

blue shield
of california
foundation

50 Beale Street
San Francisco, CA 94105
blueshieldcafoundation.org

2008 Blue Shield of California Foundation Training Institute: Summary Notes

**CPEDV Annual Meeting
San Pedro, California**

Prepared by Jemmott/Rollins Group, Inc.

Acknowledgements

The Capacity Building Training Institute was developed and implemented by Jemmott/Rollins Group, Inc.

The guidance and support of the Blue Shield Against Violence Advisory Committee is deeply appreciated. Members include:

- *Eliza Daniely-Woolfolk*, Executive Director Alternatives to Domestic Violence
- *Rae Eby-Carl*, Deputy Director Lake Family Resource Center
- *Patti Giggans*, Executive Director, Peace Over Violence
- *Joelle Gomez*, Executive Director, Women's Center of San Joaquin County
- *Verna Griffin-Tabor*, Executive Director, Center for Community Solutions
- *Kathleen Krenek*, Executive Director, Next Door Solutions to Domestic Violence
- *Beckie Masaki*, Executive Director, Asian Women's Shelter

We also thank our colleagues for their contributions to the success of this event:

- Nakatomi & Associates
- Nonprofit Finance Fund
- Office of the Dean, UCLA School of Public Affairs

We are ever grateful for the invaluable assistance and dedication of the associates of Jemmott/Rollins Group:

- *Fran Jemmott*, Principal
- *Risa Brown*, Information Technology
- *Lanette Jimerson*, MA, Research Associate
- *Xiomara Gumbs*, Administrative Associate
- *Lisa Zeller*, MBA, Organizational Development Associate

Table of Contents

Summary Notes

We took notes, too! Here you will find key points from each of the presentations including the keynote address, funders' conversation, and workshops on communications and finances.

Welcomes

Tara Shabazz and Bess Bendet 1

Keynote Address: "Why Communications Matters"

Dr. Frank Gilliam 2

Lunch Panel – A Conversation with Funders

Bess Bendet, Moderator..... 5

Linking Money to Mission: A Business Approach for Managing Nonprofit Finances

Brent Copen and Nima Krodell, Presenters 7

The Best Kept Secret: Strategic Communications Workshop

Debra Nakatomi and Joni Byun, Presenters 11

Evaluation Results 14

Welcome

Tara Shabazz, acting Executive Director of CPEDV, opened the conference with a dynamic call to find the best routes to greater visibility and public support for the issue of domestic violence. Capacity building in the field is essential to achieving our goals, and strategic communications and fund development are skills required to navigate the “fast lanes” to achieving the group’s objectives.

Bess Bendet, Director of Blue Shield Against Violence, talked about the purpose of the Training Institute. Bess thanked participants for doing the hard work related to the range of services offered in local communities, as well as providing leadership to efforts aimed at improving policies. Blue Shield of California Foundation has spent over \$22 million on domestic violence issues since 2002 and provides general operating support to help domestic violence shelters with unrestricted funds. Bess explained that the goal of the Training Institute was to provide another level of support to strengthen California’s domestic violence service providers.

Keynote Address: "Why Communications Matters"

Dr. Gilliam challenged the conventional thinking about communications and developing a set of strategic communications tools. He continually focused on the word "frame," noting that the prioritization of public and charitable dollars is affected by how issues are framed. He challenged the participants to think about domestic violence issues in such a way that engages the public to want to solve them through public policies, not only personal actions.

Frames

Frames are "... organizing principles that are socially shared and persistent over time, that work symbolically to meaningfully structure the social world" (from Reese, Gandy and Grant in Framing Public Life). (Detailed information regarding frames can be found in Dr. Gilliam's presentation.)

Examples of existing frames that impede progress in the field of domestic violence include "It's the woman's fault," and "Why doesn't she just leave?"

