

# NPSDC ANNUAL REPORT

Issue 1: March 2003 - December 2005

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## **NPSDC LEARNING STATEMENT**

We believe that learning is central and critical to what we do.  
Continuous and progressive learning creates opportunities,  
challenges how we normally see and do things,  
builds understanding of our mission and  
strengthens community connections.

- *created and implemented by the NPSDC Committee (January 2005)*

## BACKGROUND AND HISTORY

**Established in March 2003, the Non-Profit Staff Development Coalition (NPSDC) is a collaborative community project serving non-profit human services organizations in the Seattle–King County area.**

Fueled by the late 2002 economic situation in Washington State, the announcement of severe budget cuts, (particularly in the area of human services), and the anticipation of layoffs, the need for training – **skill development and staff development** – became greater and more challenging to provide, given increasingly limited financial resources.

The Non-Profit Staff Development Coalition (NPSDC) Project was created to significantly and beneficially fill this inevitable and resulting void for employees in non-profit human services organizations, who serve tens of thousands of low-income children, adults and families in the Seattle-King County area.

The development of the NPSDC Project has been unique in that it has been a truly “grassroots” community effort to partner, ultimately benefitting clients and building much-needed capacity.

## MISSION

**The mission of the Non-Profit Staff Development Coalition Project is to help staff in non-profit human services organizations reach professional and personal excellence by protecting, nurturing, strengthening and enhancing the staff development function in their organizations.**

This will be achieved by collaboratively working on three Coalition Initiatives:

**Initiative 1: Staff Training**

*This is the Coalition’s primary focus. This involves annual staff training needs assessments, followed by designing, developing and delivering responsive and relevant training activities across staff levels.*

**Initiative 2: Transfer and Application of Learning for Effective Job Performance**

*Linked to Initiative 1 – this involves assessing the transfer / application of knowledge and skills gained from each NPSDC training to the employee’s job with effective results.*

**Initiative 3: Promoting, strengthening and reinforcing a consistent “learning culture” within Coalition member organizations.**

All three Initiatives ultimately support and strengthen excellence in service delivery.

## MEMBERS AND PARTNERS

### NPSDC PROJECT LEAD

The Non-Profit Staff Development Coalition Project (NPSDC) is managed by the Center for Learning Connections.

*The Center for Learning Connections (CLC) is a well-established educational and training organization with over 20 years of developing programs and training to promote and strengthen workforce and organizational development in the government, public, educational, private and non-profit sectors.*

*CLC is located at Highline Community College's Outreach Center in Des Moines, Washington.*

### NPSDC MEMBERS

As of December 2005, NPSDC membership increased to 26 member organizations. Member organizations constitute non-profit human services organizations in Seattle-King County.

Each member organization designates one or two of their staff to represent the organization as members of NPSDC's Committee. Committee members sign a Memorandum of Understanding delineating roles and expectations of committee membership, regularly attend scheduled Coalition Meetings, and work on the three Coalition Initiatives.

*A listing of NPSDC's Committee Members is on pages 5-6.*

### NPSDC PARTNERS

#### Trainers

Since 2003, NPSDC has collaborated with 24 quality and experienced trainers to develop and deliver training curriculum which responsively addressed identified need areas for each workshop.

#### Facilities

In collaboration with the following three facilities, NPSDC has delivered its training workshops with minimal or no rental costs:

- SAFECO SOUTH JACKSON STREET CENTER – Seattle, WA
- THE 2100 BUILDING – Seattle, WA
- HIGHLINE COMMUNITY COLLEGE – Federal Way Campus, WA

