

Conducting a BTOP Sustainability Needs Assessment and Creating Capacity Building Action Plans



Presented By:

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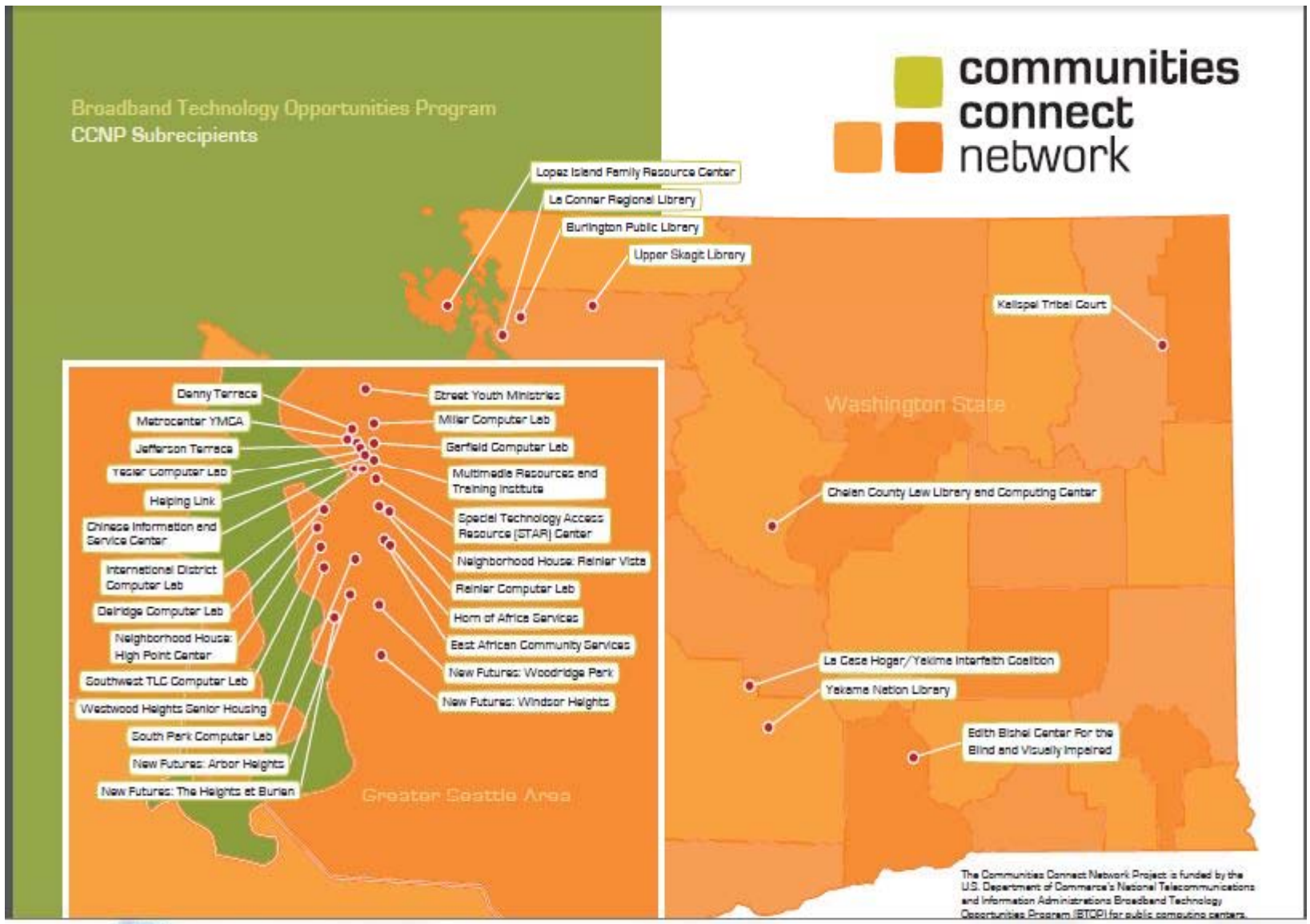
University of Washington Information School



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Broadband Technology Opportunities Program
CCNP Subrecipients



The Communities Connect Network Project is funded by the U.S. Department of Commerce's National Telecommunications and Information Administration's Broadband Technology Opportunities Program (BTOP) for public computing centers.



Communities Connect Network Project Goals

- Improve the **capacity and effectiveness** of 35 public computing centers (PCCs) located in libraries, community centers, and courthouses in rural and urban areas of Washington State.
- Promote **sustainability and best practices** in digital literacy.
- **Support** community technology providers and learning centers in Washington State through a **resource portal**: www.communitiesconnect.org.



