1. Please select the job function that most closely reflects your role.

		Response Percent	Response Count
Executive director/president		4.0%	1
Communications/marketing/public relations		**28.0%**	**7**
Program		24.0%	6
Financial		0.0%	0
Development		20.0%	5
Operations		0.0%	0
Community organizer		4.0%	1
Manager responsible for more than one function		0.0%	0
Board member		0.0%	0
Consultant		4.0%	1
Other (please specify):		16.0%	4
		answered question	25
		skipped question	0

2. Which among the following stages of an organization's lifecycle most accurately describes your organization?

	Response Percent	Response Count
Startup (growing by more than 50% each year or less than three years old)	4.0%	1
Growing (growing 10% to 50% each year)	40.0%	10
Mature (less than 10% growth; stable and healthy)	**56.0%**	**14**
Decline (negative growth)	0.0%	0
Renewal (experiencing new growth following a period of decline)	0.0%	0
	answered question	**25**
	skipped question	**0**

3. Please describe your organization's communications capabilities by rating your agreement with the following statements.

	1 strongly disagree	2	3	4 neutral	5	6	7 strongly agree	Rating Average	Response Count
a. Currently, my organization uses communications effectively	4.0% (1)	0.0% (0)	28.0% (7)	4.0% (1)	28.0% (7)	**32.0% (8)**	4.0% (1)	4.64	25
b. Communications is important to the success of my organization	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	4.0% (1)	40.0% (10)	**56.0% (14)**	6.52	25
c. I promote the use of communications in my organization	0.0% (0)	0.0% (0)	4.0% (1)	8.0% (2)	16.0% (4)	**40.0% (10)**	32.0% (8)	5.88	25
d. It is my responsibility to promote the use of communications in my organization	0.0% (0)	0.0% (0)	12.0% (3)	16.0% (4)	**32.0% (8)**	16.0% (4)	24.0% (6)	5.24	25
e. I have the capacity (in terms of knowledge, staffing, resources) to promote the use of communications in my organization	0.0% (0)	12.0% (3)	16.0% (4)	20.0% (5)	**28.0% (7)**	16.0% (4)	8.0% (2)	4.44	25
f. All staff in my organization should know how to use communications effectively	0.0% (0)	0.0% (0)	4.0% (1)	4.0% (1)	12.0% (3)	28.0% (7)	**52.0% (13)**	6.20	25
							answered question		25
							skipped question		0

4. Please rate how much you currently know about the following communications skills.

	1 no knowledge	2	3	4 moderate knowledge	5	6	7 great deal of knowledge	Rating Average	Response Count
a. Strategic communications planning	0.0% (0)	8.0% (2)	8.0% (2)	16.0% (4)	36.0% (9)	20.0% (5)	12.0% (3)	4.88	25
b. Setting clear communications objectives	0.0% (0)	4.0% (1)	12.0% (3)	12.0% (3)	48.0% (12)	8.0% (2)	16.0% (4)	4.92	25
c. Identifying target audiences	0.0% (0)	0.0% (0)	4.0% (1)	20.0% (5)	44.0% (11)	16.0% (4)	16.0% (4)	5.20	25
d. Crafting clear, compelling messages	0.0% (0)	0.0% (0)	16.0% (4)	12.0% (3)	36.0% (9)	20.0% (5)	16.0% (4)	5.08	25
e. Communicating what my organization does in three minutes or less (i.e., elevator speech)	0.0% (0)	0.0% (0)	8.0% (2)	16.0% (4)	28.0% (7)	32.0% (8)	16.0% (4)	5.32	25
f. Capturing communications stories about my organization's work	0.0% (0)	0.0% (0)	20.0% (5)	16.0% (4)	32.0% (8)	28.0% (7)	4.0% (1)	4.80	25
g. Designing PowerPoint presentations that are visually compelling	0.0% (0)	12.0% (3)	8.0% (2)	20.0% (5)	40.0% (10)	16.0% (4)	4.0% (1)	4.52	25
h. Developing effective PowerPoint presentation content	0.0% (0)	8.3% (2)	8.3% (2)	20.8% (5)	33.3% (8)	25.0% (6)	4.2% (1)	4.71	24
i. Engaging policymakers	4.0% (1)	24.0% (6)	8.0% (2)	4.0% (1)	8.0% (2)	44.0% (11)	8.0% (2)	4.52	25
j. Earning media coverage	4.0% (1)	20.0% (5)	16.0% (4)	28.0% (7)	16.0% (4)	8.0% (2)	8.0% (2)	3.88	25
k. Leveraging social media (Facebook, Twitter, Flickr, MySpace, YouTube, etc.)	8.0% (2)	28.0% (7)	16.0% (4)	16.0% (4)	20.0% (5)	4.0% (1)	8.0% (2)	3.56	25