**MEMBER ORGANIZATONS AND THEIR COMMITTEE MEMBER REPRESENTATIVES**

**PROJECT LEAD**

**Center for Learning Connections (CLC)**

*Anna McCain, Project Manager - NPSDC*

*Julie Jacob, Executive Director - CLC*

**MEMBER ORGANIZATIONS**

**Atlantic Street Center**

**American Red Cross (serving King & Kitsap Counties)**

**Catholic Community Services (King County)**

**Capitol Hill Housing Improvement Program**

**Children’s Home Society of Washington**

**disAbility Resource Network**

**Encompass**

**Executive Service Corps of Washington**

**Fremont Public Association**

**Hopelink**

**Housing Resources Group**

**Lifelong AIDS Alliance**

**Multi-Service Center**

**Neighborhood House**

**New Futures**

**CURRENT COMMITTEE MEMBERS**

*Debborah MacWilliams, Human Resources Generalist*

*Pam Sánchez, Director of Volunteer, Community & Human Resources*

*Josephine Tamayo Murray, Agency Director*

*Cathy Capers, Director of Human Resources*

*Leslie Markham, Director of Facilities*

*Mike Fitzpatrick, Director - Parent Information Resource Centers*

*Gladys Springborn Brannigan, Assistant Director*

*Laurie Vanderboom, Director of Programs*

*Carolyn Hunter, Director of Finance*

*Yvonne Freitas McGookin, Consultant*

*Nancy Long, Executive Director*

*Teresa Ballard, Human Resources Coordinator*

*Kathy Crumlish, Human Resources Director*

*Jeanette Bliss, Human Resources Director*

*Susan Williams, Human Resources Director*

*Beth Rosmaryn, Office Manager*

*Kathryn Daily, Human Resources Coordinator*

*Linda Purlee, Director of Emergency Services*

*Roberta Furst, Human Resources Manager*

*Heidi Schillinger, Training Director*

*Jennifer Rocili, Trainer*

**MEMBER ORGANIZATONS AND THEIR COMMITTEE MEMBER REPRESENTATIVES**

**MEMBER ORGANIZATIONS**

**CURRENT COMMITTEE MEMBERS**

**Plymouth Housing Group**

Chuck Gilman, *Human Resources Director*

**Puget Sound Neighborhood Health Centers**

Theresa Norris, *Human Resources Director*

**Ruth Dykeman Children’s Center**

Jodi Ryznar, *Human Resources Generalist*

**Seattle Goodwill**

JoAnn Moran, *Vice President of Human Resources*

**Seattle Jobs Initiative**

Gloria Hatcher Mays, *Project Manager Capacity Building*

**Seattle Chinatown International District Preservation Authority**

Kimberly Gilman, *Human Resources Manager*

**Senior Services of Seattle/King County**

Karen Beisner, *Human Resources Director*

**Washington Coalition of Citizens with Disabilities**

Gladys Springborn Brannigan, *Assistant Director*

**Youth in Focus**

Walter Bodle, *Executive Director*

**YWCA of Seattle-King County-Snohomish County**

Matthew Bullock, *Human Resources Director*

**Membership update note:**

*In January 2006, four additional organizations joined NPSDC membership, bringing the total to 30 member organizations:*

**Big Brothers Big Sisters of King and Pierce Counties**

Mary Eells, *Program Supervisor*  
Trina Resari-Salao, *School-Based Match Coordinator*

**Kids Co./ Evergreen Children’s Association**

Jennifer Cooke, *Director of Child Care Operations*

**Low Income Housing Institute**

Cherry Crank, *Resident Services Assistant*  
Janel Fox, *Resources and Education Coordinator*

**The ARC of King County**

Mary Jo Magruder, *Project Coordinator*  
Becky Kell, *Coordinator of Survival Services and Individual Advocacy*

## PROJECT GOALS

The following goals were collaboratively discussed and developed by the Non-Profit Staff Development Coalition Committee, and are being implemented annually:

- **Provide low cost, quality training to staff of NPSDC member organizations, as well as non-members.**
- **Collaboratively facilitate the consistent “transfer and sharing of learning” from NPSDC workshops to participants’ job skills and their workplaces.**
- **Collaboratively market training activities to staff of member organizations, as well as non-member organizations.**
- **Increase NPSD Coalition membership by adding up to five new member organizations annually.**
- **Serve as a valuable advisory resource to current and new NPSDC member organizations. Through the NPSD Coalition Committee, provide a forum or platform to network and discuss staff development issues and trends, and share “best practices.”**
- **Build a collaborative partnership annually with at least one other community group or organization, with a similar focus on strengthening the staff development function.**

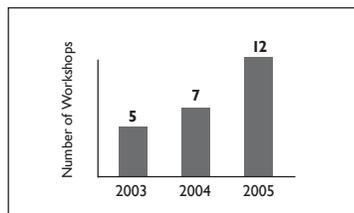
## ACCOMPLISHMENTS (March 2003 – December 2005)

### NPSDC Coalition MEMBERSHIP

- Increased membership of non-profit human services organizations from eight (March 2003) to 26 (December 2005).
- Held 22 successful Coalition Committee meetings.

