Welcome to your results. Let's get started.

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction</td>
<td>3</td>
</tr>
<tr>
<td>Your Lifecycle Placement</td>
<td>4</td>
</tr>
<tr>
<td>Your Focus Areas</td>
<td>5</td>
</tr>
<tr>
<td>Your Core Capacities</td>
<td>4</td>
</tr>
<tr>
<td>Your Adaptive Capacity</td>
<td></td>
</tr>
<tr>
<td>Your Leadership Capacity</td>
<td></td>
</tr>
<tr>
<td>Your Management Capacity</td>
<td></td>
</tr>
<tr>
<td>Your Technical Capacity</td>
<td></td>
</tr>
<tr>
<td>Your Organizational Culture</td>
<td>16</td>
</tr>
<tr>
<td>Your Capacity Building Plan &amp; Next Steps</td>
<td>18</td>
</tr>
</tbody>
</table>

Welcome Home Inc

Your Participants
- 9 Staff members
- 3 Board members
- 0 Other members

Date of Results: August 2021
The Core Capacity Assessment Tool (CCAT) measures your organizational effectiveness. This CCAT Report is designed to help your organization identify its strengths and target its areas for improvement.

In this report, you will find an analysis of your nonprofit's current reflections on the four core capacities crucial for organizational success: adaptive, leadership, management, and technical capacity. This assessment also contains a measure of organizational culture—your nonprofit’s unique history, values, and beliefs—which cuts across all other capacities and has a significant impact on how effectively you operate.

The CCAT also helps you determine your lifecycle stage—a growth stage marker that informs the strategic recommendations we’ve identified for your nonprofit (Your Capacity Building Plan) to guide your continued growth. Your nonprofit’s lifecycle stage provides a lens through which you can prioritize and focus your capacity building efforts. Your customized capacity building plan offers targeted recommendations—derived from your organization’s unique combination of lifecycle placement and capacity scores—designed to advance your nonprofit through its lifecycle with increased effectiveness and impact.

TCC Group developed our core capacity assessment model after decades of research into what makes nonprofits effective in delivering on their missions. The CCAT is a statistically validated tool that applies this model to highlight organizational challenges and opportunities. The findings in this report are derived from the anonymous responses provided by your organization’s leaders who participated in the assessment. All capacity scores, as well as your lifecycle placement, have been calculated from the way participants answered questions on their perceptions of the organization. We encourage you to share this report with staff and Board members, as well as other stakeholders, to inform a rich conversation about strengthening your nonprofit.
Your Lifecycle Placement

You are placed in the Impact Expansion stage.

Based on responses from people in your organization, Welcome Home Inc has aligned its programs nicely with its mission and vision, built supporting systems and infrastructure to operate smoothly, and is delivering programs that achieve their desired goals. You have likely also started to have meaningful impact beyond those who are direct recipients of your programs and services. This may be happening through establishing alliances and partnerships, embracing policy and advocacy work, and/or furthering your outreach in your community.

As an organization in Impact Expansion, you will still need to pay significant attention to the capacities you have built, to sustain effective and efficient infrastructure and well-documented, evidence-based core programs. As your organization constantly adapts to shifts both within and outside your organization, you will need to continually refine your core programs through strategic planning, constituent needs assessments, and/or re-examining your mission and vision.

Organizational development is an additive process; a healthy organization is one that constantly moves through various lifecycle stages as it grows and develops, and as it responds to a changing internal and external landscape. Knowing where you are in your organization’s lifecycle— and where you want to go—can help you identify and prioritize the areas of greatest impact for your capacity building work.
Your Focus Areas

Your placement in Impact Expansion indicates how you can focus your capacity building efforts in each core capacity area, to achieve greater mission-driven impact.

**ADAPTIVE**
Use strategic planning and formal evaluations to make informed decisions about your programs, and to develop and diversify your organization’s resources. Test methods of collaboration with those in your community to better achieve your shared vision.

**LEADERSHIP**
Increase the influence of leaders and board members in the community. Build a strong, sustainable management team with the skills to operate your organization, and drive efforts to refine programs and share learnings.

**YOUR PRIORITY FOCUS AREAS**
- Board Leadership
- Leadership Sustainability
- Internal Leadership

**MANAGEMENT**
Recruit specialized professional staff to support an increasingly complex organization, continue to train and develop your staff, and establish clear lines of communication across the organization.