5. Please indicate the degree to which the following factors are important to your organization's success.

|	1 not important	2	3	4 average importance	5	6	7 highly important	N/A	Rating Average	Response Count
a. Positive external environment, including policy, economy and public will	0.0% (0)	0.0% (0)	0.0% (0)	8.0% (2)	24.0% (6)	**40.0% (10)**	28.0% (7)	0.0% (0)	5.88	25
b. Clear and measurable strategic plan	0.0% (0)	0.0% (0)	4.0% (1)	12.0% (3)	16.0% (4)	**44.0% (11)**	24.0% (6)	0.0% (0)	5.72	25
c. Clear priorities	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	8.0% (2)	**56.0% (14)**	36.0% (9)	0.0% (0)	6.28	25
d. Capable leadership	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	8.0% (2)	36.0% (9)	**56.0% (14)**	0.0% (0)	6.48	25
e. Sustainable operations	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	16.0% (4)	36.0% (9)	**48.0% (12)**	0.0% (0)	6.32	25
f. Effective programs	0.0% (0)	0.0% (0)	0.0% (0)	4.0% (1)	4.0% (1)	40.0% (10)	**52.0% (13)**	0.0% (0)	6.40	25
g. Effective communications strategy and tactics	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	8.0% (2)	**52.0% (13)**	40.0% (10)	0.0% (0)	6.32	25
h. High-profile public campaign	4.0% (1)	8.0% (2)	24.0% (6)	4.0% (1)	**28.0% (7)**	20.0% (5)	12.0% (3)	0.0% (0)	4.52	25
							answered question			25
							skipped question			0

6. Please describe how communications planning and evaluation are supported at your organization by rating your agreement with the following statements.

	1 strongly disagree	2	3	4 neutral	5	6	7 strongly agree	N/A	Rating Average	Response Count
a. Communications is a primary component of our overall strategic plan.	4.0% (1)	8.0% (2)	8.0% (2)	12.0% (3)	24.0% (6)	**36.0% (9)**	8.0% (2)	0.0% (0)	4.84	25
b. My communications goals and strategies are usually articulated in a written communications plan (or Smart Chart).	8.0% (2)	12.0% (3)	20.0% (5)	**24.0% (6)**	20.0% (5)	0.0% (0)	16.0% (4)	0.0% (0)	4.00	25
c. My organization's leaders understand our communications strategy.	4.0% (1)	16.0% (4)	4.0% (1)	12.0% (3)	**28.0% (7)**	20.0% (5)	12.0% (3)	4.0% (1)	4.58	25
d. Staff members with communications expertise are part of each program or initiative team.	16.0% (4)	16.0% (4)	4.0% (1)	12.0% (3)	16.0% (4)	**24.0% (6)**	12.0% (3)	0.0% (0)	4.16	25
e. My organization achieves goals that are important to our mission, which I attribute to communications activities.	0.0% (0)	12.0% (3)	8.0% (2)	12.0% (3)	24.0% (6)	**36.0% (9)**	8.0% (2)	0.0% (0)	4.88	25
f. We measure and evaluate the success of communications tactics.	12.5% (3)	4.2% (1)	12.5% (3)	16.7% (4)	**25.0% (6)**	16.7% (4)	8.3% (2)	4.2% (1)	4.26	24
g. My organization has changed communications approaches based on results of measurement.	12.0% (3)	8.0% (2)	4.0% (1)	24.0% (6)	**28.0% (7)**	8.0% (2)	4.0% (1)	12.0% (3)	4.00	25

