

Articulating the Value of Capacity Building as Mission-Critical

Through participation in DDI, grantees are better able to articulate the relationship between organizational infrastructure and their missions, and can be clearer, both internally and with funders, about what their organizations need to thrive and serve their consumers. Many spoke of being more comfortable using the language of business to frame the need for stronger infrastructure to support the work of their organizations. In interviews, staff made connections between capacity building and their organizations' abilities to adapt to changing community needs and funding conditions, to be better positioned to attract more and different funding to sustain, expand and build programs, and to unite staff around a common vision and approach — all of which strengthen organizations' abilities to achieve their missions.

Capacity Building Requires Change Management

A common lesson learned across all organizations is that change management comes hand in hand with organizational capacity building, and it is crucial for organizations undertaking capacity building efforts to learn strategies and build skills for managing this change. The organizations interviewed engaged in a variety of capacity building activities, and through all of them—whether related to merging organizations, consolidating systems, updating technology, adding staff positions, or taking fund development to new heights—the organizations experienced growth and change over the course of the capacity building. Many organizations stated that they were not expecting their capacity building activities to be as difficult and time-consuming as they were. Interviewees also found that the challenges they experienced were not as much due to the technical aspects of their activities as to the reactions to the change in structures, systems, values and approaches occurring in their organizations. The following are lessons grantees learned about managing change while building their capacity.

The organization's leadership needs to communicate clearly to promote the change and be transparent with all staff and stakeholders during the process. DDI organizations shared that to successfully implement the capacity building efforts, the organizations needed to gain buy-in from staff and board members, and therefore, it was crucial for senior management to promote the activities and be clear about the changes that were going to be made. Organizations also found that it was important for leadership overseeing change to send consistent messages about the change and see it through with integrity. Grantees shared their processes, challenges and strategies for addressing the challenges, and some grantees were more successful in gaining buy-in than others. Those organizations that were most successful in gaining buy-in from their staff and board members had intentional and effective strategies for communicating the change process, and providing support for understanding the benefits and effects of the change.

> Communication [was key for managing change]. [The ED] held meetings …. She took unlimited questions from people and combined questions into something that would be useful to answer …. That was posted and it was available for people. It really limited the rumors that can go around. In the absence of real information there would be rumors. That kind of communication … is something we would do more automatically now: be transparent about the information.
>
> *DDI Organization*

For example, one organization's executive director compiled all the questions staff members were voicing and created a Q&A sheet to distribute among all staff. This executive director also coordinated and facilitated many meetings with staff members to explain the process they were going to undertake and address any misconceptions about the change. Similarly, another organization scheduled ongoing meetings to provide additional support and a forum where staff members could voice any concerns about the changes being made, and hear those concerns addressed together. Another brought in consumer parents and trainers to help the board understand the need for the program the capacity building project was aimed at expanding. Yet another leader found that any resistance and "grumbling" from staff with respect to change the organization was experiencing was mitigated when she began to explain the reasoning and motivation behind decisions, actions and instructions. Some of the organizations that had more difficulty managing the change mentioned that, in retrospect, they believe that if they would have communicated more with their staff to explain the decisions that were being made and be clear on how the changes were going to affect staff, they would have not faced as many challenges.

Capacity building can surface tensions between old and new approaches, and accelerate the need for culture change. Grantees shared that implementing changes that challenged existing organizational culture or values was very difficult. Implementing some capacity building projects necessitated the remolding of staff beliefs and practices, which, as in all culture shifts, can be very time consuming and require concerted efforts across the organization. Grantees explained that some staff and board members wanted to continue to do things as they had always done before, and did not agree with the changes being made, which challenged implementation. In some cases, long-time staff or board members transitioned out of the organization in response to shifts they had trouble accepting or adopting. Open communication was again crucial to framing and fostering the cultural change and gaining buy-in from both board and staff members, as was being open to the sometimes painful prospect of losing staff or board members who no longer fit with the organization's approach or direction and hiring new people more aligned with the organization's vision to ensure that the "right people are on the bus."

> This caused change in our organization and people get very attached to how they do things. There were much more challenges that we ever thought. It's not just resources; it's people, feelings and emotions.
>
> *DDI Organization*

Staying grounded in foundational beliefs, mission and vision helps staff and stakeholders weather change. Many conversations with grantees about the changes their organizations experienced eventually arrived at the topic of passion for serving the community. Many grantees emphasized that organizational conversations about change were energized by staff compassion for and commitment to serving people with developmental disabilities. That commitment inspired in staff and board members the willingness to push through the hard work of organizational change in order to be there for their consumers and to serve them in even better ways. It was also clear that capacity building, restructuring, and other strategic endeavors related to the capacity building projects fostered opportunities for organization-wide reflection and re-affirmation of the mission, vision and values that drive their work.

Organizations need to stay in control of the pace of change and plan for sustainability. A few organizations shared that a huge challenge in implementing their capacity building efforts was keeping control of the pace of the changes being made. These organizations felt that they made decisions and implemented the changes too soon

> Hiring was done maybe too quickly. We may have grown too fast. It's hard to say, if there was no downturn, [whether] we would have sustained [our expanded staff].
>
> *DDI Organization*

without giving themselves time to be strategic about how to sustain the built capacity. For example, one organization hired staff members for new positions that they were not able to financially maintain. Although the economic downturn did have a significant effect, the organization also believes they may have added the positions too soon.

VII. Grantee Feedback

Grantees have a profound respect for Weingart Foundation, its staff and its funding. They felt the Weingart Foundation was a partner in their capacity building endeavors and a thoughtful and respectful ally. They also felt that in addition to the monetary support for building organizational capacity in the developmental disabilities sector, Weingart provided excellent opportunities for networking and served as a voice among other foundations about the importance of investing in building the capacity of nonprofit organizations. Looking ahead, grantees would, of course, appreciate continued financial support, but would also welcome continued and new opportunities for networking and additional support to build their capacity. DDI organizations shared a few suggestions on how the Weingart Foundation could support continued learning and advocate on behalf of organizations like themselves.