**TECHNICAL**
Increase long-term sustainability by building your ability to communicate with supporters, maintain existing revenue sources, and develop new, diversified revenue streams.

**YOUR PRIORITY FOCUS AREAS**
- Managing Finances
- Problem Solving
- Managing Program Staff

- Technology Skills
Your Core Capacities

Organizational capacity is the set of capabilities, knowledge, and resources your nonprofit needs to be effective in achieving its mission.

Through TCC Group's decades of experience assessing capacity building efforts undertaken by nonprofits of diverse size and reach, we have identified four common attributes that every nonprofit needs to be effective. These are: adaptive capacity, leadership capacity, management capacity, and technical capacity. In addition to these four core capacities, organizational culture is a foundational element to an organization's effectiveness, and it impacts all aspects of your nonprofit's ability to effectively achieve its mission.

Each core capacity is divided into multiple sub-categories. These sub-capacity areas provide additional detail on your organization's strengths and challenges within the core components of your effectiveness.

The recommendations provided alongside your scores in this section can help your organization better understand and address specific areas where survey respondents identified challenges. It's important to keep in mind that, while some scores might indicate overall strength in a sub-capacity, there may be specific areas within that sub-capacity where your respondents identified room for improvement.

While each of the core capacities is distinct, all of them are interrelated and interdependent. A thriving nonprofit seeks to build alignment across all capacity areas, in order to increase your ability to achieve your mission.
Your scores for core capacities and sub-capacities are measured on a 300-point scale. Each score is based on the average of all survey respondents’ perceptions of your organization’s effectiveness.

Scores above 230 indicate areas that respondents consider organizational strengths. Scores between 190 and 229 indicate areas where your organization is performing satisfactorily. A score below 190 is considered an area that would benefit from additional strengthening. If your organization scores below 190 on a sub-capacity, it indicates that survey respondents feel that strengthening that sub-capacity area is crucial for your nonprofit’s growth.

Keep in mind that, regardless of where your scores fall, the CCAT is not a report card; it offers an opportunity for your nonprofit’s leadership to hold data-driven discussions, and collectively prioritize where you want to focus your energy and resources for improvement.
Your Adaptive Capacity

Adaptive Capacity is the ability of your organization to learn, and to assess, respond to, and create change internally and externally.

- **Resource Sustainability**: Maintaining financial stability in order to adapt to changing environments.
- **Environmental Learning**: Using collaboration and networking with community leaders and funders to learn about what’s going on in the community, and stay current with what is going on in the field.
- **Decision-making Tools**: Using important tools, resources and inputs to make decisions (i.e., outside technical assistance, in-house data, staff input, client input, a written strategic plan).
- **Programmatic Learning**: Assessing the needs of clients and using program evaluation as a learning tool.
- **Organizational Learning**: Self-assessing, using assessment data/findings to conduct strategic planning, and following through on strategic plans.
- **Program Resource Adaptability**: Easily adapting to changes in program resources, including funding and staff.

**TCC GROUP CCAT REPORT**

**WELCOME HOME INC**
Your organization identified these areas as assets. Acknowledge and celebrate areas where you excel and leverage these strengths in your work.

- Decision-making Tools
- Environmental Learning
- Resource Sustainability
- Organizational Learning
- Programmatic Learning

Your organization identified challenges in these areas. Here are some recommendations to help get started building your capacity.

**Program Resource Adaptability**

- Increase your willingness to scale back programs when money or staff is lost.
- Make workloads more manageable by hiring more staff.
Your Leadership Capacity

Leadership Capacity is the ability of all organizational leaders to create and sustain the vision; and to inspire, provide direction, make decisions, and innovate on the path to achieving the organizational mission.

STRONG  SATISFACTORY  CHALLENGE

Leader Vision  Organizational leaders formulate a clear vision and motivate others to pursue it.

Internal Leadership  Organizational leaders apply a mission centered and inclusive approach to making decisions, and inspire and motivate others in support of the mission.

Leader Influence  Organizational leaders can persuade their board, staff, and community leaders to take action.

Board Leadership  The board provides fiduciary oversight, holds organizational leaders accountable for progress toward achieving the mission, and conducts outreach to garner resources and connect people with the mission.

Leadership Sustainability  The organization cultivates leaders, plans for leader succession, and avoids an over-reliance on one leader.
Your organization identified these areas as assets. Acknowledge and celebrate areas where you excel and leverage these strengths in your work.