			answered question	25
			skipped question	0

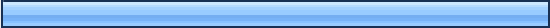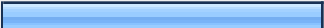## 7. How many people at your organization are dedicated to communications as a full or half-time job responsibility?
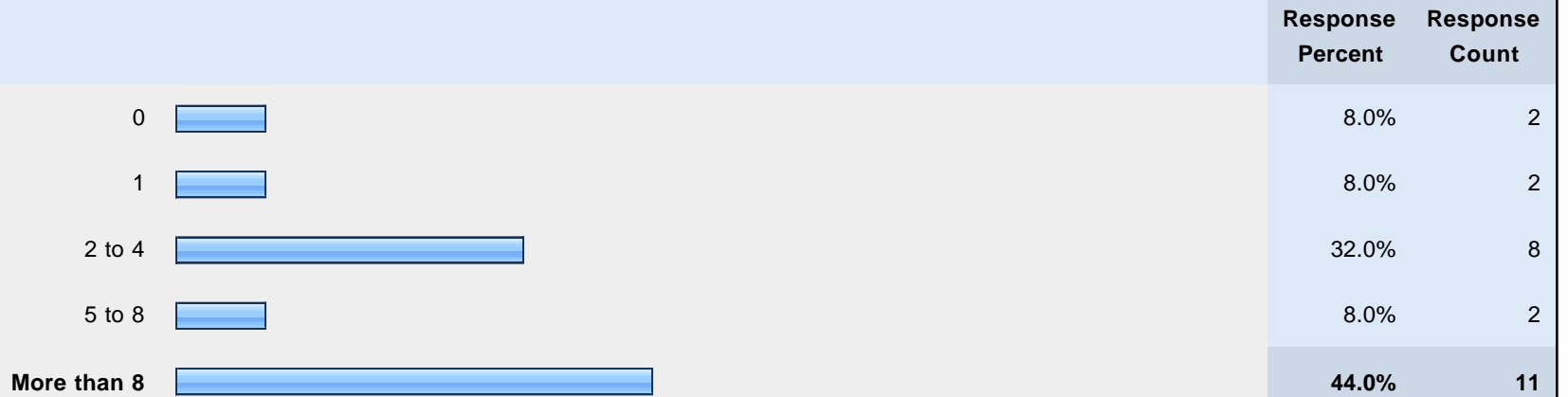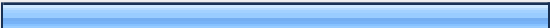
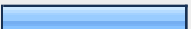|		Response Percent	Response Count
0		8.0%	2
1		8.0%	2
2 to 4		32.0%	8
5 to 8		8.0%	2
More than 8		**44.0%**	**11**
		answered question	25
		skipped question	0

8. Which of the following communications activities has your organization engaged in over the past 24 months? (please select all that contributed to your primary communications goals)

	Response Percent	Response Count
Major public campaign (including paid advertising)	32.0%	8
Media relations (PR)	72.0%	18
Policymaker relations	76.0%	19
Grassroots advocacy for an issue	64.0%	16
Website development	84.0%	21
Social media activity	80.0%	20
Presentations and speeches	88.0%	22
Print collateral	68.0%	17
Story telling	48.0%	12
Events and meetings (with others outside my organization)	**92.0%**	**23**
Other major activity (please specify):	12.0%	3
answered question		25
skipped question		0

9. Which training topics covered in the training program have proven to be most useful to your organization? (select up to three)

