Greenville Nonprofit Capacity Building – Aggregated Report and
Recommendations from Steering Committee
June 27, 2017
Capacity Building Initiative Milestones

- Informal meeting of cross-sector stakeholders – February 2014
- Addy Matney engaged to research capacity assessment tools – February 2015
- Funding secured for data and assessment phase – December 2015
- TCC Group chosen as data collection partner – January 2016
- Steering Committee formally approved job description – March 2016
- Steering Committee developed criteria and invitation list for potential CCAT participation – January - May 2016
- 7 Steering Committee member organizations participated in CCAT – May 2016
Capacity Building Initiative Milestones

- CCAT opportunity presented to invited participants – October 2016
- 49 organizations participated in CCAT and interpretation calls – October 2016 - January 2017
- 3 local consultants trained in CCAT interpretation – January – June 2017
- TCC presented aggregate report to Steering Committee – February 2017
- Core Group developed recommendations for Greenville pilot – February - May 2017
Longterm Goals

- Develop appropriate local strategies to address capacity needs.
- Strengthen partnerships between non-profits and funders interested in supporting capacity building.
- Improve the impact of philanthropic investments in capacity-building.
Today’s Agenda

1. Capacity Building Initiatives Milestones
2. CCAT Aggregate Results and Data Takeaways
3. Table Talk – What do we make of results?
4. Multi-Pronged Approach for Capacity Building Pilot
5. Infrastructure Recommendation
6. Making the Case to Funders
7. Table Talk – What type of capacity building assistance do we want?
<table>
<thead>
<tr>
<th>49 Participating Organizations</th>
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<tr>
<td>A Child's Haven</td>
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<td>Camperdown Academy</td>
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<td>Center for Developmental Services (CDS)</td>
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<td>Communities in Schools of Greenville</td>
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<td>CommunityWorks Carolina</td>
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<td>Compass of Carolina</td>
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<td>Foothills Family Resources</td>
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<td>Fostering Great Ideas</td>
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<td>Gateway House</td>
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<td>Genesis Homes Inc.</td>
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<td>Greenville Center for Creative Arts</td>
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<td>Greenville First Steps</td>
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<td>Greenville Free Medical Clinic</td>
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<td>Greenville Literacy Association</td>
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<td>Habitat for Humanity of Greenville County</td>
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<td>Hispanic Alliance</td>
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<td>Homes of Hope</td>
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<td>Institute for Child Success</td>
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<td>Julie Valentine Center</td>
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<td>Junior Achievement of Upstate SC</td>
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<td>Little Steps</td>
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<td>Loaves and Fishes Greenville</td>
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<td>Meals on Wheels of Greenville</td>
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<td>Mental Health America of Greenville County</td>
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<td>Mill Community Ministries</td>
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## Capacity Building Initiative: Background and Goals

<table>
<thead>
<tr>
<th>Section</th>
<th>Description</th>
<th>Outcomes</th>
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| CCAT Orientation and Survey Administration   | • Introduces CCAT and context  
• Involves org lead and survey takers in completing survey | • Survey takers ready for CCAT  
• Data collection for capacity assessment and cohort analysis |
| CCAT Interpretation Session                  | • 1 hour meeting to discuss main themes in CCAT results  
• Involves survey takers | • Nonprofit has established key themes in CCAT results  
• Nonprofit leadership understands capacity building needs |
The Core Capacity Model

Leadership. The ability of all organizational leaders to create and sustain the vision; inspire; model; prioritize; make decisions; provide direction; and innovate, in an effort to achieve the mission.

Adaptive. The ability of a nonprofit to monitor, assess, respond to, and create internal and external changes.

Management. The ability of a nonprofit to ensure the effective and efficient use of organizational resources.

Technical. The ability of a nonprofit to implement all of the key organizational and programmatic functions.
**Leadership.** The ability of all organizational leaders to create and sustain the vision; inspire; model; prioritize; make decisions; provide direction; and innovate, in an effort to achieve the mission.

**Adaptive.** The ability of a nonprofit to monitor, assess, respond to, and create internal and external changes.

**Management.** The ability of a nonprofit to ensure the effective and efficient use of organizational resources.

**Technical.** The ability of a nonprofit to implement all of the key organizational and programmatic functions.

**Organizational Culture.** A nonprofit organization’s context – unique history, language, structures, and values – that will affect it’s ability to achieve its mission.
Broadening your approach to achieving mission impact beyond your core programs. This may include strategic alliances, partnerships, policy/advocacy work or further outreach in your community.

