CAPACITY-BUILDING TOOLKIT MANUAL:
Planning Back-Office Supports for Growing Promise Neighborhoods

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Created on behalf of the Promise Neighborhoods Institute at PolicyLink
by Frontline Solutions and BCT Partners

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INTRODUCTION

For communities and organizations looking to revitalize their neighborhoods through the United States Department of Education's Promise Neighborhoods Initiative, or another comprehensive community development initiative, careful strategic planning and budgeting are at the core of efficacy and sustainability. [1] While Promise Neighborhoods vary based on their individual assets, needs, and cradle-to-career continuum of solutions, every effective initiative must be led and managed by organizations that are able to help move the indicators of program effectiveness in a positive direction while also scaling up.[2]

Achieving and improving program effectiveness is predicated upon the overall strength of the local initiative, including key community partners and the initiative's lead agency, typically a youth-centered, multi-service organization (MSO). Yet the strength of all participating agencies is also dependent on having strong, well-staffed back-offices. A strong back-office provides the scaffolding needed to support programs as they expand in scale and improve quality. Organizations often either "guesstimate" or use arbitrary measures to determine their back-office needs, and usually underestimate their needs. While community development practitioners know how to research and develop best practices in the areas of program implementation and organizational development, it is harder to find information about how to determine back-office staffing needs as organizations scale up. The goal of this project is to assist Promise Neighborhoods in planning for their evolution to the next level of operational and financial maturity in order for them to more effectively and efficiently move their indicators of program effectiveness. In many cases, the back-office scaffolding may be needed *prior to* programmatic growth. This tool is intended to inform the specific needs of that back-office staffing.

This tool has been specifically designed for organizations in Promise Neighborhoods to help them craft realistic visions and budgets for the back-office needs of managing their work. Given the variety in how Promise Neighborhoods are structured organizationally, this back-office capacity may be distributed among several partners or centralized in a lead agency. As such, this tool provides guidance that each Promise Neighborhood can adapt to fit their model. Specifically, agencies and grantees can use the tool to better estimate their staffing and subsequent financial needs during the three- to five-year implementation grant period and beyond.

OVERVIEW OF TOOL

The accompanying back-office capacity-building spreadsheet was developed to be a simple, straight-forward tool that organizations can utilize to plan for their administrative staffing needs. However, a large number of complex factors, variables and considerations determine the specific staffing needs for any individual organization. Included in these considerations are factors such as:

[1] The Promise Neighborhood Institute offers communities and organizations many tools—such as "Sustaining Community Revitalization: A tool for Preparing Budgets for Promise Neighborhood Initiatives," "Choosing a Data System for your Promise Neighborhood," and "Promise Neighborhoods Technical Assistance Self-Assessment Tool—to assist with the planning of a comprehensive community development initiative. For more information about the available tools please visit the Promise Neighborhood Institute's "Tools" page at http://www.promiseneighborhoodsinstitute.org/Technical-Assistance/Resource-Library/Tools.

[2] See Federal Register/Vol. 77, No. 77/Friday, April 20, 2012/Notices for information about the continuum of cradle-through-college-to-career solutions of both education programs and family and community supports (page 23675) and about the Educational and Family and Community Supports Indicators and results they are intended to measure (page 23679).

1. The specific array of programs and services an agency provides, in addition to the programs and services that are a part of the comprehensive community development initiative (such as Promise Neighborhoods);
2. The extent to which an agency provides direct services to its clients (versus contracting out for some of those services);
3. The specific service-delivery model being implemented; and
4. Relationships with and the capabilities of partnering entities.

In addition to the above, there are myriad variables that feed into specific staffing decisions. Accordingly, no one tool, analysis, or approach can incorporate all of the variables that contribute to staffing decisions for any given organization. This tool is intended to be a guide that provides useful benchmarking data. As such, the tool incorporates the results of targeted research on industry standards and best practices related to the back-office staffing needs of MSOs with the unique requirements of comprehensive community development initiatives such as the Promise Neighborhoods.

ASSUMPTIONS AND APPROACH

The following assumptions have been incorporated into the model:

1. MSOs have a wide range of configurations and service delivery models. This tool is targeted specifically to youth-centered organizations.
2. This tool is designed for use by the lead organization in comprehensive community initiatives such as Promise Neighborhoods. As such, the specific conditions that exist within a given community—including the roles and capacities of community partners—may also be considered factors that impact the lead organization's specific staffing decisions.
3. While all lead agencies under Promise Neighborhoods must provide at least one direct service and partner with schools, there is variation in how they deliver their continuum of services including:
   - Providing most of the direct services to their children, youth and families; and/or
   - Contracting to or collaborating with other community partners for specific sets of services.

