HOW

DOES IT WORK?

THE CCAT IS GENERALLY TAKEN BY ALL SENIOR STAFF OF A NONPROFIT AND TWO TO THREE active board members. The organization's chief executive enters a list of names and email addresses for all individuals taking the CCAT. Each individual is then assigned a password to log into the CCAT online. The tool uses survey technology to provide 146 multiple-choice questions that, once answered, are analyzed to determine the organization's capacity to achieve its mission.

COMMENTS FROM SATISFIED USERS

"We knew we had shortfalls in operations, but the CCAT really clarified some problems that we had felt before, but had never actually put our finger on."
—*Skip Pahl, Executive Director. Oceanside Museum of Art, Oceanside, California*

"Deaconess Foundation has found the CCAT to be a highly valuable tool. It provides us with a comprehensive view—taken from many perspectives and over time —of how a grantee agency is changing and growing, possibilities it can pursue, and realistic suggestions for improvements."
—*Jane Donahue, Vice President, Deaconess Foundation*

"I would recommend the CCAT to any other funder. When you're thinking about impact in communities over time, investing in capacity building is the key to making organizations sustainable. It's about strengthening the organizations to better deliver services and serve their constituents."
—*Erica Weinberg, Assistant Director of Global Philanthropy, Pfizer Inc*

"The CCAT gives you the opportunity to listen to what's going on around you, to analyze the data, and to make strategic short and long-term decisions based on that data. You have a responsibility as a nonprofit manager to do this."
—*Robert Bank, COO, Gay Men's Health Crisis (GMHC), New York, New York*

CCAT

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CONTACT US

To learn more about the CCAT, visit us online at www.tccgrp.com/CCAT.html or CCAT@tccgrp.com or via phone at 866-470-2258.

HOW

DO YOU TELL IF A NONPROFIT ORGANIZATION IS EFFECTIVE?

After all individuals have entered their responses, a CCAT report is automatically generated and emailed to the chief executive. Answers are aggregated to provide accurate feedback, while maintaining confidentiality. Each organization is also provided with composite results from other organizations, within a similar budget range, that have used the CCAT. This information serves as a comparative reference for reading the organization's scores. Specific reports based on organizational characteristics, such as geographic location, service focus and staff size, are available for an additional fee.

In addition, the CCAT report includes a "lifecycle score" and capacity-building plan with a computer-generated list of prioritized recommendations to assist your organization in moving forward.

A SAMPLING OF CCAT USERS TO DATE

NONPROFIT ORGANIZATIONS

Associated Press Managing Editors	Ramona Pageant Center
The Bowers Museum of Cultural Art	Riverside County Philharmonic
Community Coalition for Substance Abuse Prevention	Rocking the Boat
Fund for Investigative Journalism	Rural Women's Health Project
Gay Men's Health Crisis	Sanctuary for Families
Laguna Playhouse	Saint Joseph Ballet
Oceanside Museum of Art	Society of American Business Editors and Writers
Princeton Center for Leadership Training	

FUNDERS

Deaconess Foundation
Ethics & Excellence in Journalism Foundation
The James Irvine Foundation
Pfizer Foundation
Sunflower Foundation

ASSOCIATIONS & INTERMEDIARIES

California Association of Nonprofits
New Hampshire Center for Nonprofits
New Jersey Center for Nonprofits

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WHO
SHOULD USE IT?

THE CCAT WAS CREATED TO ASSESS NONPROFIT ORGANIZATIONS. FOUNDATIONS, CORPORATE funders, and management support organizations (MSOs) may purchase access to the CCAT as a service for their grantees or as a tool for determining the need for long-term capacity-building services. However, the CCAT is not intended to be used by funders as a "screening tool," to determine which organizations to support.

HOW
CAN WE USE THE CCAT AND LIFECYCLE SCORE?