Grantees would like to see the convenings model expanded. Moving forward, grantees feel that the convening model could be expanded to include staff other than those in upper management, could involve greater number of organizations in the sector, and could take advantage of remote meeting technology to eliminate the burden of travel. A few grantees felt that holding virtual convenings such as webinars or online conferencing would help organizations that had trouble supporting extensive staff travel time. Others wanted to see the convenings opened to all organizations providing services to people with developmental disabilities, perhaps by providing local convenings throughout Southern California. Grantees also suggested other ways to share and network, including creating one-page summaries of each grantee's experience in the initiative as part of the close-out reporting. Finally, the convenings served the needs of top management such as executive directors, but other staff would also like to have their own networks. In particular, financial staff expressed interest in having opportunities to network with others serving in their unique role. Additionally, middle managers and program staff would welcome opportunities to compare notes about the day-to-day challenges and share successful strategies for meeting the needs of clients.

Grantees would like continued support to build their capacity as their organizations mature. Much of the feedback reflects the needs of a movement trying to professionalize in order to increase efficiency, access all available resources, and support the needs of their staff. Passionate about their work, grantees also recognize that their commitment to their consumers needs the support of solid infrastructure and systems to achieve their mission. Several grantees mentioned they would like funding to increase their capacity for technology, whether through infrastructure development or through strategic use of available social marketing techniques. Other grantees expressed a desire for on-going training and support to identify and cultivate alternative sources of funding as government funding becomes increasingly unreliable and inadequate. Yet other grantees desired management support for their organization such as business model development, succession planning, and change management. As already mentioned, both financial staff members and program or middle management staff members expressed a desire for professional growth and support. In addition, one manager expressed an interest in developing conflict resolution and team building strategies for staff.

Grantees want to extend training opportunities to families of consumers. For example, families could benefit from trainings on how to be effective advocates for the self-determination of their disabled family member. Service providers receive training on how to support disabled people in making their own decisions about their services, and the families need those skills as well to navigate an increasingly decentralized service sector.

The Weingart Foundation should continue to serve as a spokesperson to other stakeholders. Grantees encouraged the Weingart Foundation to continue to represent them to the California Department of Developmental Services (DDS), other foundations, and the public at large. Some grantees see a role for the Weingart Foundation to serve as a liaison with DDS and, in that same vein, to develop legislative analysis briefs on upcoming policy threats and opportunities of importance to this sector. Grantees also see the Weingart Foundation, and Fred Ali in particular, as a strong voice and leader in advocating for more effective grant-making through general operating grants and capacity building support rather than through program-specific funding alone. Grantees referred to the foundation as having an "extremely intelligent approach" to funding and called on Mr. Ali to keep sharing "his philosophy with other foundations."

VIII. Learning for Action

The Weingart Foundation has greatly invested in the developmental disabilities sector as part of a broad strategy intended to build the capacity of non-profit organizations serving people with developmental disabilities. In the spirit of learning for action, this section reflects on promising aspects of Weingart's grantmaking approach and provides recommendations for moving from the evaluation findings toward actionable next steps. LFA intends these reflections and recommendations to help Weingart further its promising approach to grantmaking for building the capacity of non-profit organizations.

The most promising aspects of Weingart's approach and recommended areas of ongoing focus are summarized below.

➢ **Weingart's approach to implementing its Developmental Disabilities Initiative has proven to be an effective model for providing capacity building support.** Grantees unanimously agreed that Weingart's guidance, responsiveness, and accessibility during the application process and throughout the grant period contributed to the success of their capacity building efforts and the strengthening of their organizations. Weingart's knowledge about the developmental disabilities sector, based on extensive research, supported a structure that effectively responded to grantees' needs and facilitated effective capacity-building for participating organizations. Because of Weingart's responsive approach and open communication, grantees identified Weingart as a true partner supporting their organization's success, and encourage other foundations to view Weingart as a model in establishing strong and effective funder-grantee relationships.

➢ **Unique to Weingart's model are the grantee convenings, which should be continued and expanded.** In addition to financial support, Weingart sponsored a series of trainings and discussions relevant to the field three times per year during the grant period. These convenings featured prominent guest speakers and trainers, educated grantees on capacity-building strategies and issues related to the field, and provided opportunities to build peer networks. Given the convenings' success in building grantees' capacity, these trainings and discussions should not only be continued, but expanded to support staff from other levels of the organization as well as non-DDI-funded organizations that would benefit from the trainings.

➢ **Providing non-profit organizations with core operating support with emphasis on capacity building provides the flexibility and support to increase organizations' effectiveness and program success.** Very few funders provide flexible capacity-building funds, and thus few organizations have had previous opportunities to focus on strengthening infrastructure and building their capacity. With Weingart's capacity-building grant, DDI organizations were able to strengthen their leadership and governance models, improve their technology to streamline their systems and increase data accessibility, provide professional development opportunities for their staff, increase their fund development capacity, focus on marketing and communication strategies to increase visibility and promote their services, and expand their program's scope. Weingart's approach contributed to this success by providing the space, time and flexibility for organizational learning to occur and inform the evolution of the capacity building efforts. Capacity building is not an easy endeavor, and takes a lot of guidance, strategic planning, and ongoing support and commitment to reach organizational goals. A key factor in DDI's

success was Weingart's broad definition of capacity building, which helped shape grantees' understanding of capacity building and broadened their knowledge of the type of activities they could undertake. Weingart's approached allowed grantees to "dream big," and identify innovative strategies for strengthening their organizations with projects that aligned well with their organizational needs and goals.