		Response Percent	Response Count
Strategic communications planning (i.e., planning theory)		**52.0%**	**13**
Smart Chart use (i.e., planning tool template)		48.0%	12
Identifying target audiences		28.0%	7
Crafting clear, compelling messages		48.0%	12
How to communicate what my organization does in three minutes or less (i.e., elevator speech)		16.0%	4
Capturing communications stories about my organization's work		36.0%	9
Developing effective presentations		8.0%	2
Advocating for an issue (e.g., engaging policymakers or grassroots constituents)		4.0%	1
Earning media coverage (i.e., public/media relations)		0.0%	0
Leveraging social media (e.g., Facebook, Twitter, Flickr, YouTube)		16.0%	4
Other (please specify):		8.0%	2

		answered question	25
		skipped question	0

10. Which aspects of training did you value most? (select up to two)

		Response Percent	Response Count
Topics and content presented		48.0%	12
Caliber of speakers		32.0%	8
Session format (multiple days, mix of presentation and interactivity)		16.0%	4
In-session coaching/technical assistance		16.0%	4
Follow-up coaching/technical assistance		8.0%	2
Team participation in this training (attendance by more than one person from your organization)		**56.0%**	**14**
Peer networking opportunity		12.0%	3
Other (please specify):		0.0%	0
		answered question	25
		skipped question	0

11. How valuable was your training experience to the following activities?

	1 not valuable	2	3	4 average value	5	6	7 highly valuable	N/A	Rating Average	Response Count
a. Building my own communications skills	0.0% (0)	0.0% (0)	0.0% (0)	20.0% (5)	24.0% (6)	**32.0% (8)**	24.0% (6)	0.0% (0)	5.60	25
b. Developing my organization's communications capacity	0.0% (0)	0.0% (0)	8.0% (2)	28.0% (7)	28.0% (7)	**32.0% (8)**	4.0% (1)	0.0% (0)	4.96	25
c. Fostering a communications culture at my organization	0.0% (0)	12.0% (3)	20.0% (5)	8.0% (2)	**28.0% (7)**	24.0% (6)	8.0% (2)	0.0% (0)	4.56	25
d. Articulating communications goals and strategies in a written communications plan (or Smart Chart)	0.0% (0)	4.0% (1)	16.0% (4)	16.0% (4)	**32.0% (8)**	**32.0% (8)**	0.0% (0)	0.0% (0)	4.72	25
e. Making sure communications is a primary component of my organization's overall strategic plan	0.0% (0)	8.0% (2)	12.0% (3)	20.0% (5)	**36.0% (9)**	20.0% (5)	4.0% (1)	0.0% (0)	4.60	25
f. Achieving goals that are important to my organization's mission	0.0% (0)	4.2% (1)	8.3% (2)	**33.3% (8)**	20.8% (5)	25.0% (6)	8.3% (2)	0.0% (0)	4.79	24
g. Measuring and evaluating the success of communications tactics	0.0% (0)	20.0% (5)	16.0% (4)	**28.0% (7)**	24.0% (6)	4.0% (1)	8.0% (2)	0.0% (0)	4.00	25
								answered question		25
								skipped question		0
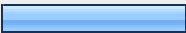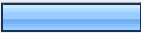
12. How long was the training in which you participated?

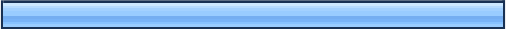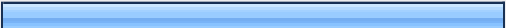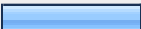|	Response Percent	Response Count
2 to 3 days	**100.0%**	**25**
4 to 5 days	0.0%	0
Several days spanning several months	0.0%	0
Not sure	0.0%	0
answered question		*25*
skipped question		*0*

13. Following training, did your organization take advantage of technical assistance (e.g., webinars, additional coaching hours)? If so, how valuable was technical assistance to the following activities? (If you did not receive technical assistance, please select "N/A" for all.)