Each of the above approaches will very have different implications for how a lead agency's back-office functions should be staffed. The staffing projection targets presented in the model might seem high for some agencies, particularly for the smallest organizations. The projections in the tool are intended to be guidelines or recommendations for the level of staffing to effectively undertake and support a specific level of service delivery. Similarly, the salary recommendations in the model and in the "Roles & Responsibilities of Back-Office Departments for MSOs" section below are meant to reflect the market realities of the respective back-office function areas. The model summarizes data compiled across a range of specific job descriptions for a given area. Mean (or average) salary numbers are used when available; in many cases, the specific salary ranges reviewed may have been relatively wide.

In short, the tool is intended to provide a set of distinct key reference points for planning. All reference points utilized in the capacity-building tool should be reviewed and analyzed in the context of your agency's specific needs and approach.

RESEARCH METHODOLOGY & FINDINGS

This document and the accompanying tool were informed by: (1) a literature review and best practices research, (2) interviews with industry experts, (3) interviews with large youth-centered MSOs that are not Promise Neighborhoods, and (4) interviews with several Promise Neighborhood Implementation grantees. The literature review and best practices research focused on the following areas: communications, data and evaluation, development, finance, human resources, information technology, operations (maintenance and security), policy, and senior management. A literature review and best practices search was also conducted on schools, nonprofit business services and back-office growth needs. In addition, interviews were conducted with nine experts and national thought leaders who have expertise with non-profit and/or school-based back-office planning and budgeting, and four exemplary, nationally recognized youth-centered MSOs. Lastly, interviews were conducted with the two current Promise Neighborhoods Implementation grantees to obtain their input into variables such as the number of children they serve, the number of programs they provide, and their use of financial models and other methods for planning back-office staff.

To estimate the ranges of salaries used for each department in the model, information was gathered from numerous sources, including various national and regional salary surveys. Salary information was disaggregated by department and skill level (specifically, entry level, mid-level, and senior level). A line of best fit was then calculated for each skill level to identify a trend in salary ranges. An average salary was then derived for each level, for each department.

HOW TO USE THE TOOLKIT EFFECTIVELY

Before using this tool:

- Review each tab carefully in order to understand what information will be needed, including what is required for the tool to calculate back-office staffing and what is optional and does not impact the tool's calculations. Gather all the information that will be needed from the relevant team members.
- Look at the staffing and salary drivers that have been identified in order to better understand both the usefulness and limitations of the tool itself for each individual organization.
- Read the instructions throughout very thoroughly.

Documentation (Reference Tab)
On the opening tab of the tool is a table outlining the available tabs. Use this page to gauge the information that will be needed to complete the tool. Please note that cells presented in yellow throughout the document *require* input in order to calculate your results. We recommend that, before beginning to fill in spaces throughout the tool, you look carefully through all tabs, so as to understand the relevance of each tab and the assumptions that will guide the final results. This documentation tab can be used as a reference as you work through the tool.

Promise Neighborhoods Results and Indicators (Optional Tab)
The Promise Neighborhoods Results and Indicators tab is an optional component of this tool. This tab allows users to condense relevant planning and scaling information into one spreadsheet if that is helpful to you. If desired, please use this tab to enter relevant information as designed and discussed in

your Promise Neighborhoods application or an updated version that you have may have developed subsequently. The information entered on this tab will not have an impact on the resulting back-office/administrative projections, but will be included in the model summary to help inform the user of the overall impact on children and adults in their Promise Neighborhood as the organization grows.

A note about the number of children and adults served: While there is an opportunity to provide the number of children and adults served for each program, the model does not automatically sum this into a grand total. Instead, there is an opportunity on the Model Summary tab for each organization to input their grand total. The reason we have designed it like this is that the same children are often served in multiple programs such as in a school and after-school program during the same fiscal year. To avoid double counting, each organization should determine the number of discrete children served.

Program Assumptions (Required Tab with optional components)

This tab requires that you enter projected *program* staffing and costs and recommends that you enter historical *program* staffing and costs. As available, you can enter current year data and historical data (for up to two years) to help document the organization's growth over time. Following the row labels, please document each program/solution, the staffing needs, and the overall cost of that program. Numbers will automatically total at the top of the sheet. This sheet will not only help feed departmental staffing needs later in the tool, but will allow users to document their projected programmatic growth. The more historical data entered, the better your organization will be able to compare current and projected rates.