➢ **The Weingart Foundation can accelerate progress in building nonprofits' capacity by advocating for other funders to support capacity building.** Weingart has a prominent and respected voice in both philanthropic and nonprofit circles, and is well-positioned to use its experience implementing the Developmental Disabilities Initiative to advocate for an increase in the availability of capacity building funds from private philanthropy. Weingart can share DDI evaluation findings with other grantmakers not only to build support for the developmental disability sector, but also to show the benefits of supporting capacity building efforts with respect to organizational functioning, sustainability and service provision in ways that would not have been realized through program-specific funding alone. Emphasizing to the larger philanthropic field the benefits of this flexible and capacity building-focused funding approach can pave the way for more widespread strengthening of organizations and sectors, ultimately resulting in more effective delivery of services for the most vulnerable populations.

➢ **A follow up evaluation conducted three to five years after the Developmental Disabilities Initiative would allow Weingart Foundation to explore and document the capacity building impacts grantees experience and sustain.** This evaluation provided an in-depth exploration of the ways the DDI-funded capacity building projects contributed to the board and staff development, infrastructure, programmatic, and funding-related impacts experienced by DDI organizations and provided reflections and feedback about the capacity building process and the initiative itself. However, many organizational changes develop over a longer timeframe than allowed by this evaluation process, particularly changes in board and donor giving and funding source diversification. A follow up evaluation could capture information about organizational successes built on the foundation of the DDI capacity building work. Additionally, it would provide an understanding of whether and how the capacity building projects and impacts were maintained three to five years after initial implementation, as well as the effects of the efforts on longer term sustainability for DDI organizations.

IX. Appendices

Appendix A: Detailed Funding Diversification Charts by Grantee
Appendix B: Protocol for Key Informant Interview with Grantees
Appendix C: Protocol for Follow-up Key Informant Interview with Grantees
Appendix D: Protocol for Key Informant Interview with Weingart Staff
Appendix E: Post-Grant Information Form
Appendix F: Summary of Funding Sources Form

Appendix A: Detailed Funding Diversification Charts by Grantee

The charts below provide additional details to Exhibit 5 in the report. As the charts demonstrate, most organizations experienced a decrease in government funding in the last few years due to federal and state budget cuts, and have focused their efforts to increase their funding primarily through private contributions, service fees, and special events. The few that experienced an increase in government funding achieved this increase by making their organizations more competitive in the regional center systems through their capacity building activities. DDI organizations also prioritized strengthening their board, and half of the grantees reported an increase in board giving. Even DDI organizations who did not see an increase in board giving shared that their board was more involved in fundraising activities and were committed to improving the financial viability of their organization.

Grantee	Funding Diversification at Beginning of Grant	Funding Diversification After Grant
ARC Southeast Los Angeles County		
ARC Ventura County		
Down Syndrome Association of Orange County	*Information not provided*	

Grantee	Funding Diversification at Beginning of Grant	Funding Diversification After Grant

Foothill Vocational Opportunities

At Beginning of Grant:
- Corporations/Business Entities 1.5%
- Foundations 5.0%
- Board Giving 1.3%
- Individual Donors 2.2%
- Government Funding 90.0%

After Grant:
- Corporations/Business Entities 0.2%
- Foundations 3.4%
- Board Giving 0.2%
- Individual Donors 1.0%
- Government Funding 30.9%
- Service Fees/Program Income 64.2%

Home Ownership Made Easy

At Beginning of Grant:
- Board Giving 0.1%
- Foundations 23.6%
- Government Funding 21.4%
- Individual Donors 0.6%
- Service Fees/Program Income 50.0%

After Grant:
- Corporations/Business Entities 0.4%
- Board Giving 0.1%
- Service Fees/Program Income 99.4%

Home Ownership for Personal Empowerment

At Beginning of Grant:
- Special Events 10.1%
- Board Giving 4.7%
- Foundations 9.5%
- Government Funding 18.0%
- Corporations/Business Entities 3.7%
- Individual Donors 10.9%
- Service Fees/Program Income 43.0%

After Grant:
- Special Events 5.5%
- Board Giving 1.2%
- Foundations 26.5%
- Service Fees/Program Income 60.4%
- Corporations/Business Entities 3.0%
- Individual Donors 3.4%

Grantee	Funding Diversification at Beginning of Grant	Funding Diversification After Grant
New Horizon	Corporations/Business Entities 0.5%, Foundations 0.4%, Special Events 2.4%, Board Giving 0.6%, Individual Donors 2.9%, Service Fees/Program Income 16.2%, Government Funding 77.0%	Corporations/Business Entities 0.0%, Foundations 1.9%, Special Events 2.2%, Board Giving 0.8%, Individual Donors 3.1%, Government Funding 16.7%, Service Fees/Program Income 75.2%
PathPoint	Corporations/Business Entities 0.1%, Individual Donors 0.2%, Foundations 0.6%, Special Events 0.2%, Board Giving 0.0%, Service Fees/Program Income 5.9%, Government Funding 92.9%	Corporations/Business Entities 0.1%, Individual Donors 0.4%, Foundations 1.2%, Board Giving 0.2%, Service Fees/Program Income 3.8%, Government Funding 94.2%
Project Independence	Corporations/Business Entities 0.1%, Individual Donors 0.2%, Foundations 0.4%, Special Events 0.3%, Board Giving 0.1%, Government Funding 98.9%	Corporations/Business Entities 0.1%, Foundations 2.2%, Special Events 0.8%, Board Giving 0.2%, Individual Donors 0.6%, Service Fees/Program Income 27.4%, Government Funding 68.8%