Frame Transformation or Reframing

In order to put forth a new set of ideas, it is necessary to reframe the issue. New values often must be planted and nurtured, and old understandings jettisoned in order that "erroneous beliefs" can be reframed. When communications are inadequate, people default to their existing frame, or the "pictures in their heads." When communications are effective, on the other hand, people can see an issue from a different perspective.

Seven Framing Lessons (see attached PowerPoint presentation)

- (1) Communication is fast and frugal.
- (2) We reason within the frame, assign responsibility to actors within the frame and solve the problem with what we've got. This point was illustrated by showing a picture of cows grazing and learning that they were sick. We were asked to guess why they were sick, and most guessed the farmer did not take adequate care of his herd. The top of the picture was then revealed to show a big factory spewing pollution. Thus, we could reason that despite the farmer's best efforts, environmental conditions were responsible for the poor health of the cows.
- (3) Ideas and issues come in hierarchies. Level One consists of big ideas like equal opportunity; Level Two represents issue types like women's rights; Level Three is the specific issue like daycare.

Example of hierarchies: Dr. Gilliam showed a cartoon with two pictures of George W. Bush. In the first photo, George was agreeing that affirmative action gives some unfair racial preferences; in the second, he was wearing his Yale sweatshirt holding a signed photo of his dad saying, "Enjoy being a legacy!"

Level three in this cartoon was an attack on affirmative action; level two referenced class values that provide a de facto affirmative action for the privileged; and level one raised the big picture idea of fairness and equality in a democracy.

(4) Framing is storytelling.

(5) Order matters. Once a frame is established, it will dominate the conversation and crowd out subsequent frames.

(6) In order to take responsibility, you have to be able to picture yourself as an actor in a system/scenario.

(7) Numbers are not frames. Use fewer numbers and incorporate "social math," math that ordinary people can understand, to embed frames in numbers.

Developing Effective Frames

Persuasive communication cannot depend on simply putting information in front of people. It must change the lens through which they see the information. If your frame doesn't work, your issue will fall off the public agenda. Effective frames tell us what this communication is about; signal what counts and what can be ignored; "fill in" or infer missing information; and influence decision outcomes. Values, metaphors and models, numbers/social math, messengers, visuals, tone and context all may be important elements of an effective frame.

In developing effective frames, we must understand people's existing, dominant frames and anticipate the way our communications will interact with these default frames. We must identify alternative frames that, although may initially seem weaker in some ways; hold more promise for promoting your policy outcomes. In developing the frames, specify the frame elements – the messengers, metaphors and models – that will support and invigorate the new frames.

Why Do Communications Matter?

Dr. Gilliam ended his address with an appeal not to underestimate the importance of communications as leaders of organizations providing domestic violence services. He listed several reasons why communication matters including it shapes the culture, directs the thoughts and actions of policymakers and influences the public agenda.

Lunch Panel – A Conversation with Funders

Panelists:

Pat Christopher, program director for Crail-Johnson Foundation in San Pedro, CA. Crail-Johnson is a family foundation that funds programs in Los Angeles County. It provides general operating support. www.crail-johnson.org

Julio Marcial, program officer for The California Wellness Foundation (TCWF) in Woodland Hills, CA. TCWF is a private statewide foundation that provides leadership and funding for violence prevention in California. The foundation provides general operating support. www.tcwf.org

Amanda Rounsaville, communications & public affairs grants officer for The California Endowment (TCE). TCE is one of the largest private foundations in the nation. Its funding priorities will change in 2010. www.calendow.org

Moderator:

Bess Bendet, director of Blue Shield Against Violence, a program initiative of the Blue Shield of California Foundation. BSCF is a corporate foundation, an independent licensee of the Blue Shield Association. www.blueshieldcafoundation.org

This guided discussion among foundation representatives provided insight into ways in which participants could connect to grant-making institutions. TCWF has an annual grant-making budget of approximately \$40 to \$50 million. The issue areas in which they fund include women's health issues, violence prevention, health aging and others. California Wellness is different from many foundations in that they take risks. It is not necessary to have other foundation funding in order to get money at TCWF.