Organizational Assumptions (Required Tab with optional components)

This tab pertains to information related to the lead organization in general. Please input the projected operating budget of the organization. Complete the operating budget row, coded in yellow, and note that you have the option to complete other relevant organizational information. The year-to-year operating budget will have significant impact on the back-office recommendations, and should be as accurate as possible. It can also be altered to explore what back-offices would look like with different growth rates. Two drop-down menus are included so the user may enter percentages related to their fringe and overhead costs. In this model, these categories have specific definitions:

- **Fringe:** Fringe expenses (benefits) are the additional compensation of a salaried employee. These benefits include health insurance, vacation days, sick days, employer matching of Social Security and Medicare taxes, pension or 401(k) contributions, etc. A good industry estimate is 25%, however, if you have more accurate calculations for your organization, enter a different percentage.

- **Overhead:** This includes all indirect costs associated with managing each administrative department. Equipment, professional consulting fees, payroll transaction fees, and any other miscellaneous expenses are included in this category. An industry standard is 5-10%; if you have a more accurate figure for your agency, enter that number.

Staffing Drivers (No Input Required)

The Staffing Drivers tab documents the assumptions from our research that guide departmental staffing projections based on organization operating budget, number of program staff, or number of programs. Each department's staff predictions will be based on the tables in white, under the appropriate guiding information. This information emerges from organizational best-practice research and will allow you to understand how final staffing needs are calculated.

Salary Drivers (No Input Required)
The Salary Drivers tab documents the assumptions from our research that guide departmental salary requirements based on industry averages. Please note that the final category outlined in salary tables is for organizations with an operating budget of over $50M per year. That means that an organization with $60M per year and an organization one with $120M per year will receive the same data.

Back-office Needs (Results page. User alters geographical region, fringe and overhead inputs)
This tab contains the output or recommendations generated by the model for staffing and organizational growth over the specified time period based on the data input in tabs 2-4, and the assumptions outlined. To begin the back-office projections, first select your geographical region from a drop down menu at the top of the page. If you wish to use only base salaries, leave the menu on "Select Here." The geographical regions you may select are included below.[3]

Region	Percentage Adjustment	States Included
Select Here	0%	N/A
Northeast	14%	Connecticut, Delaware, Maine, Maryland, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island and Vermont
Southeast	-1%	Alabama, DC, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, Tennessee, Virginia, and West Virginia
North Central	-2%	Illinois, Indiana, Iowa, Michigan, Minnesota, Nebraska, North Dakota, Ohio, South Dakota, and Wisconsin
South Central	-7%	Arkansas, Louisiana, Missouri, Oklahoma, Texas, and Kansas
Northwest	5%	Alaska, California, Hawaii, Idaho, Montana, Oregon, Washington, and Wyoming
Southwest	-8%	Arizona, Colorado, Nevada, New Mexico, and Utah

In addition, please select the appropriate fringe and overhead percentages (as defined above) from the drop down menu to aid in creating accurate totals. You will then be able to refer to the projections created on this tab in order to inform your estimation of future staffing needs.

Model Summary (No Input Required)
This tab is a comprehensive summary of both the data you have entered and the output generated by the model itself. Several caveats are offered for consideration as you interpret your results:

1. Due to the inherent nature of the model, substantial rounding and estimates are built into the projections and formulas used throughout the model. Consequently, the numbers are not a precise fit for every organization. ***Always view and interpret with caution.*** These results are intended to provide guidance and reference points, but not be a definitive result.

[3] As used in by Bluewater Nonprofit Solutions (2011). 2011 Nonprofit Organizations Salary and Benefits Survey *The NonProfit Times.* Retrieved from http://www.thenonprofittimes.com/content/salary-and-benefits-survey.

2. Administrative costs may sometimes consume a larger percentage of your budget than the industry recommendation due to the fact that you build your back-office ahead of program.
3. Regional salary adjustments were not done to your program staff costs so that may also affect your results.
4. The salary numbers used in the salary drivers section represent average values, derived from wide ranges in some instances.

Budget Overview Section:

This section presents a summary of the historical data entered by back-office department, and corresponding projections predicted for the respective departments using the salary and staffing drivers that were entered. It is important to note here that there are two final operating budgets projected:

a. *Adjusted Operating Budget (if program budget adjusted)*: This budget consists of a fixed final operating budget—meaning that the organizations has set the operating budget for the year and does *not* plan on fundraising for the additional back-office expenses forecasted by this model. Therefore, the program budget is adjusted according to back-office projections. For example, if back-office projections are higher than anticipated, the program budget would be reduced.

b. *Adjusted Operating Budget (if final operating budget adjusted)*: This budget considers a flexible final operating budget where the organization plans to fundraise the additional administrative expenses forecasted in this model, assuming that administrative expenses will increase over what was budgeted. Therefore, the final operating budget is increased according to the back-office costs projected while the program budget remains the same.