Board Leadership
Internal Leadership
Leader Influence
Leader Vision

Your organization identified challenges in these areas. Here are some recommendations to help get started building your capacity.

**Leadership Sustainability**
- Reduce your organization’s reliance on one leader enough so that his/her leaving wouldn’t slow the organization.
Your Management Capacity

Management Capacity is the organization’s ability to effectively and efficiently use organizational resources.

STRONG  Satisfactory  Challenge

Assessing Performance
- Detailing clear roles and responsibilities and assessing staff performance against those roles and responsibilities

Setting Role Expectations
- Establishing clear and realistic expectations for staff

Manager Communication
- Opening channels of communication between managers and staff

Resourcing Staff
- Providing the technical resources, tools, systems, and skills people need to carry out their work

Staff Development
- Coaching, mentoring, training, and empowering staff to improve their skills and innovate.

Managing Finances
- Managing organizational finances, including staff compensation

Managing Program Staff
- Ensuring that program staff have the knowledge, skills, and cultural sensitivity to effectively deliver services.

Managing Program Staffing
- Effectively, judiciously and consistently resolving human resource problems and interpersonal conflict in an inclusive manner

Problem Solving
- Implementing staffing changes as needed to increase or improve programs and service delivery. (Please note that this sub-capacity score may be empty if no recent staff changes have occurred.)

Volunteer Management
- Recruiting, retaining, providing role clarity and direction, developing, valuing and rewarding volunteers

Conveying Staff Value
- Providing positive feedback, rewards, and time for reflection
Your organization identified these areas as assets. Acknowledge and celebrate areas where you excel and leverage these strengths in your work.

- Resourcing Staff
- Volunteer Management
- Assessing Performance
- Managing Finances
- Manager Communication
- Setting Role Expectations
- Managing Program Staff
- Problem Solving
- Program Staffing
- Staff Development

Your organization identified challenges in these areas. Here are some recommendations to help get started building your capacity.
Your Technical Capacity

Technical Capacity is the organization’s ability to implement all of the key organizational and programmatic functions.

Service Delivery: Ability to deliver efficient and quality services
Technology: Equipment, systems, and software, etc. to run efficient operations
Financial Management: Ability to ensure efficient financial operations
Legal Skills: Ability to engage proper legal counsel
Outreach: Ability to do outreach, organizing and advocacy
Program Evaluation Skills: Ability to design and implement an effective evaluation
Facility Management: Ability to operate an efficient facility
Fundraising Skills: Ability to develop resources for efficient operations, including management of donor relations.
Marketing Skills: Ability to communicate effectively with internal and external stakeholders
Technology Skills: Ability to fully utilize technology to run efficient operations
Facilities: The proper facilities (space, equipment, amenities, etc.) to run efficient operations
Your organization identified these areas as assets. Acknowledge and celebrate areas where you excel and leverage these strengths in your work.

**Outreach**

**Program Evaluation Skills**

**Technology**

**Legal Skills**

**Service Delivery**

**Financial Management Skills**

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**RECOMMENDATIONS**

**ADVERTISE CHALLENGES**

Your organization identified challenges in these areas. Here are some recommendations to help get started building your capacity.

**Facilities**

- Increase the appropriateness of your facilities.
Organizational Culture

Organizational Culture is an organization's unique history, style, structure, and values. While not a core capacity, organizational culture impacts overall effectiveness by fostering unity and engagement.

- **Empowering**: Promoting a culture of learning, sharing, mutual respect, and a belief in the value and agency of staff and clients.
- **Unifying**: Nurturing open and honest communication across all levels in the organization, leading to a sense of a cohesive group identity.
- **Re-energizing**: Supporting time for staff to reflect on their work, socialize, and reconnect with why they are doing the work.

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**Chart: Organizational Culture Strengths**

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<thead>
<tr>
<th>Category</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Empowering</td>
<td>257</td>
</tr>
<tr>
<td>Unifying</td>
<td>199</td>
</tr>
<tr>
<td>Re-energizing</td>
<td>193</td>
</tr>
</tbody>
</table>

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TCC GROUP CCAT REPORT

WELCOME HOME INC

16
Your organization identified these areas as assets. Acknowledge and celebrate areas where you excel and leverage these strengths in your work.

Empowering

Your organization identified challenges in these areas. Here are some recommendations to help start building your capacity.