Crail-Johnson donates about \$1 million annually with a focus on impacting the lives of youth and children. Like other family foundations, CJF looks for opportunities in the communities where the donor's family lives and does business. Pat noted that domestic violence is not a priority at CJF but said they are responsive to requests.

TCE is the largest health foundation in California. TCE's mission is to improve health in underserved communities. It grants up to \$170 million per year, mostly in California. Amanda announced that the organization is in the middle of strategic planning and about to shift key grant-making policies and procedures. By the year 2010, grants made by TCE will focus on communities with the poorest health outcomes in the state and where concentrated resources are expected to produce significant improvements. In the

meantime, their current grant-making guidelines continue and she advised that funding requests focus on “building healthy communities.”

Blue Shield is different from most foundations in that it is not endowed. BSCF relies on an annual gift from Blue Shield of California and typically provides grants totaling \$30 to \$40 million per year, almost exclusively in California. The commitment to funding domestic violence organizations extends from the CEO throughout the foundation. BSCF is more proactive in their grant making. The foundation staff actively examines the landscape and proactively seeks ways to strengthen organizations and efforts to make significant improvements.

Tips for Grant Seekers and Grantees from Panelists

- Domestic violence may not be a top priority for most foundations. Consider how best to educate and keep foundations informed of developments in the field.
- Be persistent! Foundations cannot fund every request received. Persistence usually pays.
- Effective communication is key. Keep foundations informed through newsletters, briefing papers, press releases, etc.
- Send letters to the program staff and the CEO.
- Visit foundation websites frequently.
- Use the websites to learn and respond to their often unique guidelines.
- Don't use templates or “cookie cutter” letters of interest.
- Los Angeles County alone has thousands of foundations. Each foundation is different. Use the Foundation Center (www.foundationcenter.org) to learn about foundations that serve your geographic area.
- Make sure to get on the email list for each foundation.
- Program officers often want to help you do what you're doing; keep in touch and make sure they stay informed.
- When formulating a grant request, be advocates for the issues of concern to your organization.
- Organizations in underserved communities can do independent needs assessments to give foundations better insight into their conditions.
- Call and speak directly to program staff to gain more insight into funding priorities, and potential for participation in partnerships or joint ventures with other grantees.

Linking Money to Mission: A Business Approach for Managing Nonprofit Finances

Brent Copen, director of the western regional office of the Nonprofit Finance Fund, and Nima Krodel, manager of financial services for the Nonprofit Finance Fund (NFF), emphasized that the money and finance piece of capacity building is an often overlooked and yet critical function at nonprofits. NFF provides financing, advisory services and advocacy for a strong and financially viable nonprofit sector.

The discussion initially focused on “Why do nonprofits with excellent programs struggle financially?” The question generated lots of responses, ranging from “admin caps,” “don’t present true costs,” “over focus on programs” to “competition is huge” and “compete with a variety of issues.” In addressing these financial issues, Brent stressed that it is important to understand that money is emotional, and that knowledge must replace this emotion. Although it takes time and effort to learn finance, it can be done. Ask questions often!

The importance of knowledge was stressed further in a slide entitled, “True or False?” Brent showed six statements that were 100 percent accurate or “true” statements for the for-profit world but were completely false in the nonprofit world. While nonprofits value corporate managers as board members, the fundamental differences between nonprofit and for-profit businesses can confuse even the best-intentioned financial experts on your board. Key topics of this workshop included: understanding the capital structure of an organization; the triangular relationship between mission, money and program; and review of an actual case study of a domestic violence service organization.