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Goals for Sustainability and Capacity Building

- Build sustainable capacity for PCCs
 - Deeper Workforce Training
 - Distance Learning
 - Small Business Development
- Begin shift of program management to PCCs
- Partnering with other regional leaders
 - University of Washington, Community Colleges, Local Governments, NW Regional Planning Group, CoDI*
- Develop monitoring/evaluation tools to measure performance and outcomes



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Genesis for Sustainability Needs Assessment

- UW iSchool Performance & Evaluation Work in 2011
- Rapid Project Planning Session in February 2012



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CAPACITY BUILDING FOR SUSTAINABILITY

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U.S.
IMPACT_{Study}

<http://tascha.washington.edu/usimpact/>

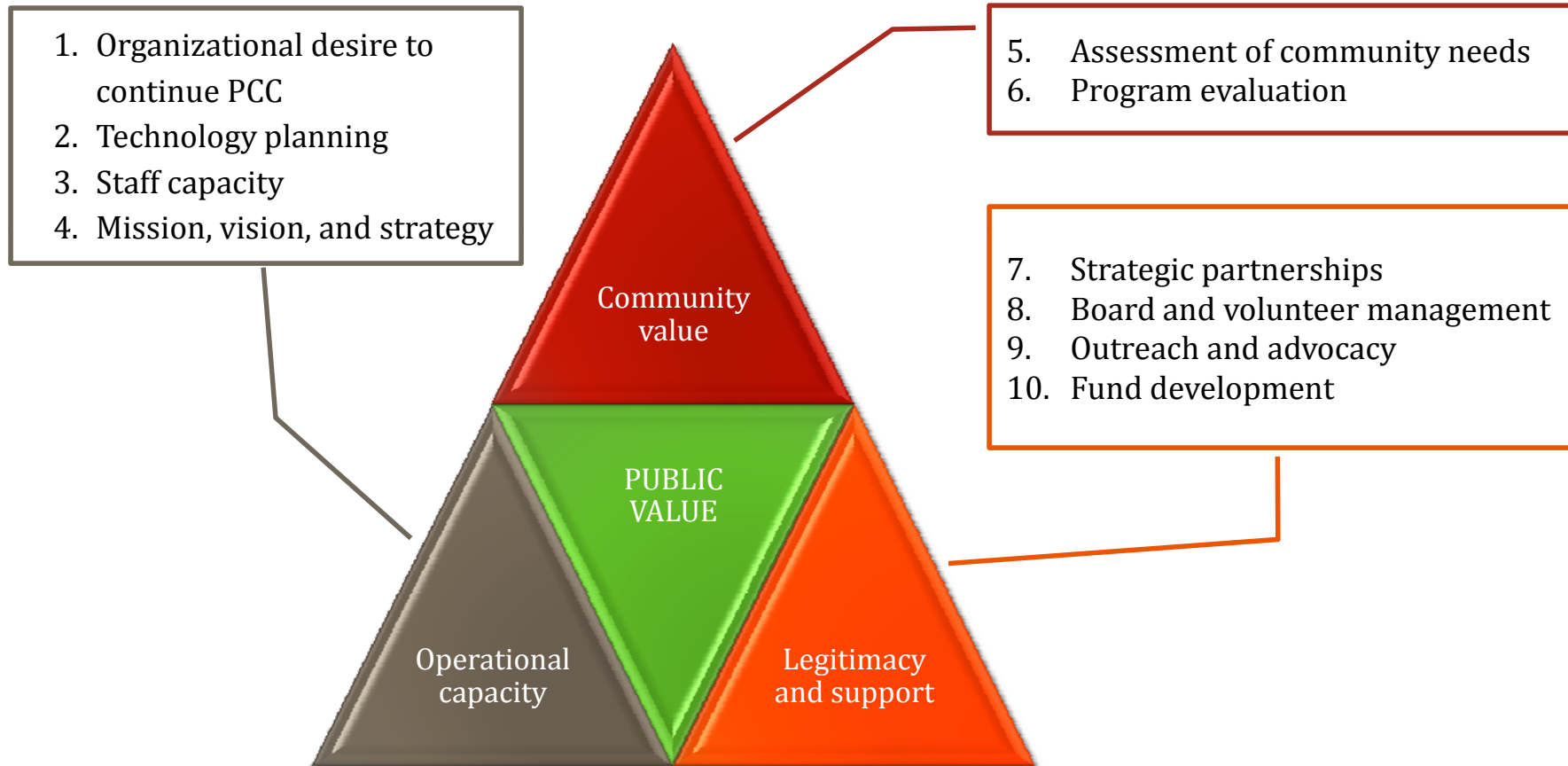
NEEDS ASSESSMENT

The First Step in Developing the Capacity Building Plans

Why Do a Needs Assessment?