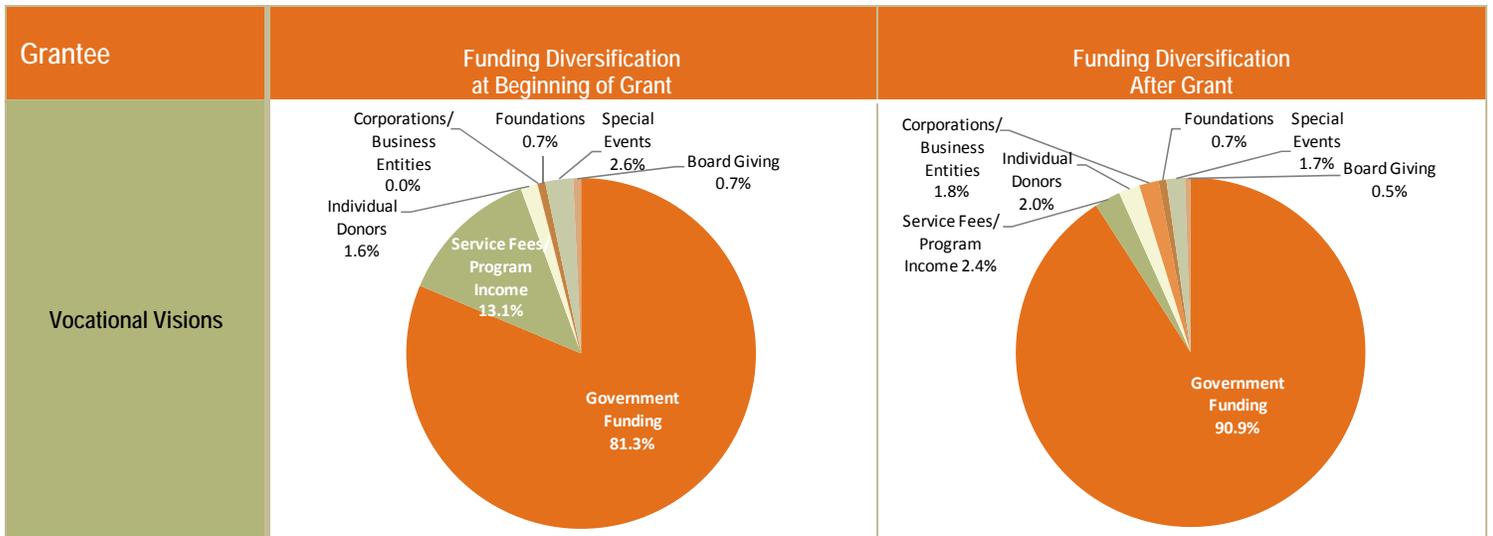| Grantee	Funding Diversification at Beginning of Grant	Funding Diversification After Grant
Pediatric Therapy Network	Corporations/Business Entities 0.3%, Foundations 2.4%, Special Events 1.8%, Board Giving 0.4%, Individual Donors 0.9%, Service Fees/Program Income 5.9%, Government Funding 88.3%	Foundations 13.7%, Special Events 2.4%, Board Giving 1.2%, Government Funding 7.3%, Corporations/Business Entities 0.6%, Individual Donors 1.3%, Service Fees/Program Income 73.4%
Pomona Valley Workshop	Corporations/Business Entities 1.9%, Foundations 2.3%, Special Events 0.6%, Board Giving 0.3%, Individual Donors 1.1%, Service Fees/Program Income 18.4%, Government Funding 75.4%	Corporations/Business Entities 0.1%, Foundations 2.2%, Special Events 0.8%, Board Giving 0.2%, Individual Donors 0.6%, Service Fees/Program Income 27.4%, Government Funding 68.8%
Ride On Therapeutic Horsemanship	Foundations 8.7%, Special Events 1.5%, Board Giving 1.5%, Corporations/Business Entities 6.6%, Service Fees/Program Income 20.4%, Individual Donors 61.4%	Special Events 24.4%, Government Funding 32.6%, Foundations 3.5%, Corporations/Business Entities 2.1%, Individual Donors 10.8%, Service Fees/Program Income 26.5%

Grantee	Funding Diversification at Beginning of Grant	Funding Diversification After Grant
Special Olympics Southern California	Government Funding 0.7%, Board Giving 1.0%, Special Events 30.8%, Foundations 9.2%, Corporations / Business Entities 22.1%, Individual Donors 36.3%	Government Funding 0.3%, Board Giving 12.0%, Individual Donors 31.9%, Foundations 15.5%, Corporations/Business Entities 0.3%, Special Events 40.0%
Tri-Counties Regional Center	Government Funding 100%	Government Funding 100%
Villa Esperanza	Corporations/Business Entities 1.1%, Foundations 4.4%, Special Events 2.7%, Board Giving 0.7%, Individual Donors 3.4%, Service Fees/Program Income 5.9%, Government Funding 81.8%	Corporations/Business Entities 0.8%, Foundations 3.9%, Special Events 2.0%, Board Giving 0.5%, Government Funding 0.0%, Individual Donors 3.2%, Service Fees/Program Income 89.6%
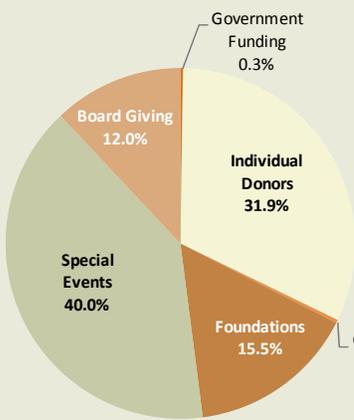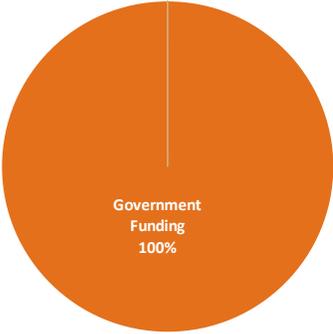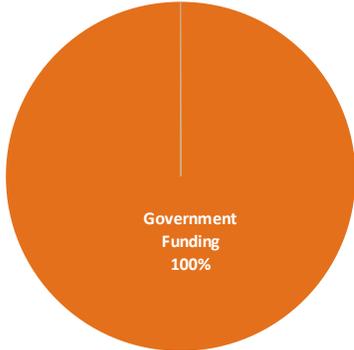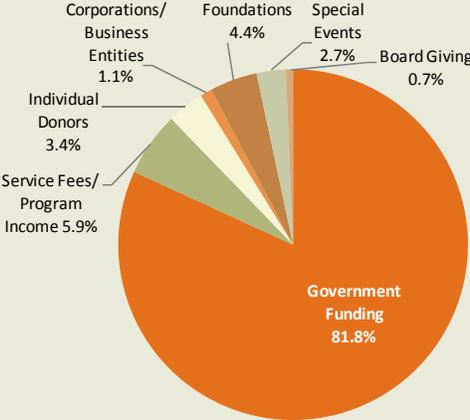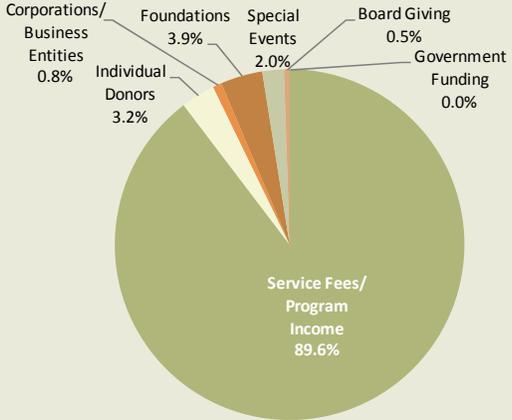
Grantee	Funding Diversification at Beginning of Grant	Funding Diversification After Grant
Vocational Visions	Corporations/Business Entities 0.0% — Foundations 0.7% — Special Events 2.6% — Board Giving 0.7% — Individual Donors 1.6% — Service Fees/Program Income 13.1% — Government Funding 81.3%	Corporations/Business Entities 1.8% — Foundations 0.7% — Special Events 1.7% — Board Giving 0.5% — Individual Donors 2.0% — Service Fees/Program Income 2.4% — Government Funding 90.9%