The Capital Structure

The balance sheet, or statement of position, provides a snapshot of the capital structure of your organization. Everything that exists on your balance sheet is the sum of all the decisions the organization has made to date. (Accompanying PowerPoint slides show different organizations’ assets)

The Triangle

The “triangle” consists of three separate areas:

- a. Mission/programs
- b. Capacity
- c. Capital



Establishing and maintaining a balance among these three critical components is essential to an organization's long-term health and viability. Mission and programs includes the reason the organization exists, what it does and why. Capacity is the ability to carry out the mission and involves management, programs, facility, communications and fund development. Capital is the resources acquired and distributed by the organization including assets, liabilities and net assets. The triangle is and can be compared to an organizational ecosystem. Any change in one area affects everything else.

Case Study: Next Door Solutions to Domestic Violence

Prior to the conference, the Nonprofit Finance Fund conducted an in-depth analysis of the finances of Next Door Solutions (NDS) to provide a case study for this institute. Kathleen Krenek, executive director, volunteered to participate in the process known as NBA, nonprofit business analysis.

NFF provides nonprofit organizations a financial diagnostic tool – which uses historical financial information to evaluate the organization's financial health – presents their findings to the Board of Directors and then recommends follow-up coaching services, which often include help finding funding for these services. The goal of the NBA is to identify the story behind the numbers in order to help guide next steps.

Next Door Solutions is Santa Clara County's most comprehensive domestic violence service agency. In 2003, a merger with another organization was intended to achieve a more favorable economy of scale by reducing administrative and other costs. NFF's graphs of the historical results of the merger told a different story with an unintended result. The increased revenues were overwhelmed by even faster-rising expenses, especially in personnel costs, that resulted in a loss of unrestricted operating revenue.

Faced with this dilemma, the executive director did what most in her position would do – cut back on administration costs. However, in organizations that provide services like shelter services, such cutbacks led to chaos. The Board of Directors and executive management initially disagreed about how best to restore financial health. But the executive director then made a difficult decision and quickly laid off more people. "It was hard. It was difficult. But we did it," Kathleen said. "We took a step back and focused on our core competencies. We had to better understand what our organization did best and let go of programs and projects (with expensive personnel costs) beyond our capacity. We had to ask ourselves, what do we do best? How can we leverage what we do best to help battered women?"

NDS stopped providing a batterer's intervention program and recently eliminated a counseling program as well. While very labor intensive, the programs reached few. Services could be better delivered through other organizations within the community. "The business of Next Door Solutions is not simply growth, but impact," Kathleen said.

The results of its new focus were immediately apparent in NDS financial statements. In 2004, the records indicated a slight surplus in unrestricted operations. By 2006 and 2007, NDS balance sheets revealed historical operating surplus. Consistent operating surplus guarantees the organization's future viability. According to Kathleen, "We have 40 partnerships now and a wealth of programming!"

Lessons Learned

- Reserves generated from past surpluses kept NDS alive during the merger period. Unrestricted net assets are key to maintaining financial health.
- Cultivate and maintain a strong sense of team commitment to the organization's mission, especially when making cutbacks and/or layoffs.
- Make sure the board understands the finances.
- Keep the budget alive and vibrant through quarterly updates. Avoid reliance on a fixed budget for the entire year.
- In projecting revenues for the budget, avoid estimating income that has a low probability of materializing. If some revenue has less than a 50 percent estimated probability, it is better not to include it in the projected budget.

Business Choices

Nima Krodel summarized five potentially helpful solutions commonly advocated for organizations facing financial instability.

- (1) Growth: Accelerating growth can help for-profit organizations in times of financial instability. It is not often useful for nonprofits. In the nonprofit world, it is often necessary to raise more operating/overhead capital for each program added.
- (2) Launch an Earned Income Venture: In the for-profit world, the success rate for new business is lower than we think. In the nonprofit world, we cannot assume that an earned income venture will not fail. Earned income ventures can divert management attention from the core business and dilute focus on core competencies. In the nonprofit world, healthy fiscal policies focus on increasing unrestricted net income.