General Overview Section:

This section summarizes growth rates for various components of the budget (total operating budget, program costs and administrative costs). The annual growth rates and the compound annual growth rates are presented both for the budget and the number of children and adults served. The rates are defined as follows:

- **Growth rate** – This is the percentage change (increase or decrease) from a given year to the next. In this model, the growth rate is defined as the change between two consecutive years.
- **Compound annual growth rate** – By contrast, the compound annual growth rate (CAGR) is defined as the growth rate from the base year to the "stretch" or 10th year of the model. The CAGR shows the "smoothed" annualized change over that time period. Please note that this model uses a ten-year CAGR. Accordingly, if data are not entered for the 10th year, the CAGR is not computed.

Department Overview:

This section summarizes the staffing and cost projections by department. The section presents – by department – the total staff needed, the current staff (as entered by the user), and then the total and current salary costs. The total salary costs figure represents the costs for the staffing level that is projected by the model, and includes any additional hires that may be suggested by the model.

The following abbreviated example is provided for explanatory purposes. In the table below, the following salary levels are assumed: entry level ($50,000), mid-level ($70,000), and senior level ($90,000). Using this example, the user is projecting that their annual staffing costs for the development department will be $210,000 in Year 1 (for the three staff members in that year) and $280,000 in Year n (for the four staff members in that year). However, the model projects that in Year 1, with the addition of two new staff members (both mid-level), the Year 1 development costs for salaries would rise to $350,000. Similarly, in Year n, the model projects that the development costs for salaries would rise to $560,000 to reflect the new staff members (1 new at entry level, 3 additional at mid-level, and 2 additional at senior level).

Example: Development

	Year 1	**Year n**
Total Staff Needed	**5**	**8**
Entry Level	1	2
Mid Level	3	4
Senior Level	1	2
Current Staff	**3**	**4**
Entry Level	1	1
Mid Level	1	2
Senior Level	1	1
Total Salary Cost (before Fringe and Overhead)	**$350,000**	**$560,000**
Current Salary Cost	**$210,000**	**$280,000**

ROLES & RESPONSIBILITIES OF BACK-OFFICE DEPARTMENTS

In this section, you will find 1) a brief description of each department and its department-specific considerations and 2) relevant industry standards and best practices, job descriptions, and sample salary ranges.

COMMUNICATIONS

A communications department is typically responsible for communicating the organization's mission, services, outcomes, and outlook, primarily to its supporters, donors, and potential donors. Also, communications departments generally include responsibilities related to public relations, social media, customer service, and organizational branding. Core responsibilities and activities of a communications department might also include:

- developing, implementing, and evaluating a communications plan and ensuring that the plan reaches the intended discreet audiences;
- managing and collaborating with the media;
- using qualitative and quantitative data to communicate with the public, policymakers, and funders about the need for and progress in planning or implementing the comprehensive community development initiative;
- crafting thoughtful and compelling messages that communicate the organization's goals and accomplishments both to the public and to internal staff;
- developing, distributing, and maintaining all print, audio, visual, and digital materials;
- managing and protecting the organizational or Promise Neighborhood brand;
- generating content for the organization's website; and
- engaging target populations through the effective use of social media outlets.

Sample Communications Job Descriptions

Entry Level:
Responsibilities include: (1) assisting with the implementation of the communications strategy; (2) assisting with ensuring that all communications, the website, and public relations messages and collateral consistently articulate the organization's mission and messaging; (3) ensuring that the organization is viewed as the primary source, disseminator, and conduit of information within a diverse network of donors and potential donors; and (4) devising varied and integrated communications products and services including: newsletters and other print or electronic publications, web, social media, e-news and other online communications, media and public relations, and marketing.

Mid-Level:
Responsibilities include: (1) implementing the organization's communications plan; (2) directly managing communications activities that promote, enhance, and protect the organization's brand reputation; (3) developing, integrating, and implementing a broad range of public relations activities relative to the strategic direction and positioning of the organization and its leadership; and (4) building relationships with a wide variety of stakeholders.