Re-energizing
- Reward staff in front of their colleagues more regularly.

Unifying
- Address the perception that there are some exclusive staff sub-groups.
- Address the perception that some staff don’t speak to each other except for work.
- Encourage staff to share information more often.
- Encourage staff to share problems before it is too late.
Your Capacity Building Plan is unique to your organization. This set of recommendations targets areas you can prioritize to increase the effectiveness of Welcome Home Inc, based on the lifecycle stage you identified and your core capacity assessment results.

Knowing that you placed in Impact Expansion enables you to focus your capacity building efforts on the particular capacity areas that will most directly help your organization achieve its short-term goals and its long-term mission-driven impact. Even when certain sub-capacity scores fall in the challenge area, these may not surface as the most critical sub-capacities to address first, since they are not closely associated with your designated lifecycle stage.

Focusing on the key areas in your capacity building plan will enable your organization to grow into its next lifecycle stage and ensure increased effectiveness. Once you review the following recommendations, identify those that resonate most strongly for your organization. Then, select a few strategies to engage on your own, or with outside assistance.
LEADERSHIP RECOMMENDATIONS

Board Leadership

Increase the board's ability to reach out to and inspire the community.

ON YOUR OWN

- Assess the board composition and whether it includes the right members that represent or have access to key constituents within the community necessary for delivering programs and sustaining the organization.
- Assess the overall makeup of the board with respect to its diversity (i.e., how representative it is of the community).
- Create mentoring relationships between board members who are successful at community outreach, and encourage these peers to conduct outreach activities jointly.

WITH OUTSIDE ASSISTANCE

- Hire a board development consultant to develop a recruitment plan that includes addressing the need for recruiting board members who are particularly effective at conducting community outreach.
- Invest in board training with respect to "community outreach."
- Invest in board training with respect to diversity and inclusion.

Leadership Sustainability

Reduce your organization's reliance on one leader enough so that his/her leaving wouldn't slow the organization.

ON YOUR OWN

- Assess the degree to which specific senior organizational leaders are "holding on" to leadership positions and roles/responsibilities in a way that jeopardizes the long-term sustainability of the organization.
- Identify potential future leaders within the organization and determine strategies for fostering their growth by delegating more responsibilities to them.

WITH OUTSIDE ASSISTANCE

- Hire an executive coach to help specific individual leaders identify and address any issues that may be personal barriers to the long-term sustainability of the organization with respect to succession.

Internal Leadership

Increase the amount of interaction between the board and the staff and strengthen their working relationship.

ON YOUR OWN

- Ask board members to spend a half-day in the organization’s office working on a task a few times a year (ideally between 2 and 4 times a year).
- Assign staff members to participate on relevant board committees as non-voting members.

WITH OUTSIDE ASSISTANCE

- Have a board/staff retreat that allows people within various parts of the organization get to know each other better.
• Have board members be involved in ‘direct’ service provision of the organization at least once per year.

• Have the board invite one or two staff members to attend a regularly scheduled board meeting to present for 5-10 minutes on their work. Invite different staff members for each board meeting. Don’t exclude administrative or other non-program staff members.

TECHNICAL RECOMMENDATIONS

Technology Skills

Increase the number of staff/volunteers you have with the skills needed to run your technology systems.

ON YOUR OWN

• Consider your volunteer pool to see if there are any skills that volunteers have in technology that could be utilized. A good place to start is with the board.

WITH OUTSIDE ASSISTANCE

• Identify some local businesses and inquire if they have an employee volunteer program and, if so, if there is anyone with technology skills that you might be able to engage as a potential volunteer for your organization.

• Send some of your employees to technology trainings or hire a trainer to come into the organization and provide technology training.

MANAGEMENT RECOMMENDATIONS

Managing Finances

Benchmark and update staff salaries/benefits on a more regular basis.

ON YOUR OWN

• Create an HR committee of the board whose responsibilities include researching benefits packages in comparable organizations and working with the E.D. to ensure that the organization’s benefits packages are competitive.

• Include cost-of-living increases and a pool for merit increases in your annual budget planning process.

• Research industry standards for salaries and benefits by consulting available data, studies, etc.

WITH OUTSIDE ASSISTANCE

• Consult with an HR expert knowledgeable of your field to help develop parameters for salary and benefits increases.

• Consult with colleagues on their practices regarding staff salary/benefit increases
Problem Solving

Increase your willingness to let go underperforming staff.