THE CCAT REPORT CAN BE USED AS A:
- Starting point for discussions
- Suggested checklist for changes
- Barometer for comparison to similar organizations
- Way to track organizational growth and development
- Method for involving board members in discussing organizational capacities
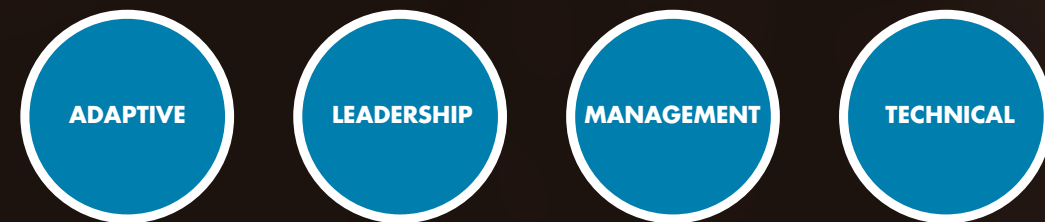
ORGANIZATIONAL EFFECTIVENESS MEANS DIFFERENT THINGS TO DIFFERENT PEOPLE.
For some, an effective organization *has clear functional goals and objectives* in such areas as fundraising, board development, staff retention, and effective use of technology. Others simply define organizational effectiveness by *how well an organization achieves its mission.* Finally, some argue that the real issue is *how nonprofits set, and effectively achieve, their priorities.*

TCC Group has conducted many large-scale evaluations of capacity-building initiatives around the country. As a result of this work, TCC has identified four core capacities that all organizations need to be effective: 1) adaptive; 2) leadership; 3) management; and 4) technical.

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THE COST FOR THE CCAT

$300
for an individual nonprofit

$260
per CCAT for funders, associations, and MSOs (purchasing from 2-5)

$240
per CCAT for funders, associations, and MSOs (purchasing 6 or more)

$200
per CCAT for funders, associations, and MSOs (purchasing 100 or more)

ACCESSING THE CCAT

The CCAT can be purchased online at www.tccgrp.com/CCAT.html or through our partner organizations and membership associations. Foundations, associations, and corporate funders seeking to purchase access for multiple organizations are urged to contact TCC's CCAT Sales & Support Dept., toll-free, at 1-866-470-2258 or by email at CCAT@tccgrp.com.

TCC Group's Core Capacity Assessment Tool (CCAT) allows an organization to analyze its four core capacities, in addition to its organizational culture. This online survey tool is the first of its kind to allow for a truly anonymous and confidential self-assessment of an organization's core capacities, including sub-capacities. The CCAT provides users with a report analyzing their strengths and providing recommendations for future growth and change.

ADAPTIVE   **LEADERSHIP**   **MANAGEMENT**   **TECHNICAL**

WHAT
IS INCLUDED IN THE CCAT PURCHASE PRICE?

PURCHASE INCLUDES ACCESS TO THE CCAT FOR AN UNLIMITED NUMBER OF RESPONDENTS WITHIN a single organization, and free telephone technical support on using the tool and registering users. Your CCAT final report includes information on interpreting the results, as well as graphic depictions of your scores for each capacity area, basic comparative data with organizations nationwide, and recommendations for building your organizational capacity. The CCAT also includes an organizational lifecycle score and a set of computer generated, prioritized capacity-building recommendations based on the organization's lifecycle stage.

Additional comparative reports, based on service area, staff size, and geographic location, will be available by the end of 2007 for an additional fee of $100. For those organizations requiring assistance in interpreting their report, telephone assistance will be available for a fee of $75 for 30 minutes.

WHY
DO MY ORGANIZATION'S CCAT RESULTS AND LIFECYCLE SCORE MATTER?

THE CCAT REPORT PROVIDES AN ANALYSIS OF AN ORGANIZATION'S CURRENT STATUS IN THE four core capacities that TCC believes are crucial for organizational effectiveness. The CCAT is intended to help a nonprofit organization determine its strengths and opportunities for improvement. Within each capacity area (Leadership, Adaptive, Management and Technical), there are several sub-categories that provide deeper insight to the core capacity.

The lifecycle score can be used to provide a status report in terms of accomplishments to date and predict hurdles in an organization's future. The lifecycle score can also serve as a benchmark to confirm that a nonprofit is continuing to grow successfully.

CCAT