The systems needed for an organization to operate smoothly, including having policies in place, good communication between staff, and initial evaluation efforts in order to improve programs.

Close alignment between your programs and your mission/vision – and clarity in your organization as to how they relate.
CCAT Results and Findings
The Lifecycle Stage of each organization is based on the level of capacity it has built in various areas of organizational development. Lifecycle Stage determines how organizations should prioritize capacity building resources.

Approximately one half of the nonprofits in this cohort placed themselves in *Impact Expansion*, with the next largest group in *Infrastructure Development*, and 10 organizations in *Core Program Development*. 
Organizations that place themselves in **Core Program Development** need to clearly articulate mission and vision, and align these to program development. Established organizations want to ensure a strong connection between programs and mission/vision.

Organizations that place themselves in **Infrastructure Development** need to build additional capacity to implement programming, and strengthen organizational processes prior to expanding impact beyond their core program delivery.

Organizations that place themselves in **Impact Expansion** should address how best to have impact beyond core program delivery. This may involve strategic alliances, policy/advocacy partnerships, and/or further outreach in the community.
Data Takeaways – Organizational Lifecycle

- Each lifecycle stage included organizations of varying budget sizes
- Age of organization was not a factor in determining lifecycle
- Greenville has a large number of organizations in Impact Expansion – usually indicates lots of recent growth
The Core Capacity Model

Organizations score themselves across different capacity areas, and scores translate into assessment categories based on predetermined thresholds.

<table>
<thead>
<tr>
<th>CCAT Score</th>
<th>Category</th>
<th>Meaning</th>
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<tbody>
<tr>
<td>Above 230</td>
<td>Strong</td>
<td>The organization believes it has a high level of capacity.</td>
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<tr>
<td>190 to 230</td>
<td>Satisfactory</td>
<td>The organization believes it has a satisfactory level of capacity.</td>
</tr>
<tr>
<td>Less than 190</td>
<td>Challenging</td>
<td>This is an area the organization feels it needs strengthen.</td>
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Adaptive Capacity

Adaptive Capacity, the ability of a nonprofit to monitor, assess, create, and respond to change, is composed of the following six subcapacities:

- Organizational Learning
- Decision-Making Tools
- Organizational Resource Sustainability
- Programmatic Learning
- Environmental Learning
- Program Resource Adaptability

These subcapacities can be organized into three categories of adaptability:

- **External Adaptability**
  - Environmental Learning
- **Internal Adaptability**
  - Organizational Learning
  - Organizational Resource Sustainability
  - Program Resource Adaptability
- **Programmatic Adaptability**
  - Programmatic Learning
Adaptive Capacities: Average Scores and Score Ranges

- ADAPTIVE
- Organizational Learning
- Decision-Making Tools
- Organizational Resource Sustainability
- Programmatic Learning
- Environmental Learning
- Program Resource Adaptability

Average, Max, Min

SATISFACTORY THRESHOLD

STRENGTH THRESHOLD
Adaptive Capacity

AREAS OF STRENGTH

• Environmental Learning

CHALLENGE AREAS

• Program Resource Adaptability
  Wide range, with high and low scores

• Organizational Learning
  Wide range, with more low scores

• Organizational Resource Sustainability
  Wide range, with more low scores

• Programmatic Learning
  Wide range, with more low scores
The majority of organizations felt they had significant strength in external adaptive capacity.

- environmental learning

Many organizations gave themselves lower scores in internal and programmatic adaptive capacity.

- organizational learning, organizational resource sustainability, program resource adaptability, programmatic learning
Leadership Capacity

Leadership Capacity, which measures the ability of the nonprofit leadership to create and sustain the vision, as well as provide direction and make decision, is composed of the following five subcapacities:

- Internal Leadership
- Leader Vision
- Leadership Sustainability
- Board Leadership
- Leader Influence

These subcapacities refer to the entirety of an organization’s leadership, including:
- Executive Staff
- High-level Management Staff
- Board Members
Leadership Capacities: Average Scores and Score Ranges

- Leadership: 217
- Internal Leadership: 243
- Leader Vision: 256
- Leadership Sustainability: 163
- Board Leadership: 198
- Leader Influence: 225