Senior Level:
Responsibilities include: (1) leading the communications team, and planning and coordinating the organization's overall communications strategy; (2) developing the organization's communications plan; (3) serving as the primary contact with the media; (4) serving as an integral member of the senior management team's development of the organization's communication strategy; (5) contributing to the organization's strategic planning process; (6) working collaboratively with the other senior management to develop and implement communication strategies to broaden the impact of the organization's programs; (7) overseeing organizational messaging and constituent services; and (8) ensuring that the department is properly resourced and represented within the senior management team.[4]

Sample Salary Ranges – Communications

Entry Level	$33K - $34K
Mid-Level	$40K - $78K
Senior Level	$80K - $122K

DEVELOPMENT

A development department is the center of an organization's fundraising efforts. A successful development department is both detail-oriented and data-driven, and seamlessly integrates its work with other departments. Core responsibilities and activities of the development department might also include:

- devising and maintaining a multi-year development plan, with clear fundraising goals and an up-to-date calendar;
- conducting donor research;
- executing fundraising efforts to numerous sources such as individual donors, institutional foundation, governments and corporations;
- utilizing an array of fundraising strategies, including writing proposals, offering special events, sending e-mail blasts/solicitations, soliciting for year-end giving or special program giving, and seeking matching gifts;
- working closely with the Board of Trustees to identify and cultivate new donors;
- maintaining an up-to-date reporting calendar;
- maintaining a donor database to track all giving history;
- helping infuse development thinking and processes throughout the rest of the organization;
- managing and cultivating existing relationships with funders to secure and expand recurring revenue streams; and
- devising opportunities to raise awareness of the organization in cooperation with the communications department via articles and opportunities for the CEO to speak at events.

Note: Sixty-two percent of organizations with fewer than ten staff members and 41% of organizations with fewer than twenty-five staff members reported not having a director of development, according to a survey.[1] In those situations, fundraising typically falls to the board members.

[4]Bridgestar (2009). Marketing and Communications Job Description Samples. Retrieved from http://www.bridgestar.org/Library/SampleJobDescriptions/MktCommJDSamples.aspx

Sample Development Job Descriptions

Entry Level:
Responsibilities include: (1) maintaining a database of donors (such as through Razors Edge software); (2) drafting thank you letters and simple progress and final grant reports; (3) organizing special events and tracking RSVPs; and 4) researching prospects.

Mid-Level:
Responsibilities include: (1) writing proposals and reports; (2) working with program staff; (3) organizing and planning site visits; (4) meeting with donors; (5) identifying and cultivating prospective donors; and (6) overseeing a portfolio of current donors to cultivate and upgrade.[5]

Senior Level:
Responsibilities include: (1) providing strategic direction for all solicitations and development projects; (2) overseeing the solicitation of major gifts as well as federal and state grants, special events and corporate and foundation support; (3) working with the Board of Trustees; (4) planning, managing and evaluating capital campaigns and other complex development projects; (5) working with the Executive Director and Director of Communications to position the organization locally, nationally and in the content area; and (6) managing a team of development staff including grant writers, special events coordinators, database manager, and researcher, among others.[6]

Sample Salary Ranges – Development

Entry Level	$36K - $48K
Mid-Level	$50K - $74K
Senior Level	$80K - $185K

EVALUATION AND DATA

A data and evaluation department is generally responsible for collecting, analyzing and disseminating data for learning, continuous program improvement, and accountability in developing and implementing a pipeline of supports and services based on the best available evidence. The data and evaluation department is responsible for: (1) assisting the organization in using data to inform the development and/or implementation of the cradle to career pipeline and targeting interventions effectively; (2) implementing a plan for collecting the data; (3) supporting the timely and accurate collection of data; (4) designing a internal evaluation and working with a national evaluator for independent evaluation; (5) sharing data and reporting progress regularly to families, funders, and other stakeholders; and (6) helping to assure that the cradle-to-career pipeline is effective and produces results for different racial, ethnic, and language groups in the target neighborhood. Core responsibilities and activities of the data and evaluation department might also include:

- using both qualitative and quantitative data for needs assessment;

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[5] Poderis, T. (2011). A Development Director Needs More Than "a Smile and a Shoeshine," But It's a Good Start. Raise-funds.com. Retrieved from http://www.raise-funds.com/1999/a-development-director-needs-more-than-a-smile-and-a-shoeshine-but-its-a-good-start/

[6] Bridgestar (2009). Vice President, Development Sample Job Description. Retrieved from http://www.bridgestar.org/Libraries/Documents/Vice_President_Development_Small_Org_Job_Description.sflb.ashx

- assessing whether an intervention is evidence-based;
- assisting with identifying indicators of success of the project plan and set challenging, but achievable, targets;
- using data produced by local evaluation for planning and continuous improvement;
- building and maintaining a longitudinal data system;
- disaggregating, analyzing, and interpreting data;
- knowing what administrative data are available, easily accessible, and may need to be gathered in alternative ways;
- maintaining technology and a database system;
- managing data and data security;
- understanding the range of confidentiality issues and regulations; and
- maintaining privacy and human subjects' compliance.