- To better understand current organizational capacity
- Identify greatest needs
- Tailor capacity building activities
 - Areas where all/most grantees need help for group activities
 - Areas where one-on-one consultation is more appropriate
- To gather data for use in capacity building documents
 - Strategic plans
 - Evaluation plans
 - Technology plans
 - Case statements for fundraising, outreach, and advocacy

Approach: Ten Core Capacities



Protocol

- Collection of organizational **documents**
- Review and analysis of **evaluation data** from BTOP program
- Structured **interviews** with PCC principles
- **Summary reporting**
- **Gap analysis** and remediation planning
- Capacity-building **recommendations**
- Customized **action plan** for each PCC

Structured Interviews

- Start out with what's going well
 - Successful strategies
 - Competencies and skills
 - Key resources
- Identify areas of greatest perceived need
 - Biggest concerns for keeping going
 - What kind of help might address concerns
- Targeted questions around core capacities
 - What is currently in place (strategic plans, technology assets, staff and financial capacity, board relationships, partnerships, etc.)
 - How are things done (evaluating programs, recruiting students, board stewardship, etc.)
 - Planning processes (evaluation, strategic planning, staff training)

SUSTAINABILITY ACTION PLAN

Mobilizing What Was Learned from the UW Needs
Assessment

Key Findings

- **Variation** in terms of mission, strategic investment in digital inclusion, maturity of programs, and organizational capacity.
- Digital inclusion programs that exist within larger organizations have a **more difficult time getting organizational support** than programs whose sole purpose is related to digital inclusion.
- Conducting needs assessments of the communities served and evaluations of programs is **challenging** for all organizations.
- Many programs having **difficulty reaching intended audiences** and filling classes.

Areas of Greatest Need

- **Needs Assessment and Program Evaluation**
 - 50% conduct a needs assessment with their target population
 - Only 2 have evaluation plans; 9 collect outcome data regularly
- **Strategic Planning**
 - 50% have a current strategic plan
 - Only 6 have plans or mission statements that reference digital inclusion as a goal
- **Partnerships**
 - 10 have resource sharing partnerships
 - Almost none have lists of potential partners or MOUs in place for existing partners
- **Fund Development**
 - 23% have diverse funding sources

Resultant Capacity Building Activities

UW is providing supports to boost the sustainability of the BTOP/PCC programs

- Webinars
- In-person events
- Playbooks, documents, and templates
- Tailored one-on-one consulting (up to 20 hours for each grantee)

4 phases

- Phase 1: Performance management (July-August)
- Phase 2: Digital literacy services & technology management (September)
- Phase 3: Strategic partnerships and fund development (October)
- Phase 4: Outreach and advocacy (November-December)

Phase 1: Evaluation Planning

- **Activities:**
 - Kick off webinar
 - Evaluation workbook
 - On-site meetings with staff and volunteers
- **Outputs:** Custom evaluation plans with logic models, indicators, data collection strategies, analysis protocols
- **Outcome:** Organizational anchor document that feeds into all other sustainability strategies

Phase 2: Technology Management and Services

- **Activities:**
 - Curriculum sharing workshop
 - Hardware and software replacement plan templates
 - Web content strategy playbook
- **Outputs:** Curriculum sharing bank, replacement plans, strategy for keeping websites fresh and up-to-date
- **Outcome:** Improved recruitment and retention of clients

Phase 3: Partnerships and Funding

- **Activities:**
 - Fund development webinar
 - Strategic partnership development webinar
 - Tailored list of potential funders and partners
 - Case statement development
- **Outputs:** Custom fundraising playbook, one-on-one consulting for partnerships and fund development activities
- **Outcomes:** Road to more diversified and stable funding sources

Phase 4: Outreach and Advocacy

- **Activities:**
 - Communications planning
 - Board engagement plans
 - Outreach materials template
 - Legislative day
 - End of grant celebration
- **Outputs:** Fresh outreach materials, presentations to new audiences, experience talking to high level stakeholders
- **Outcomes:** New relationships and supporters

Questions?



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