Thresholds:
- Satisfactory: 100
- Strength: 150
- Leadership: 200
- Sustainability: 250
- Board: 300
- Influence: 350

Legend:
- Average
- Max
- Min
AREAS OF STRENGTH
• Internal Leadership
• Leader Influence
• Leader Vision
  Wide range, with a few low scores

CHALLENGE AREAS
• Leadership Sustainability
  Wide range, with a few high scores
• Board Leadership
  Wide range, with the majority of the scores in the bottom two ranges
Leader Vision vs. Leader Sustainability

- Organizations that gave themselves high scores in Leader Vision often encounter issues with succession planning and leadership sustainability.
Management Capacity

Management Capacity, or an organization’s capacity to efficiently and effectively use its resources, is composed of the following eleven subcapacities:

- Assessing Staff Performance
- Managing Performance Expectations
- Managing Program Staff
- Volunteer Management
- Manager-to-Staff Communication
- Program Staffing
- Conveying Unique Value of Staff
- Problem Solving
- Staff Development
- Supporting Staff Resource Needs
- Financial Management

These subcapacities can be organized into two buckets:

**Human Support**

- Assessing Staff Performance, Managing Performance Expectations, Volunteer Management, Conveying Unique Value of Staff, Problem Solving, Supporting Staff Resource Needs

**Systems Support**

- Managing Program Staff, Manager-to-Staff Communications, Program Staffing, Staff Development, Financial Management
Management Capacity

Management Capacities: Average Scores and Score Ranges

SATISFACTORY THRESHOLD

STRENGTH THRESHOLD
### AREAS OF STRENGTH

Overall, all participants scored strong in management

**Strong Subcapacities:**
- Managing Program Staff
- Manager-to-Staff Communication
- Staff Development

**Strong Subcapacities with low outliers:**
- Financial Management
- Program Staffing

### SATISFACTORY AREAS

- Assessing Staff Performance
  - Wide range, high and low scores
- Managing Performance Expectations
- Conveying Unique Value of Staff
  - Wide range, with some low scores
- Problem Solving
  - Wide range, with many low scores
- Supporting Staff Resource Needs
  - Wide range, with the majority of the scores falling in the challenge range
Human Support vs. Systems Support

• Organizations aim to achieve parity in their support of **human support** (those subcapacities dealing with individuals and interpersonal relationships) and **systems support** (those dealing with management policies and practices).
Technical Capacity

Technical Capacity, an organization’s ability to implement all key organizational and programmatic functions, is composed of the following eleven subcapacities:

- Technology Skills
- Technology
- Service Delivery Skills
- Program Evaluation Skills
- Outreach Skills
- Marketing Skills
- Legal Skills
- Fundraising Skills
- Financial Management Skills
- Facility Management Skills
- Facilities

Technical subcapacities tend to have wide ranges. Areas that often group themselves together often center around a group’s:

- **Ability to tell the story**
  - Outreach Skills, Fundraising Skills, and Marketing Skills

- **Infrastructure**
  - Technology, Facilities
Technical Capacity

Technical Capacities: Average Scores and Score Ranges

- Technical Skills
- Technology
- Service Delivery Skills
- Program Evaluation Skills
- Outreach Skills
- Marketing Skills
- Legal Skills
- Fundraising Skills
- Financial Management Skills
- Facility Management Skills

SATISFACTORY THRESHOLD

STRENGTH THRESHOLD
Technical Capacity

Scores in Technical Capacity range widely; this is likely due to the organization’s placement across all three Lifecycle Stages, as well as sectoral and programmatic diversity of participating nonprofits.

SATISFACTORY AREAS
Highest average scores in any subcapacity area are “Satisfactory,” indicating many identified challenges.

Highest Satisfactory Subcapacities:
- Service Delivery Skills
- Financial Management Skills

CHALLENGE AREAS
Lowest subcapacities:
- Outreach
- Marketing
- Fundraising Skills
- Facilities
Ability to Articulate Mission Externally

- Organizations that identified challenges in articulating their vision and mission to external stakeholders often score themselves low in the technical subcapacities related to fundraising, marketing, and conducting outreach.
Organizational Culture

Organizational Culture, while not a Core Capacity, relates to history, values and beliefs of an organization, and comprises the context in which the core capacities operate. It is composed of the following three subcapacities:

- **Empowering**
- **Re-energizing**
- **Unifying**

Organizational culture subcapacities can reinforce areas of priority capacity building.