Appendix B: Protocol for Key Informant Interview with Grantees

Key Informant Interview Protocol

Interviewee Name(s): _____   Date: _____

Organization: _____   Interviewer: _____

Thank you for taking the time to participate in this interview. We are with LFA Group, the consultant team working the Weingart Foundation to evaluate its grantmaking approach for the Developmental Disabilities Initiative. The purpose of this interview is to understand the grantees' overall experience with Weingart Foundation's grantmaking processes and convenings. Specifically, we'd like to hear more about the results of the capacity building projects, the impact and sustainability of the grantee's newly built capacity, and any lessons learned about capacity building. **These interviews are confidential**. We will be summarizing what we learn from all of our interviews, but we will not be quoting anyone by name or organization. We hope that you will be comfortable responding candidly. Please feel free to interrupt the interview at any time if you have questions or concerns.

During our discussion we will be taking notes and we would like to know if you are comfortable with us recording the conversation as well to ensure that we capture the information from the interview. Again, we will not use your name in any of our write-ups or reports, and everything will be confidential. Are you comfortable with us recording the conversation today?

Do you have any questions before we begin?

Introductory/Background Questions

I'd like to begin with some basic questions about your role in your organization and your organization's motivation to participate in the initiative.

1. What is your role at [name of organization]?
    a. How long have you been working here?
    b. What was your role, if any, in designing the capacity building proposal for the Weingart grant?
    c. What was your role, if any, in implementing strategies to build your capacity and reach the goals you proposed for this grant?

2. Please briefly describe your organization and services.

3. Before this initiative, had your organization received any other grants from the Weingart Foundation? In other words, did you have experience working with Weingart Foundation staff prior to this initiative? If so, was Weingart's grantmaking approach for this initiative similar or different to your previous experience?

4. How did you first learn about Weingart's Developmental Disabilities Initiative?

5. Why were you interested in your organization participating in a capacity building initiative?

Impact of DDI Grant

This next set of questions is about the impact of the initiative on your organization.

6. What projects or changes at [organization name] were supported by the Weingart DDI grant?

7. What kind of help did you get to implement your capacity building project? Did you contract with a consultant? How did this extra support contribute to the success of your organization's capacity building efforts?
    a. *If you used an outside consultant:*
        i. Who did you work with?
        ii. Do you think the consultant(s) demonstrated adequate knowledge of developmental disability issues?
        iii. Did your consultant(s) understand the needs and context of your organization, and those of the developmental disability services sector?
        iv. Would you choose to use that same consultant again?

8. What impact, if any, do you think the initiative had on building and strengthening your organization's capacity?

    a. How did your organization's capacities change as a result of this capacity building intervention? What capacities improved and how? (i.e. Has the scale, reach or extent of impact on target population increased as a result?)
        i. What were the changes in leadership development? Scope? Capacity?
        ii. What strategies did you use to strengthen your leadership, expand your scope and/or build your capacity? Were these new strategies for your organization to undertake?
    b. How do you think your newly-built capacity translated to organizational and programmatic effectiveness?
        i. Has your capacity building activities helped improve your ability to serve your clients? If so, in what ways has the quality of your programs and services improved?
        ii. Who are you serving now – populations, age groups, geographic areas, needs, etc – that you weren't able to serve before?
    c. What would you say is true about your organization today that would not be true without the capacity building efforts you undertook in this initiative?
    d. Were there any unintended results – negative or positive – of your organization's capacity building activities? If so, what are they?

Lessons Learned

Now, I'd like to hear about lessons that you and your organization have learned about organizational capacity building throughout your participation in this initiative.

9. What did you learn in this initiative about the value of capacity building in an organization like yours?

10. What was the most useful or transformative information that you learned over the course of the grant? From whom or where did you learn this? From other organizations? Weingart staff? Your own experience in the capacity building efforts?

11. What organizational cultural elements did you become aware of during this project? What aspects of your organization's culture supported or hindered capacity building and change?