### NPSDC Coalition Initiative 1: STAFF TRAINING

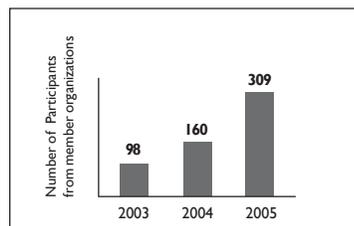
- Designed and developed an annual training needs assessment tool. (July 2003)  
This tool – **NPSDC Staff Training Needs Survey** – is administered by the Committee Members at their member organizations every September to identify new “high priority” training need areas.
- Developed and designed curriculum for delivery of 24 training workshops from July 2003 to December 2005.



- The NPSDC training workshops addressed identified training needs of staff of Coalition member organizations in the following areas:

De-escalation Skills	Coaching Skills for Supervisors/Managers
Supervisory Skills	Case Management
Multicultural Awareness	Goal Setting and Organization Skills
Cultural Competency	Team Building and Dependable Strengths
Time and Task Management	Appreciative Inquiry Process
Customer Service/Communication Skills	Special Issues Series: ( <i>Substance Abuse, Learning Disabilities, Domestic Violence and Mental Health</i> )

- An average of 30 - 50 staff have attended each of these training workshops.
- Workshop evaluations are consistently positive.
- Participation of staff from Coalition member organizations continues to increase.



## **ACCOMPLISHMENTS *continued*:**

### **Coalition Initiative 2: TRANSFER AND APPLICATION OF LEARNING**

In 2005 the Coalition Committee designed two tools to track and assess the participants' application of knowledge and skills gained from NPSDC workshops to their jobs with effective results:

- **A post workshop e-mail evaluation survey**
- **NPSDC “Learning Pods” sessions with an Action Plan** to be completed by each participant during the last half-hour of each NPSDC workshop. The Action Plan would reinforce participants' commitment to share their learning at their organizations and apply one or two skills gained from each workshop.

### **Coalition Initiative 3: PROMOTING AND STRENGTHENING A CONSISTENT “LEARNING CULTURE” IN MEMBER ORGANIZATIONS**

- The Coalition Committee spent much of 2004 creating, developing and designing the Coalition's first tool towards supporting this Initiative.  
In March 2005, the Committee launched this tool – NPSDC Learning Statement – in their organizations.  
*(see page 1 of this report)*

**In November 2005, Seattle SHRM** (*Seattle Society for Human Resources Management*) **and the Non-Profit Staff Development Coalition initiated a collaborative partnership in support of staff development.**

## PARTICIPANTS' COMMENTS

Below are a sampling of “key learnings” reported by participants in their NPSDC workshop evaluations:

“Will identify staff strengths and use these to help our team become more creative and effective.”

*(Building Effective Teams with Dependable Strengths – November 2005)*

“Good overall coverage of the field of mental health...Helps me identify different possible mental health issues my clients are presenting...brings awareness of how mental health issues impacts all aspects of social services and advocacy...”

*(Special Issues Series: Mental Health – October 2005)*

“I’ll try to frame questions more positively and find more ways to engage all the staff in improvement efforts and success sharing.”

*(Appreciative Inquiry Process – August 2005)*

“Learning more about cultural differences will enhance my ability in implementing a more welcoming environment for clients.”

*(Strengthening Culturally Competent Perspectives to Support Diverse Populations – July 2005)*

“I will certainly use this knowledge of coaching, listening and behavior styles in the workplace...I manage four staff and will begin to use ‘feedforward’ techniques and different self-directed goal-setting strategies.”

*(Supervisor /Manager As Coach – February 2005)*

“I learned how to ask ‘head’, ‘heart’ and ‘soul’ questions to help my clients develop and problem-solve...I learned how to be a good listener, ask the ‘How’, ‘What’ and ‘Tell me some more’, to achieve our mission and satisfy clients.”