- (3) Owning Property: Although owning property can inspire successful capital fundraising drives, this success can crowd out the fundraising needs for operations. Upfront costs are often underestimated, while ongoing costs are frequently overlooked.
- (4) Endowments: They sound like a sure winner. Unfortunately, even a fairly large endowment of \$1 million produces small amounts of annual income. Fundraising for endowment money may drain energy, time and contributions from other development efforts. Alternatives suggested for endowments include board-designated cash reserves, infrastructure reserves, and/or “rainy day” or emergency reserves.
- (5) Mergers: As is true in the for-profit world, most mergers generate more problems than expected up front. It is most important to give careful thought to the culture and fit of the organizations, the concerns of donors and other funders of each organization, and the realistic financial effect on the organization. Remember, partnerships and joint ventures can often accomplish the same objectives as a merger in a more stable, predictable and flexible manner.

The Best Kept Secret: Strategic Communications Workshop

Debra Nakatomi, president of Nakatomi Associates, and senior vice president, Joni Byun, led a workshop designed to assist participants to better understand how to tell the stories of their work and organizations to maintain visibility and support within their communities. The main goals of the workshop were to remind participants that communications are an essential part of the work of shelter providers, and to inspire creative thinking and learn how to improve approaches to strategic communications. Nakatomi Associates works with nonprofit and public agencies to foster and focus communication initiatives in advocacy, community engagement and philanthropy.

Strategic communications are an integrated process that is an essential part of the strategic plan of an organization and shares the same three- to five-year time frame to accomplish strategic results. Strategic communication is guided by the mission, vision and values of the organization. In developing important messages, it is important to learn how to be a great storyteller and how to keep things fresh. The story must engage the stakeholders and be relevant to the broad audience and must be results driven. It is now recognized that communication deserves more focused attention with methods to measure and analyze what we are trying to accomplish.

Target Audiences

Effective communication is audience-focused. The audience must be specifically identified. A good starting point is to identify which target audiences your communications strategy addresses. Potential targets for domestic violence service organizations include funders, media, clients/victims, first responders, policy makers, etc. These targets must be identified and prioritized.

Creating Opportunities

Every challenge presents an opportunity to convey a message and increase public awareness of issues related to ending domestic violence. Using the creative energy of staff, board and volunteers, domestic violence service providers can reach the public, shape its understanding of how it can best help solve domestic violence and change conditions for women and their families.

Message Development

The workshop participants were divided into small groups for a brief creative exercise. The first step was to select a target audience then decide exactly what we would like them to do, feel, or remember. This is a cognitive, not moral, exercise. It is essential that we tell the audience what they ought to

do. And finally, the small groups had the opportunity to identify the single most motivating message to communicate.

One group focused on the message, "You can and you should help." During his keynote address, Dr. Gilliam had criticized an ad showing the face of a battered woman and exhorting batterers' best friends to say something. He emphasized that the ad did nothing to counter common frames such as "It is her fault," and "What happens in their home is their private business."

The group focused on countering the "what happens in their home ... " frame, visualizing a picture of the same battered woman holding hands with neighbors, co-workers, a cleric and a police officer to illustrate that it is the responsibility of everyone in the community, as a team, to help stamp out the tragedy that is domestic violence.

After the exercise, it was emphasized that selection of targets depends on the longer term strategy of the organization as well as the organization's resources. Also emphasized was the importance of understanding the target audience – going much deeper than we could at the workshop – to learn how to reach and communicate with the target audience.

Media Outreach

In dealing with the media, participants were encouraged to become a content expert and a resource for reporters and invest time in educating the media. Although it has gotten much more difficult to establish long-term media relationships (given the cost-cutting at newspapers everywhere) participants were urged to be a student of media and do your homework. The presenters suggested sending emails to local media to help focus their attention on your newsworthy issues.

Media Tools

The list of media tools available to domestic service providers is more extensive than many realize. These include media advisories or alerts (quick, short messages), press releases (more in-depth), printable calendar lists, print and broadcast editorials (write these!), radio and TV talk show appearances, and public service announcements (PSAs). It is also important to monitor and follow up with the media.