12. What has your organization learned about managing change?
    a. Are board and staff members of this organization comfortable with changing established ways of doing business?
        i. Were they comfortable with change at the beginning of the initiative?
        ii. If no, why not?
    b. Have roles and responsibilities of board or staff members changed as a result of the capacity building efforts?
    c. Has the organization incorporated change as a part of its planning process?

13. How, if at all, did the goals or priorities of your capacity building project change during the grant?

14. Were there any project areas where you think your organization was not able to meet the original goals of the grant? If so, in what areas?

15. What were the factors that affected the outcomes of your capacity building efforts?
    a. Did the economy or other external factors affect the outcome of your capacity-building efforts?
    b. Did you have to change or modify any of your goals because of these factors? If so, what were the changes?
    c. Do you think the capacity building work affect your organization's ability to weather the economic downturn? If so, how?

16. Were there any other lessons you and your organization learned throughout this initiative?

Sustainability

Now, I'd like to ask you questions about sustainability and your organization's ability to maintain your built capacity.

17. Earlier you mentioned … *[Note to facilitator: reiterate what was mentioned about what's true now that was not true before].*
    a. Do these capacity building goals still make sense now given the current economic environment?
    b. If so, how do you think your organization can maintain this built capacity?
    c. If not, what organizational capacity needs are currently of higher priority?
    d. What would you need to have in order to keep implementing the capacity building elements that this grant supported (if appropriate to continue the same work)?

18. Is there a point person or champion in your organization that is responsible for maintaining this built capacity? *Note to facilitator: Probe depending on the type of capacity building*

activity. For example, if it's board development, ask if there's a board member who is charged with maintaining board development activities.

19. How strongly related to [*the organization*]'s mission and culture are those things that the capacity building made possible?
    a. How much benefit to the organization's clients and staff is provided by those things that the capacity building made possible?
    b. How integrated into core operations are those things that the capacity building made possible?

20. What are your organization's biggest organizational challenges and needs at this time as you try to recover from the economic downturn? What impact could the recently proposed state budget cuts have to your organization and program services?
    a. What do you see as the long-term strategy for operating a sustainable budget?
    b. Do you see the need to look at new funding or a new program model? If so, what type of funding or program changes would need to happen to maintain a sustainable budget?

21. What do you see as the role of private philanthropic dollars for your organization?

22. How do you think the capacity building efforts from the Weingart Initiative will support or leverage additional private funding for your organization?
    a. In general, has your organization experienced any change in funding diversification since the beginning of the grant? *Probe for decrease in dependence on regional center funding.*
    b. What has been your growth in private funding since the grant started?
       a. *Probe for increase in individual donors as well as foundation grants.*
       b. How much of that do you attribute to this grant?
    c. Have you received any additional funding or other support for capacity-building since you received the Weingart grant?
       i. If yes: was it to support the same capacity needs addressed by the Weingart grant, or different capacity-building goals?
       ii. Has Weingart Foundation funding been helpful in seeking out other sources of funding?
    d. Was any information you learned from the convenings helpful with pitching your organization to other funders? If so, how?

23. What has been the change in board giving and fundraising since this grant began?
    a. How much of that do you attribute to this grant?

24. How could the Weingart Foundation best support continued learning and relationship among DDI grantees?
    a. What additional support beyond the grant/initiative would you like to see from the Weingart Foundation?
    b. What role could Weingart play to address your organization's need to continue to build your capacity? To build the capacity of the larger developmental disabilities sector?

25. What's next for your organization?
    a. How has this project prepared you for what is next?

Now, I'd like to hear more about your experience as a DDI grantee. I'd like to hear about your experience with your capacity building effort and, specifically, your experience working with the Weingart Foundation.

1. We understand that the Weingart Foundation conducted informational phone calls and hosted an initial pre-proposal convening (*Dec 06*). We're interested in what impact the initial phone calls and pre-proposal convening had on your organization's proposal and your overall experience as a DDI grantee.
   a. How, if at all, did these pre-application activities influence the scope of capacity building assistance and amount of funding you requested?
   b. How, if at all, did the lack of a specific deadline have an impact on your proposal?
   c. What kind of planning or preparation within your organization did you do to determine the scope of your proposal?
      i. Had you already determined specific organizational capacity needs based on a strategic planning process?
      ii. Did your organization already have a capacity-building plan in place before the initiative or did the initiative prompt you to develop a plan?
      iii. What did your organization need to put in place before submitting the proposal? How did you know when you were ready to proceed with the capacity-building request?
   d. Did the initial call and convening help shape your views and thoughts about the initiative? How did it affect your expectations about the DDI initiative?
   e. What was your initial perception of the Weingart Foundation when you participated in the pre-proposal convening? Has your perception of the Foundation changed since? If so, how?
   f. How did the initial call and meeting set the tone for the funder-grantee relationship you would have with Weingart?
   g. At this pre-proposal convening, did you have an opportunity to start networking with other organizations? Were you able to use any of the other organizations as resources as you prepared your final proposal? Did the ideas and discussion offered by other organizations influence your own proposal? If so, How?

2. How would you describe your overall experience as a DDI grantee?
   a. In general, did your experiences match your expectations?
   b. How did your participation in the initiative help increase your knowledge of capacity-building and organizational effectiveness? How has your view of capacity building changed through this initiative?
   c. What do you perceive as being the strengths of the Weingart Foundation's grantmaking approach? What are some areas for improvement?
   d. What aspects of the structure of the initiative worked well for you and what aspects did not work well for you?
      i. What was your experience working with grant progress reporting requirements? Do you think Weingart asked the right questions? What would have made it more valuable?
      ii. *(If applicable:)* Did the matching conditions of the grants make it easier for you to find additional finding for the project, or did you find the matching requirement was a burden or not helpful to you?
   e. How would you describe your experience working with Weingart staff?