*(Customer Service and Communication Skills for Non-Profit Organizations – January 2005)*

“I have more knowledge of documentation and case notes and the appropriate use of wording when talking with clients...I will continue to be aware of the skills discussed in assessment, interviewing and proper documentation.”

*(Case Management Fundamentals – October 2004)*

“Managing my time and information will help me move from crisis mode to a more effective and efficient work style.”

*(Managing Time, Paper and Information – July 2004)*

“I was given a better understanding of why a client may act a certain way in a situation based on their culture. Stop looking at my clients only from my culture, values and beliefs and start seeing things from their perspective. Understand that clients will approach problems and issues differently than I will. Accept that and decide how best to work with them.”

*(Strengthening Multicultural Awareness for Service Delivery Excellence – January 2004)*

“Our clients are in various stages of crisis by the time they come to us...the various de-escalation techniques demonstrated will be helpful...and will get us to the point where we can help them.”

*(Effective De-escalation Skills – October 2003)*

## COMMITTEE MEMBERS' RESPONSES

Below are a sampling of responses from NPSDC Committee Members when they were asked the following question:

***As a NPSDC Committee Member, why do you feel it is important for your organization to be a member of the Non-Profit Staff Development Coalition (NPSDC)?***

“Training is crucial to the professional and personal growth of our staff. However, it can be difficult to locate relevant, cost-effective options for non-profits. NPSDC helps our agency to find both.”

*(Roberta Furst – Neighborhood House)*

“I am confident that the high level of training NPSDC offers my staff and other organizations is a direct result of the Coalition’s simple and collaborative approach. Committee members are able to have a direct impact on what trainings are offered and who the trainers will be.”

*(Laurie Vanderboom – Encompass)*

“Ongoing training is vital to the health of our not-for-profit community based organizations. NPSDC is available to these organizations to keep this alive.”

*(JoAnn Moran – Seattle Goodwill)*

“The NPSDC seminars are a vital part of our learning culture.”

*(Susan Willams – Housing Resources Group)*

“To be part of a learning network with other non-profit organizations...and to be able to make available to staff excellent training during the year.”

*(Leslie Markham – Children’s Home Society of Washington)*

“It is important for our organization to be a NPSDC member organization because it gives us the opportunity to collaborate and meet other organizations who face the same challenges that we do.”

*(Cherry Crank – Low Income Housing Institute)*

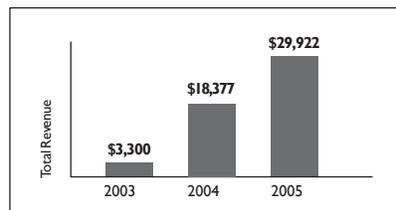
## NPSDC FINANCIAL STRUCTURE

**The Non-Profit Staff Development Coalition (NPSDC) Project’s financial structure falls within the financial framework of its parent organization – the Center for Learning Connections (CLC).**

Originally intended to be a grant funded program supplemented by revenue generated through registration fees for NPSDC training workshops, the NPSDC Committee agreed on both discounted member fee rates and higher flat rate non-member fee rates, as well as committed to supporting grant proposals.

In January and February of 2004, six grant proposals were submitted to various foundations in support of the project’s operating costs. While external funding was not secured at that time, the success of the NPSDC trainings and increasing number of registrations from both member and non-member organizations have served to allow the continuing operation of this “break-even” project.

Since 2003, total revenue from the registration fees have increased from \$3,300 (2003) to \$29,922 (2005):



Revenue from the registration fees is applied to the following costs for each NPSDC training workshop:

- Trainer Honorariums
- Facility room and equipment rental
- Workshop materials for each participant
- Workshop supplies
- Refreshments for participants
- Online registration fee per workshop
- Online registration cost for each participant per workshop
- Project coordination (staff’s time per workshop)

In January 2006, the NPSDC Committee agreed to the first increase in NPSDC workshop registration fees, to more adequately supplement direct operational project costs.

Since 2003, the NPSDC Committee has engaged in discussions focused on obtaining external funding for the NPSDC project. This discussion will continue, particularly to proactively and creatively explore and tap other avenues for “collaborative funding”.