Sample Evaluation and Data Job Descriptions[7]

Entry Level:
Responsibilities include: (1) data entry; (2) managing data; (3) writing computer programs for data processing and analysis; (4) producing tables, charts, and maps for reports; (5) conducting literature reviews; (6) conducting field work; and (7) writing summaries of research procedures and results.

Mid-Level:
Responsibilities include: (1) collecting, analyzing, and presenting social, demographic, economic, and program data; (2) conducting qualitative and quantitative research; (3) assisting with the preparation of reports, presentations, and other products; (4) working with data providers, data users, funders, clients, and other community organizations; (5) providing database training for programmatic and administrative staff; (6) designing databases; (7) analyzing large data sets; (8) processing data for and updating the content and format of, web-based data access tools; (9) collecting and analyzing data using research methods that include literature review, Internet research, interviews, surveys, focus groups, and case studies; (10) preparing reports, presentations, and other print and electronic products using narratives, tables, graphs, and maps that make complex topics, data, and analysis understandable to a variety of audiences; and (11) representing the organization as needed at meetings and other forums with a variety of agencies, groups and organizations.

Senior Level:
Responsibilities include: (1) coordinating and overseeing the development and implementation of local evaluations; (2) conducting applied research; (3) ensuring that human subjects regulations are followed properly; (4) enhancing learning opportunities for the organization and its stakeholders; (5) overseeing technical assistance to all staff and partners regarding research and evaluation; (6) developing and implementing research that illuminates the organization's success in moving its indicators forward; (7) assuring knowledge and skills transfer that enhance the capabilities of the staff and stakeholders through a community of practice; and (8) ensuring that the data and evaluation department is properly resourced and represented within the senior management team.

[7] National Neighborhood Indicators Partnership (2012). Retrieved from http://neighborhoodindicators.org/library/catalog?type=154&partner=All&keys

Sample Salary Ranges – Evaluation and Data

Entry Level	$33K - $36K
Mid Level	$40K - $71K
Senior Level	$75K - $80K

FINANCE

Having an effective finance department is critical to an organization developing and maintaining a positive reputation among employees, funders, and the broader business community. A finance department is generally responsible for functions such as accounting, internal and external reporting, strategic planning, financial modeling and analysis, treasury, risk management, investment management, and corporate governance. For smaller organizations, the finance department often holds additional responsibilities spanning several functional areas outside of finance, including human resources, operations, and information technology. Core responsibilities and activities of the finance department include:

- assisting with mapping and analyzing current funding streams and analyzing cost assumptions;
- costing-out starting-up, delivering, and sustaining the evidence-based solutions that make up the continuum;
- helping to implement a results-driven business plan;
- documenting and managing incoming and outgoing cash flows;
- paying wages, salaries, and bills;
- developing and forecasting budgets;
- ensuring appropriate insurance coverage for the agency, not staff;
- researching and developing sources of income; and
- managing contracts and contract compliance.

Note: The more diverse and complex the requirements of the funding sources, the larger role a finance department will play in the organization. In a small organization, finance duties are limited and often include basic reporting and financial management (think Quickbooks management). Mid-size organizations experience an often dramatic increase in the complexity of their finance-related duties, while handling other growing needs in the organization. Once an organization reaches a level of complexity that is more difficult to manage as multiple function areas in the finance department, the role of the finance department will evolve as other departments will gradually build out their own support for these functions. Another contributing factor to the role of the finance department is determined by the cooperation and assistance received from other departments (such as complete reporting and accurate budgets). Ultimately, the responsibility and staffing of a finance department is determined by the operating budget of the organization and the requirements of the various funding sources (such as complex reporting associated with government funding).

Sample Finance Job Descriptions

Entry Level:
Responsibilities include: (1) managing cash flow; (2) managing accounts payable and accounts receivable; (3) supporting annual budgeting and forecasting processes; (4) supporting the creation of annual reports; (5) supporting administrative functions of organization (such as data entry, scheduling,

and Quickbooks management); and (6) supporting human resources, information technology, and the operations needs of the organization.

Mid-Level:
Responsibilities include: (1) collecting and reviewing financial statements; (2) coordinating the cash flow and budget forecast process; (3) manage the general accounting functions; (4) evaluating internal financial processes; (5) communicating important financial matters to upper management; (6) ensuring adequate insurance coverage for the organization; (7) supporting the oversight and management of other departments as needed (such as human resources, information technology and operations); and (8) overseeing administrative functions.