<li value="9">
How well do you think the Foundation managed the expectations of DDI participants?

    i. How well do you think the Foundation managed the expectations of DDI participants?

    ii. Do you think Weingart staff demonstrated adequate knowledge of the developmental disabilities sector?

    iii. Did Weingart staff understand the needs and context of your organization, and those of the developmental disability services sector?

    iv. How would you describe your relationship and communication with the Weingart Foundation?

    v. How has your relationship with Weingart been different than funder-grantee relationships you've had with other funders?

    vi. Has your relationship with the Weingart Foundation impacted the expectations you have for other funders?

3. In your opinion, how valuable were the convenings that Weingart organized and hosted?

    a. How useful was the information presented at these convenings?

    b. Is there a convening in particular that was the most valuable for your organization? Which one and why? Were there any that were not that useful for you or your organization? Which ones and why?

    c. How do you think these convenings contributed to your organizational goals and priorities?

    d. If board members attended any of the convenings, what were their reactions to the convenings?

    e. What ideas, strategies or skills introduced in any of the convenings did you implement in your organization?

        i. How have you shared these lessons with other staff members? With your board?

        ii. What do you, other staff members, and board members do differently now as a result of what you learned from these convenings?

    f. What could have improved the convenings?

Connecting with Peer Organizations

I'd like to hear more about the peer networking opportunities you've had as a result of this grant, and about other support or collaborative efforts you've had with other organizations.

4. Do you think the convenings helped cultivate a peer network or learning community among DDI organizations?

    a. What peer networking opportunities did you have as a result of these convenings?

    b. Were you able to build partnerships with any of the other DDI organizations?

    c. Have you contacted each other outside of the Weingart convenings to share information, tools and strategies? If so, what have you shared and how has this contributed the success of your capacity building effort?

    d. Have these peer networking opportunities resulted in additional collaborative efforts with other organizations?

5. Have you been involved with any peer support or collaborative efforts with other organizations working in this sector since participating in DDI?

6. Now that the initiative is coming to an end, how would you like to see the initiative end? What convening topics would you like Weingart to present on before the initiative ends?

7. Based on your experience, what advice would you give the Weingart Foundation for structuring future initiatives?

8. Do you have any additional comments about your experience with the initiative and the Weingart Foundation?

Thank you!

Appendix C: Protocol for Follow-up Key Informant Interview with Grantees

Key Informant Interview Protocol
Grantee Follow-up

Interviewee Name(s): _____   Date: _____

Organization: _____   Interviewer: _____

Thank you for taking the time to participate in this follow-up interview. We had the pleasure of visiting your site in March 2010 and interview you to discuss the results of your capacity-building project, the impact and sustainability of your newly built capacity and lessons learned about capacity. Now, we are following-up to understand the progress or changes that you've made since March. This interview is also an opportunity for us to gather information about your organization that we were not able to gather during the first visit.

These interviews are confidential. We will be summarizing what we learn from all of our interviews, but we will not be quoting anyone by name or organization. We hope that you will be comfortable responding candidly. Please feel free to interrupt the interview at any time if you have questions or concerns.

Do you have any questions before we begin?

Updates since Site Visit

First, I'd like to briefly summarize key points discussed during our site visits in March and discuss any changes that have been made since our last conversation.

During our spring site visits your organization shared that: [*Interviewer should include a summary of grantee's capacity building projects and the impact it has had in their organization*].

26. Have there been any further developments in your capacity building projects since we last talked in March? Are there any programmatic, staffing, or funding changes?

27. You mentioned the initiative had an impact in strengthening your organization's capacity by [*summarize*].
    a. Since we last talked, have you seen other ways the initiative has helped strengthen your organization's capacity? (Although some of the subsequent questions get to this --- I would try to engage the individual to be as specific as possible – e.g. - capacity was strengthened by increasing our funding sources, strengthening staff development, etc... If the respondent were to answer yes to this question, I would ask that you probe for details.)

28. You also mentioned a few challenges you faced while implementing your capacity building projects, including: [*summarize*].

a. Are you still experiencing this challenge?
b. What has your organization done in the last few months to address these challenges?
c. Have any new challenges arisen since our March Interview? If so, please elaborate those challenges.

Sustainability

Now, I'd like to ask you questions about sustainability and your organization's ability to maintain your built capacity.

29. Has your organization been able to maintain the capacity built by the DDI grant? If so, how?
    a. [If grant paid for specific positions] Have you been able to maintain the new positions?
    b. If you have been able to maintain these positions, please explain how you have been able to do so? What specific funding source(s) have allowed you to keep the WF funded position?
    c. Are there any lessons learned that you would like to share with us about sustaining a capacity building project beyond the end of the grant?

30. What are your organization's biggest organizational challenges and needs at this time as you try to recover from the economic downturn? What impact could the recently proposed state budget cuts have to your organization and program services?
    a. What do you see as the long-term strategy for operating a sustainable budget?
    b. Do you see the need to look at new funding or a new program model? If so, what type of funding or program changes would need to happen to maintain a sustainable budget?

31. What has been the change in your board composition, board giving (both "give and get") and your board's overall approach to fundraising since this grant began? [If question was asked during first visit, ask if there's been an increase in board giving or fundraising since March.)
    a. Did you add new board members since receiving the WF grant? If so, how many members and did the board qualifications change? Were you looking for a "different" type of board member, than in the past?
    b. How much of that do you attribute to this grant?
    c. Have you seen an increase in board giving and involvement? If yes, please elaborate.

32. *[If this question was answered in first site visit, ask for funding sources]* How have the capacity building efforts from the Weingart Initiative leveraged additional private funding for your organization?
    a. In general, has your organization experienced any change in funding diversification since the beginning of the grant? *Probe for decrease in dependence on regional center funding and increase in private funding, both from funders and major new individual donors.*
        i. What are these sources and percentage increase in new funding sources (e.g. – we increased foundation grants by 15% since receiving the WF grant, or our business income increased by 20%)
        ii. How has the amount of total contributions (non-government funding) changed during the period of the WF grant?