	1 no value	2	3	4 average value	5	6	7 very valuable	N/A	Rating Average	Response Count
a. Building my own communications skills	4.0% (1)	0.0% (0)	4.0% (1)	8.0% (2)	16.0% (4)	0.0% (0)	4.0% (1)	64.0% (16)	4.33	25
b. Developing my organization's communications capacity	4.0% (1)	0.0% (0)	4.0% (1)	4.0% (1)	28.0% (7)	8.0% (2)	0.0% (0)	52.0% (13)	4.58	25
c. Fostering a communications culture at my organization	4.0% (1)	0.0% (0)	8.0% (2)	12.0% (3)	12.0% (3)	8.0% (2)	0.0% (0)	56.0% (14)	4.18	25
d. Articulating communications goals and strategies in a written communications plan (or Smart Chart)	0.0% (0)	0.0% (0)	0.0% (0)	12.0% (3)	20.0% (5)	4.0% (1)	8.0% (2)	56.0% (14)	5.18	25
e. Making sure communications is a primary component of my organization's overall strategic plan	4.0% (1)	4.0% (1)	0.0% (0)	12.0% (3)	12.0% (3)	4.0% (1)	0.0% (0)	64.0% (16)	4.00	25
f. Achieving goals that are important to my organization's mission	0.0% (0)	8.0% (2)	0.0% (0)	8.0% (2)	20.0% (5)	8.0% (2)	0.0% (0)	56.0% (14)	4.45	25
g. Measuring and evaluating the success of communications tactics	8.0% (2)	0.0% (0)	12.0% (3)	16.0% (4)	4.0% (1)	0.0% (0)	0.0% (0)	60.0% (15)	3.20	25
								answered question		**25**
								skipped question		**0**

14. Following training, to what extent did you engage other leaders at your organization in strategic communications challenges and opportunities?

		Response Percent	Response Count
I engaged others a great deal more.		16.0%	4
I engaged others somewhat more.		**72.0%**	**18**
I engaged others no more than before training.		12.0%	3
	answered question		25
	skipped question		0

15. Imagine you had not received this training. If your organization received $5,000 to increase its communications capabilities, which one of the following ways would you like to spend it most?

		Response Percent	Response Count
Sending staff leaders to three days of communications training.		44.0%	11
Putting this dollar amount toward contract communications support (e.g., using a consultant or freelance design, writing, or project management resource).		44.0%	11
Other:		12.0%	3
		answered question	25
		skipped question	0

16. In addition to this one-time communications training experience, which type of Hewlett Foundation support for communications would you value most?

		Response Percent	Response Count
Receiving ongoing or regular communications training		20.0%	5
Having grant budgets provide for program/project communications		**56.0%**	**14**
Discussing strategic communications strategies with Hewlett program officers		8.0%	2
Working with the Hewlett Foundation to align my organization's strategies and messages with the Foundation's for greater leverage and joint communications opportunities		12.0%	3
Other:		4.0%	1
		answered question	**25**
		skipped question	**0**

17. Are you currently with the same organization you were with at the time you participated in Communications Leadership Institute / Spitfire Strategies training offered by The William and Flora Hewlett Foundation?

		Response Percent	Response Count
Yes, I'm working with the same organization.		**100.0%**	**25**
No, I'm no longer with the same organization but I'm working in the same field.		0.0%	0
No, I'm neither working with the same organization nor in the same field.		0.0%	0
	If you selected the last option, please describe:		0
	answered question		**25**
	skipped question		**0**

18. What types of communications training, in addition to Community Leadership Institute / Spitfire training offered by The William and Flora Hewlett Foundation, have you received in the past five years? (select as many as apply)

	Response Percent	Response Count
Professional training of 8 hours or more offered by national organization	24.0%	6
Professional training of 8 hours or more offered by local/regional organization	4.0%	1
Conference sessions totaling 8 hours or more	36.0%	9
College courses (two or more credits)	16.0%	4
No formal training	**44.0%**	**11**
Other (please specify):	4.0%	1
	answered question	25
	skipped question	0