ON YOUR OWN

- Create joint manager-staff working group to study how best to deal with underperforming staff and establish clear criteria for making the decision.
- Develop and implementing an employee appraisal system and process for managers to document instances when staff are underperforming.
- Institute a ‘three strikes you are out’ or ‘warning’ system that deals with underperforming staff.
- Leaders need to convince senior managers to support and fully implement the performance appraisal system and the warning system.

WITH OUTSIDE ASSISTANCE

- Hire an external trainer to provide a half-day or full-day session on best practices in managing human resource issues.
- Network and learn from peers from other nonprofit organizations who have had successful experiences in identifying and letting go underperforming staff.
- Seek coaching and consultation (volunteer or paid) on this aspect of problem solving.
- Seek targeted funding to support professional development training in this area.
- Send leaders and managers to attend workshops and trainings that assist them in identifying and letting go underperforming staff.

Managing Program Staff

Decrease your staff turnover.

ON YOUR OWN

- At all levels, staff members’ contributions and achievements should be recognized and suggestions for improvement should be made in the context of building on existing skills or competencies.
- Consult with colleagues you respect about strategies they use to retain staff.
- Managers should discuss career paths and aspirations with direct reports as part of the annual review. Where it is possible, the organization should look for opportunities to promote from within. If not, managers should identify ways in which staff who have demonstrated potential can learn new skills or take on new roles without being feeling exploited.
- Senior leadership needs to model the management style they want practiced throughout the organization and hold managers accountable for the ways in which they supervise and manage staff.

WITH OUTSIDE ASSISTANCE

- Have managers at all levels engage in professional development focused on improving those skills related to staff retention (e.g., communication, supervision, professional conduct, etc.).
- Hire a consultant that can look at retention rates, learn about management practices, and identify ways for increasing staff retention.
At TCC Group we know that data alone does not help a nonprofit build capacity. It does, however, provide a launchpad for collective reflection and interpretation, enabling you to move your organizational capacity building plan forward by identifying specific next steps and success metrics, and turning data into action.

The information you receive from your CCAT report can be amplified through a facilitated and inclusive discussion, ideally by a neutral third-party facilitator who can guide your organization’s leadership through the report and contextualize what your results mean for your nonprofit. This will help you tailor your CCAT results to immediately translate them into meaningful organizational improvement.

TCC Group’s CCAT facilitators have deep experience in the nonprofit sector and make it possible for organizations to implement capacity building strategies for organizational transformation. TCC Group also trains and certifies a network of nonprofit consultants in expert CCAT facilitation. A certified CCAT facilitator can help you identify concrete next steps, mobilize the resources required to accomplish your goals, and help your board and staff achieve greater mission-driven impact.

To learn more, access our network of CCAT facilitators, or to schedule an interpretation call, contact us at: CCAThelp@tccgrp.com

Need help?

Our online Capacity Building Resources are a great place to start addressing your organization’s capacity building priorities. All resources are organized by core capacity and sub-capacity, to best connect you with information that can further your capacity building work.

These resources are available at our CCAT Help Center: support.tccgrp.com

Our Help Center also contains additional information about the Core Capacity Assessment Tool, and FAQs.

Contact us anytime at CCAThelp@tccgrp.com
TCC Group collaborates with leaders to solve complex social problems.

As a mission-driven consulting firm and certified B Corporation, TCC Group partners with foundations, nonprofits, and companies to propel positive social change through strategy, capacity building, initiative design, strategic communication, management, and evaluation. We design and implement solutions for social impact by immersing ourselves in interconnected communities and systems, co-creating innovative and effective processes, and applying and sharing our experience with the field.

**Additional Services**

The CCAT is an integral piece of the comprehensive capacity building services offered by TCC Group. We offer tailored capacity building services to funders, nonprofits, and cohorts of organizations: designing capacity building initiatives, building evaluation capacity, facilitating learning communities, and providing staffing and technical assistance. We also work to improve funders’ effectiveness with the Foundation Core Capacity Assessment Tool (FCCAT). These specialized services are ideal for organizations interested in identifying and prioritizing capacity solutions necessary to accomplish their societal vision, and working in relationship with social sector actors to achieve lasting impact.

To learn more about TCC Group, visit our website at [www.tccgrp.com](http://www.tccgrp.com) or email us at [info@tccgrp.com](mailto:info@tccgrp.com)