Social Networking

Digital social networking has become one of the most popular and widely utilized media tools. Social networking could provide the ultimate opportunity to share information on any topic to mass audiences. It is rapidly becoming an important tool to build social movements. Popular social networks include YouTube, MySpace, LinkedIn and FaceBook. Seventy-five to eighty percent

of the participants in the workshop had used YouTube, a prominent resource in getting a message out to large audiences on the Internet. Blogging was also described as a potentially effective tool, a way to put ideas out to share with a wider community including, perhaps, mainstream media. Blogging potentially reaches a whole new generation.

In addition to offering a place to post comments and videos to publicize your organization and its issues, social networking may also be an excellent way to gather data, find useful videos, and contact potential allies or partners (for fundraising, for example).

One important caveat about using the Internet was issued. Participants were advised that instead of rushing into these new media, it is critical that each organization revisit and update its own website. In reviewing the organization websites of conference participants, the presenter found links to news that directed the viewer to a 2004 press release, an events link promoting a 2006 event, and many links to other sites that generated error messages.

The presenters provided a few final rules for stakeholder and influencer outreach. (See attached PowerPoint slides)

Finally, the goal of strategic communications is to change attitudes. Tell the target audience about what they can do to solve the problem of domestic violence in their communities. A unified message and brand can generate broad changes, even a movement.

Evaluation Results

Two measures were used to gauge changes in participant knowledge and overall reaction (or satisfaction) with their participation in the training institute. The first data reported on participants' overall reactions to the topics presented, the environment and their participation in the event. The second data measures changes in confidence in respect to participants' understanding or ability in regards to key points about capacity building explained during presentations and workshops.

Participant Reaction

A simple reaction form was used to gauge participants' reaction to the content presented in the plenary sessions and topic specific workshops. Participants were asked if:

- Expectations were met
- Knowledge and insight was gained
- The overview of the day gave focus to the content
- The keynote address provided new information
- The workshop on communications identified skills needed in work sites
- The workshop on linking money to mission identified skills and knowledge needed
- The conversation with funders provided information about foundation grant seeking skills
- The physical environment was conducive to learning
- Participants actively participated in sessions
- Participants would recommend the topics covered at the institute to others in the field.

The survey used a four point Lichert scale that asked participants if they *Definitely Agreed; Mostly Agreed; Somewhat Agreed; or Did Not Agree At All* with the statements above. Of the sixty-eight respondents, the responses indicated that a strong majority had their expectations met and they gained knowledge and insight useful for their work. The opening plenary session and keynote presentation garnered the strongest responses of all the topics presented during the institute. The workshops on *Strategic Communications* and *Linking Money to Mission* were more interactive and hands on. Many respondents indicated they did not actively participate thus the responses were less sturdy for the topics presented in the workshop environments. More in-depth tools to measure satisfaction would be needed to better specify improvements for future events for this kind of group.

Participant Reaction Results

<i>Responses</i>	Definitely	Mostly	Somewhat	Not at All
My expectations were met.	29	27	12	1
I gained knowledge and insight for my work.	31	23	14	1
The opening plenary session provided an overview.	45	18	5	1
The keynote provided new information.	50	14	4	1
The workshop on strategic communication helped me think of skills needed.	18	34	14	2
Linking Money to Mission helped me think about skills and knowledge needed.	31	24	11	3
A Conversation with Funders provided important information.	25	27	15	2
The physical environment was conducive to learning.	31	31	6	1
I actively participated.	14	31	18	3
I would recommend this institute to others in the field.	34	24	8	3

Pre and Post Survey

The information in this section is drawn from 68 of 123 participants that completed both the pre and post survey. The accompanying chart illustrates the statements participants were asked to respond to, the number and percentage of responses in each category, and the increase or decrease of responses for each category. In analyzing the data we looked for movement of responses from do not agree at all to absolutely agree in order to gauge the impact of the institute.