33. How could the Weingart Foundation best support continued learning and relationships among DDI grantees?

      c. As a result of the WF grant and convenings, are you participating (or did you participate) in any formal or informal peer networks, collaborations, sharing of information?

      d. What additional support beyond the grant/initiative would you like to see from the Weingart Foundation?

      e. What role could Weingart play to address your organization's need to continue to build your capacity? To build the capacity of the larger developmental disabilities sector? [Note to interviewee: Manage expectation. Weingart can potentially do one or two convenings a year, but there is no guarantee of this]

Closing

34. Do you have any advice additional comments about your experience with the initiative and the Weingart Foundation?

Thank you!

Appendix D: Protocol for Key Informant Interview with Weingart Foundation Staff

WEINGART FOUNDATION'S DEVELOPMENTAL DISABILITIES INITIATIVE

Key Informant Interview Protocol
Weingart Foundation Staff

Interviewee Name(s): _____   Date: _____

Position: _____   Interviewer: _____

Thank you for taking the time to participate in this phone interview to share your experience with Weingart's Developmental Disabilities Initiative. The purpose of this interview is to hear about your involvement with the Developmental Disabilities Initiative and to explore the Foundation's perspective on successes and lessons learned.

Please feel free to interrupt the interview at any time if you have questions or concerns.

Do you have any questions before we begin?

Developmental Disabilities Initiative

1. What was the impetus for starting DDI?
    a. How, if at all, is the Developmental Disabilities Initiative different from other Weingart special initiatives?
    b. How did you decide to include grantee convenings in the structure of DDI?

2. What about DDI do you think worked well?
    a. What contributed to those successes?

3. How do you think the structure of the initiative had an impact on the effectiveness of the initiative?

4. DDI organizations shared that they value the flexibility and openness of the initiative. Is this flexibility and transparency the typical approach of Weingart grantmaking, or was it an approach intentionally developed for DDI?

5. We also heard from grantees that Weingart was very responsive to their needs and requests. For convenings, what was the process for hearing feedback from grantees and incorporating the feedback?
    a. How do you think the convening topics aligned with the needs of grantee organizations?
    b. We heard that the most recent convenings were most useful and relevant to grantees' needs. Were these convenings organized based on grantee feedback?

6. What do you feel was the overall usefulness of the convenings?
    a. How did you witness organizations implementing the ideas, strategies and skills introduced in the convenings?

7. How did Weingart's grantmaking/convening approach contribute to cultivating a learning community among organizations participating in the initiative?
   a. Are you aware of any peer networks that have formed as a result of the convenings?

8. How do grantees continue to reach out to you?
   a. When they do reach out, are there requests for additional funding or for thought partnership?
   b. In what ways did grantees utilize your support at the beginning of the initiative as they shaped their grants requests and capacity building projects?

9. What lessons did the Weingart Foundation learn throughout this initiative?
   a. Are there any lessons learned about the process and structure of the initiative?
   b. What did you learn about the value of funding capacity building?
   c. Any other lessons learned throughout the initiative?

10. How do you plan to use the DDI evaluation findings to inform your grantmaking in the future?

Thank you!

Appendix E: Post-Grant Form

WEINGART DEVELOPMENTAL DISABILITIES INITIATIVE (DDI)
POST-GRANT ORGANIZATIONAL DATA COLLECTION FORM

Purpose: To collect key follow-up data about changes in organizations' capacity. The information you provide will be used by evaluators to accurately describe the organizations included in this evaluation, to contextualize your interview responses, and to assess change in overall capacity and program reach by comparing this information to the information you provided in your DDI grant application to Weingart Foundation.

Instructions: Please type responses in the shaded areas. To indicate program services offered, click once in the box(es) you wish to check. If you accidentally check a box, click the checked box to clear the check mark. Contact information for the person completing the form is requested in the event that we have questions about your responses and would like to follow up with you.

_____
Organization Name

_____ _____ _____
Name of person completing this form   Phone number   Email address

Program Services (Please check all services that your organization currently provides)

☐ Academic/School Services	☐ Family Support Services	☐ Supportive Community Employment
☐ Adult Day Activities	☐ Health-Related Services	☐ Therapy / Rehabilitation
☐ Child Care	☐ Job/Vocational Training	☐ Transportation
☐ Counseling	☐ Recreational/Sports	☐ Other: _____
☐ Early Intervention	☐ Residential	☐ Other: _____
☐ Facility-Based "Sheltered" Work Program	☐ Senior Services	☐ Other: _____

Populations Served

Number of unduplicated persons served annually:	_____ Total number	Age groups served:	_____ % Under 18	_____ % 18-65	_____ % 65 and older

What geographic area do you serve? _____

Staffing, Volunteer and Board Capacity

_____ _____ _____ _____
Number of Full-time Staff   Number of Part-time Staff   Number of Volunteers   Number of Board Members

_____ _____ _____
Number of board members personally making financial contributions to organization in the most recently completed fiscal year*   Total dollar amount of board members' financial contribution in the most recently completed fiscal year*   Number of board members engaged in fund raising for organization*

Additional Comments

If you would like to share any comments that contextualize or explain any of your answers above, please do so here:

Appendix F: Summary of Funding Sources

Summary of Operating Income and Contributions

Please provide information on your operating income and contributions for FY2009/10.

Operating Income for Fiscal Year 2009/10

Source		Amount
Service fees, charges, tuition, program income		$
Government Sources:	Grants	$
	Contracts/Fees for Service	$
Interest, Dividends, etc		$
Miscellaneous		$

Contributions in Fiscal Year 2009/10

Source	Amount
Individual Donors	$
United Way/ Other federated sources	$
Corporations/ Business entities	$
Foundations	$
From Restricted Income	$
Total from Special events	$
Other _____	$

List of Funding Sources

Please list all grants, in-kind contributions and loans by amount and source.

Source	Amount
	$
	$
	$
	$
	$
	$
	$
	$
	$
	$
	$