**High scores** can aid in building certain capacities, while **low scores** may hinder the capacity building process.
Organizational Culture

Organizational Culture: Average Scores and Score Ranges

- **ORG CULTURE**: Average Score = 218
- **Unifying**: Average Score = 213
- **Empowering**: Average Score = 241
- **Re-energizing**: Average Score = 199

Strength Threshold

Satisfactory Threshold
Data Takeaways – Strengths

- Environmental Learning (Adaptive)
- Leader Vision/Internal Leadership (Leadership)
- Systems Support (Management)
Data Takeaways – Human Capital Need

Combination of low scoring subcapacities in areas associated with human capital

- Program Resource Adaptability (Adaptive)
- Leadership Sustainability (Leadership)
- Human Support Subcapacities (Management)
- Ability to Outwardly Articulate Mission (Technical)
- Re-Energizing (Organizational Culture)
Data Takeaways – Funding Practices

➢ Desire to transform funding practices from program based funding to general operating funding
Priority Areas Defined by TCC Group in Recommendations

- **Board Leadership** and Development
- **Leadership Sustainability** and Cultivating Organizational Leaders
- **Program Evaluation** and Programmatic Learning
- **Strategic Planning** and Organizational Learning
MULTI-PRONGED APPROACH FOR CAPACITY PILOT
Capacity-Building

1.0 Individual
- Build knowledge and skills
- Technical assistance and training

2.0 Organizational
- Improve functionality and effectiveness
- Internal interventions

3.0 Systems
- Improve collective functionality of groups of organizations
- Systems interventions, redesign
Prong A – Capacity Building 1.0
Align Existing Capacity Building Resources

- Inventory available capacity building consultants and professional development providers
  - Create directory of local capacity building consultants
  - Develop list of professional development providers – those offering workshops, conferences, content, etc.
  - List will be available to nonprofits in early 2018
Prong A – Capacity Building 1.0
Priority Areas Defined by TCC Group in Recommendations

- **Board Leadership** and Development
- **Leadership Sustainability** and Cultivating Organizational Leaders
- **Program Evaluation** and Programmatic Learning
- **Strategic Planning** and Organizational Learning
Prong A – Capacity Building 1.0
Align Existing Professional Development Resources

➤ Encourage capacity building providers to use identified priority areas to develop content for future professional development opportunities

✓ Present CCAT Aggregated Results to consultants and providers
✓ Encourage coordination and collaboration among capacity building consultants and providers
✓ Target start date of 2018 professional development calendar year
Prong B – Capacity 2.0
Support for Specific Organizational Needs

- Use CCAT results to help identify those most ready for organizational support such as Strategic Planning and Infrastructure Development
  - Connect funders interested in making an investment in organizational capacity with organizations in need of this type of support
  - Identify additional opportunities to support the specific needs of organizations
Prong C – Capacity 2.5
Moving to Systems Level Capacity 3.0

- Use CCAT results to help identify organizations most ready to participate – TCC Group recommends those with strength in 3 core capacity areas and organizational culture

- Pilot could include coaching sessions, grants for specific organizational capacity needs, peer learning opportunities, human capital investments, etc.

- Determine best way to group organizations, if deemed feasible - budget, staff size, and/or sector
The ability of an organization to:

- clearly understand its niche and strategic positioning within a larger ecosystem;

- appreciate the role of and the value of other stakeholders;

- instill trust in, and network with, other key actors and institutions; and

- promote and engage in healthy relationships that function within and in support of a larger system.
INFRASTRUCTURE RECOMMENDATION
Infrastructure Rationale

- Developing pilot, making the case for capacity building, and delivering the level of professional development needed will require a greater infrastructure than we currently have available.

- Development of a pilot and potential capacity building interventions requires a full-time person/entity to think about it every day.

- Must model investment in human capacity as best practice.
Outline of Responsibilities

- Flesh out the capacity-building pilot
- Work with current capacity-building providers to coordinate and align offerings
- Update and maintain directory of available resources
- Formalize governance structure
- Continue to promote mindset and behavior change among nonprofits and funders
- Identify cohorts and facilitate peer learning circles based on common needs
- Keep capacity building front and center in the consciousness of Greenville