Senior Level:
Responsibilities include: (1) overseeing all financial processes, such as reporting systems, financial reporting, and accounts; (2) managing the cash flow and forecasting of organization; (3) engaging with senior management and board to coordinate cross-department goals and strategic planning; (4) overseeing long-term budget process; (5) assessing organizational performance against short-term and long-term benchmarks and goals; (6) overseeing investment and asset management; (7) coordinating tax returns and audits; (8) managing the accounting department to provide financial reports in timely manner; (9) presenting financial metrics to senior management, board, and external parties; and (10) leading some departments outside of the finance not built out in the organization.

Sample Salary Ranges – Finance

Entry Level	$30K - $35K
Mid Level	$65K - $87K
Senior Level	$90K - $175K

HUMAN RESOURCES

A human resources department is very important for attracting and maintaining quality staff. As previously stated, in addition to the finance department, the human resources department is critical to be well-managed. The human resources department typically performs tasks and responsibilities related to recruitment and retention of the organization’s personnel. Core responsibilities and activities of the human resources department might also include:

- staff recruitment, hiring, and compensation;
- professional training and development, including new employee orientation
- staff retention strategies and diversity;
- payroll services including staff compensation and benefits administration and oversight;
- labor relations;
- regulatory oversight and legal compliance; and
- organizational development.

Note: Many smaller organizations were also found to contract out many or most aspects of the payroll function.

Sample Human Resources Job Descriptions

Entry Level:
Responsibilities include: (1) administrative functions, possibly included with financial management responsibilities[8]; (2) employee orientation, development, and training; payroll support; (3) recruiting and staffing logistics; (4) supporting performance management and improvement tracking systems; (5) employee orientation, development, and training logistics; (6) record keeping; and (7) assisting with employee relations.

Mid-Level:
Responsibilities include: (1) providing an employee-oriented, high performance culture; (2) providing compensation and benefits administration; (3) recruiting and staffing; (4) employee services and counseling; (5) company-wide committee facilitation; (6) employee relations; (7) company employee and community communication; (8) compensation and benefits administration; (9) employee safety, welfare, wellness and health; (10) organizational and space planning; and (11) charitable giving.

Senior Level:
Responsibilities include: (1) implementing performance management and improvement systems; (2) policy development and documentation related to personnel; (3) employment and compliance to regulatory concerns; (4) organization development; and (5) ensuring that the human resource department is properly resourced and represented within the senior management team.

Sample Salary Ranges – Human Resources

Entry Level	\$31K - \$41K
Mid Level	\$53K - \$72K
Senior Level	\$94K - \$156K

INFORMATION TECHNOLOGY

An information technology department typically performs tasks and responsibilities related to an organization's information management and technology infrastructure. Core responsibilities and activities of the information technology department might also include:

- specifying, identifying, acquiring and maintaining hardware, software, and database systems;
- maintaining local and/or wide area networks;
- providing technical support of software systems and hardware infrastructure;
- maintaining security system(s) required to ensure data integrity and confidentiality;
- maintaining communications network needed to transmit data across various systems; and
- maintaining website infrastructure and underlying databases.

[8] Fiscal Management Associates, LLC. (2007). A New View of Nonprofit Financial Management: 2007Survey of Nonprofit Fiscal Operations and Guide to Best Practices. Retrieved from http://www.fmaonline.net/media/NFPsurveyreport2007FINAL.pdf

Sample Information Technology Job Descriptions

Entry Level:
Responsibilities include: (1) supporting various software systems; (2) hardware support and maintenance; (3) networking support, including local and wide area networks; (4) database support; (5) help desk support; and (6) supporting content management on website.

Mid-Level:
Responsibilities include: (1) software analysis, development, and support; (2) database analysis, development, and support; (3) project management; (4) programming; (5) networking support, including local and wide area networks; (6) development of components of strategic technology and information plans; and (7) integration and support for communication systems.

Senior Level:
Responsibilities include: (1) defining and implementing strategic technology approach and plan; (2) identifying and implementing hardware and software platforms; (3) ensuring system security and data integrity; (4) ensuring data confidentiality; and (5) ensuring that the information technology department is properly resourced and represented within the senior management team.

Sample Salary Ranges – Information Technology

Entry Level	$36K - $65K
Mid Level	$50K - $84K
Senior Level	$70K - $124K

OPERATIONS

An operations department provides effective organizational leadership by being actively involved in all programs and services and developing a broad and deep knowledge of all programs. In many organizations, the operations department is responsible for the physical plant and its ongoing daily maintenance and operations, and possibly security. Core responsibilities and activities of the operations department might also include:

- developing and implementing training programs and retreats to expand the capacity of all staff;
- preparing and submitting annual operational budgets;
- ensuring the continued financial viability of the organization's operational units through sound fiscal management;
- managing risk and legal activities;
- organizational monitoring and reporting; and
- managing facility logistics and maintenance.