The purpose of the institute was to introduce concepts of capacity building and ways to build capacity in domestic violence agencies. The results indicate an increase in the number of participants who felt confident in their level of knowledge and understanding of these key concepts or skills. Significant increases occurred in the number of participants who reported confidence in their ability to:

- Speak to co-workers about capacity building,
- Analyze messages that better inform the public,
- Differentiate the types of foundations and their areas of funding,
- Learn more about financial reports

The increases demonstrate a positive response to the key learning objectives by a strong majority of those completing the pre/post surveys.

The greatest increase in confidence, 38 percentage points, occurred in the area of finance. Participants were given the following statement: "The workshop Linking Money to Mission helped me think about knowledge and skills needed in our organization." The ability of participants to better communicate the financial status of their organization was also a key learning objective. Additional evidence of the impact of the financial component of the institute is found in the decrease among those who somewhat agreed, agreed, or absolutely agreed with the statement, "I believe every domestic violence agency should have an endowment." The training stressed potential negative effects on overall funding and financial position of an agency. Participants' reporting of improved confidence and understanding is a success indicator in reaching the key institute objectives.

Pre and Post Survey Results

		Absolutely Agree			Agree			Somewhat Agree			Do Not Agree			No Answer			TOTALS		% of Agree	
		173	260		286	270		160	120		42	24		19	5		Post	Pre	Post	Pre
Responses		Pre	Post	Diff	Pre	Post	Diff	Pre	Post	Diff	Pre	Post	Diff	Pre	Post	Diff				
1	Explain Meaning of Capacity Building	13	25	12	30	23	-7	19	17	-2	5	3	-2	1	0	-1	68	68	94%	90%
		19%	36%		44%	33%		27%	25%		7%	4%		1%						
2	Identify Areas of Capacity Building	16	26	10	24	30	6	17	12	-5	5	0	-5	6	0	-6	68	68	99%	83%
		23%	38%		35%	44%		25%	17%		7%			8%						
3	Understand Concept of Strategic Communications	29	39	10	20	24	4	17	5	-12	2	0	-2	0	0	0	68	68	99%	96%
		42%	57%		29%	35%		25%	7%		2%									
4	Can Analyze a Press Message about Domestic Violence	6	14	8	36	38	2	16	14	-2	8	0	-8	2	2	0	68	68	95%	83%
		8%	20%		52%	55%		23%	20%		11%			2%	2%					
5	Can Name 3 Problems with Domestic Violence Messages	11	25	14	40	31	-9	12	12	0	3	0	-3	2	0	-2	68	68	98%	91%
		16%	36%		58%	45%		17%	17%		4%			2%						
6	Knowledge of Foundation Types	11	33	22	28	22	-6	20	10	-10	7	2	-5	2	1	-1	68	68	94%	86%
		16%	48%		41%	32%		29%	14%		10%	2%		2%	1%					
7	Confident in Talking to Funder	23	31	8	26	29	3	13	7	-6	3	1	-2	3	0	-3	68	68	97%	90%
		33%	45%		38%	42%		19%	10%		4%	1%		4%						
8	Why Important to Understand Finance Reports	25	40	15	20	20	0	15	8	-7	6	0	-6	2	0	-2	68	68	98%	60%
		36%	58%		29%	29%		22%	11%		8%			2%						
9	Belief in Endowments for Domestic Violence agencies	23	9	-12	27	15	-12	16	23	-7	2	18	16	0	3	3	68	68	68%	94%
		33%	13%		38%	22%		23%	33%		2%	26%			4%					
10	Connection of Mission, Finances, Programs	16	18	2	35	38	-3	15	12	-3	1	0	-1	1	0	-1	68	68	98%	96%
		23%	26%		51%	55%		22%	17%		1%			1%						