Note: Research suggests that it is not necessary to have a dedicated operations officer until an organization's operating budget exceeds $2.1 M (as derived from a review of various salary studies). Prior to this time, similar responsibilities may fall to other administrative departments and/or to the Executive Director.

Sample Operations Job Descriptions

Entry Level:
Responsibilities include: (1) Determining the types of equipments needed to fulfill the organizational quality policy; (2) ensuring proper maintenance and repair of equipment (other than computers); and (3) formulating suggestions on how to make an optimum use of the resources of the organization.

Mid-Level:
Responsibilities include: (1) Managing and supporting everyday functioning of the organization; (2) supervising administrative support staff provide work direction; (3) resolving staff questions; (4) training new employees; (5) coordinating workflow; and (6) overseeing hiring process of administrative employees.

Senior Level:
Responsibilities include: (1) creating and adapting administrative office procedures as necessary; (2) identifying, developing and implementing administrative workflow processes; (3) monitoring procedures and ensure quality control; (4) budgeting for general office equipment and supplies; (5) overseeing inventory and approving purchase of office supplies; (6) assisting with administration of human resource programs; (7) managing the day-to-day operations; and (8) ensuring that the operations department is properly resourced and represented within the senior management team.

Sample Salary Ranges – Operations

Entry Level	$28K - $33K
Mid Level	$45K - $62K
Senior Level	$68K - $85K

SENIOR PROGRAM MANAGEMENT

In general, senior program management is responsible for executing the overall mission and vision of the organization through the creation and management of a high-quality continuum of programs and services for children from cradle to college and career. In that capacity, they oversee and direct program staff, provide overall project governance and direction, monitor and maintain pipeline development, and implement course corrections as needed. As such, the senior program management is entirely responsible for program execution, but not for any back-office departments. Rather the heads of the various back-office departments will report to members of the senior management team. In Promise Neighborhoods, senior program management staff are also likely responsible for engaging residents, managing the advisory board, and maintaining partnership accountability. Core responsibilities and activities of senior management might also include:

- planning and implementing the project plan;
- assisting with identifying indicators of success of the project plan and set challenging, but achievable, targets;
- developing and maintaining a strong relationship with the target schools and lead educational agency;
- working with, convening, and supporting stakeholders to develop strategies that will make up the cradle to career continuum;
- monitoring the continuum to ensure that program and program goals are being met;

- creating and maintaining a culture of accountability for results and learning in partner organizations and the target community as a whole;
- building staff and organization capacity;
- assisting in the development of a results-driven business plan;
- supervising program consultants;
- assisting in devising and managing an authentic resident engagement strategy;
- managing the advisory board/committee, and other boards and committees;
- maintaining partnership accountability;
- devising and implementing a plan for addressing conflict swiftly and constructively;
- assisting with devising a plan to expand the reach of the pipeline over time;
- maintaining regular communication with the program officer at the U.S. Department of Education;
- assisting with devising a policy advocacy agenda; and
- monitoring local, state, and federal policies that can either support or impede the achievement of results.

Sample Program Management Job Description

Senior Level:
Responsibilities include: (1) using short-term/annual plans that support long-term strategic quality goals; (2) setting expectations for use of quality and performance improvement results to change policy and practice; (3) encouraging service delivery processes that have been shown to contribute to good outcomes; (4) focusing on customer satisfaction and outcomes; and (7) recognizing staff contributions to performance and quality improvement[9].

Sample Salary Ranges – Senior Program Management

Entry Level	N/A
Mid Level	N/A
Senior Level	$100K - $211K

[9] Council on Accreditation (2008). Leadership Endorsement of Quality and Performance Values. Retrieved from http://www.coastandards.org/standards.php?navView=private&core_id=1290

CONCLUSION

Together with the capacity-building spreadsheet, this manual aims to provide Promise Neighborhoods with recommendations on scaling an organizational back-office to support programmatic growth over time. The non-profit field typically under-invests in administrative functions, but management experts and large non-profit organizations agree that a strong back-office, built in advance of program growth, is critical to the successful growth of high-quality programs. We hope that this tool assists you with planning now and in the future.

QUESTIONS OR FEEDBACK ABOUT THIS TOOLKIT?

We would love to hear from you! Please contact us with any questions or feedback you have on this toolkit.

The Promise Neighborhoods Institute at PolicyLink combines the leadership of PolicyLink, the Harlem Children's Zone, and the Center for the Study of Social Policy in order to provide resources and guidance to build and sustain burgeoning Promise Neighborhoods. Feel free to reach out to any of the below members of the PNI partnership with questions or feedback.

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