



UNIVERSITY OF SAN FRANCISCO

CHANGE THE WORLD FROM HERE

Tools For Success:

An Assessment of Capacity Building in the Nonprofit Sector

by

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Abstract

Capacity building, a term without a universal definition, is critical to the sustainability and resiliency of the nonprofit sector. Nonprofit leaders use capacity building to improve their organizations. They are often challenged in this process by lack of time to plan, available funding, uncertainty on how to assess their organization's needs, and ways to evaluate capacity building efforts. Capacity building includes internal-facing efforts to improve infrastructure, such as human resources, information technology, and finance, as well as external efforts including marketing, fundraising, and governance. The goal of this paper is to examine the elements of capacity building and to identify needs, challenges, and gaps in order to provide guidance on enhancing capacity building efforts. Through an analysis of existing literature, expert interviews, and survey data, this paper provides three recommendations designed to enhance capacity building efforts and impact: 1) create simple assessment tools, 2) implement longer-term evaluation methods to understand impact and efforts, and 3) focus on resilience and adaptability within all capacity building in order to break the inhibiting nonprofit funding cycle known as the cycle of starvation.

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Section 1: Introduction

Mohammed Ali once said that “service to others is the rent you pay for your room here on earth (Gumbs, 2016).” The nonprofit sector is designed to provide services to others. With this responsibility, however, comes the need for organizations to continually strengthen and improve their capabilities in order to provide the best and most sustainable service possible.

Among other challenges, nonprofits often face the obstacles of uncertain funding and a public perception that spending money on overhead or infrastructure is wasteful. Capacity building is a way to increase organizational effectiveness and create stronger organizations by improving infrastructure. Capacity building does not have a universal definition, as will be discussed throughout this paper, but can be thought of as activities, outside of programs, such as training, coaching, funding, and other support tools that help improve an organization. This research is designed to examine current needs, challenges, and gaps in order to better inform activities and policies regarding capacity building.

The literature review of this research discusses fundamental aspects of the topic, including organizational capacity, organizational effectiveness, capacity building, assessment and evaluation, and adaptability and resilience. These subjects are particularly important in light of the 2020 COVID-19 pandemic which is impacting the entire globe and more specifically for this paper, the nonprofit sector’s stability and sustainability. Expert interviews and a survey of nonprofits were conducted as a part of this research effort to provide a qualitative and quantitative mixed method approach for understanding gaps and needs of nonprofit organizations and the issues and successes that arise from capacity building efforts. Finally, the paper concludes with recommendations for improvements within the field of capacity building and suggestions for capacity building assessment and evaluation.

Capacity building-- a concept that remains vague-- but is, yet, so important and critical to the strengthening and longevity of nonprofits. If service to others is the rent that we pay, it is imperative that we understand how to enhance and improve nonprofit organizations which provide these services. Capacity building ultimately aims to achieve these improvements.

Section 2: Literature Review

This paper examines the concept of capacity building in the nonprofit sector. To understand the need for capacity building and to understand the concept, it is necessary to first understand nonprofits. A nonprofit organization is typically an organization that serves a public purpose rather than services to benefit an individual or entity (Glavin, Jacobson & Tavanti, 2019). Nonprofit organizations in the United States are defined, in part, by the Internal Revenue Service, with the largest group of nonprofit organizations categorized under the 501(c)(3) section of the tax code. These nonprofit organizations are diverse in their size and scope and focus on issues ranging from religion, education, health, human services, civil rights, environmental advocacy, and beyond (Boris and Steuerle, 2006).

Nonprofit organizations draw on a variety of revenue sources, including voluntary contributions, while working in a profit-driven environment (Salamon, 2015). Due to this dynamic and dependence on voluntary contributions including individual donations and grants, nonprofit organizations are often subjected to the starvation cycle, which Lecy and Stearing (2015) describe as a “debilitating trend of under-investment in organizational infrastructure” (p. 539). Organizations and their leaders are often tasked with using limited resources to serve their mission and constituents, particularly as organizations spend less on overhead or organizational infrastructure in response to donor patterns and expectations (Lecy & Stearing, 2015). Jeanne

Bell and Elizabeth Schaffer (2005) contend that nonprofit organizations that devote all their energy to fulfilling the mission or public purpose may struggle with financial stability or balance.

Bell and Schaffer describe the typical problems that can emerge from nonprofits that fail to balance the organization's competing needs:

“1) The organization functions in a state of continual financial crisis; 2) the organization under-invests in infrastructure, jeopardizing its future; and/or 3) the organization does not include financial performance in its evaluation of programmatic success” (2005, p. 8).

In other words, nonprofits are often working with little margin for error as payments from government contracts, grants and other sources do not cover the full cost of delivering a program and organizations are required to do more work with fewer resources (Lecy & Stearing, 2015).

Underinvestment in the full cost, which includes activities not related to a specific direct service, such as finance, fundraising, and other administrative activities, has a direct impact on providing successful programs. For example, poor fundraising can lead to weak programs that may result in cuts to funding (Bell and Schaffer, 2005).

Organizational Capacity

Organizational capacity is virtually anything that is used in order for the agency to carry out its mission from its infrastructure to its programs and services (Light, 2004). Salomon (2015) defines it as the “toolkit” that allows nonprofits, particularly smaller organizations, to continue to be effective and operational even during uncertain or ever-changing times.

Organizational capacity can also be defined as resources an organization may have or operational activities that an organization fulfills in order to meet its mission (Bryan, 2019). As Salomon (2015) summarizes, nonprofit organizations are measured by their ability to meet their missions, making organizational effectiveness and strong organizational infrastructure crucial to the health of a nonprofit.

Organizational infrastructure is important in relationship to organizational capacity. This relationship is defined as the administrative and operational activities that allow an organization to work toward its mission (Faulk & Stewart, 2017). Such activities can include the following categories:

- Understanding of the mission and organizational goals
- Strategic Planning and Strategic Direction
- Board Development
- Human Resources
- Impact or performance management
- Culture (Faulk & Stewart, 2017; DeVita, Fleming, & Twombly, 2001)

Light and Hubbard discuss the internal “operational activities” that are used to achieve the mission. The internal operations are complemented by external resources that include networking with other similar organizations, and, additionally, political capacity, which includes the relationship an organization has with stakeholders such as foundations and other funders (2004). Linnell views capacity as an agency’s ability to execute its mission while being able to sustain or exist effectively (2003).

Organizational Effectiveness

Organizational effectiveness relates to the capacity or ability of an organization to maintain or sustain its resources that allow it to pursue its mission. Because mission fulfillment is a long-term proposition, capacity building activities may impact effectiveness, but effectiveness is not always dependent on capacity building for long-term results or outcomes. Understanding organizational effectiveness can inform the evaluation of capacity building efforts, given that the infrastructure guiding the success of a nonprofit's mission encompasses the same elements that are targeted by capacity building activities (Linnell, 2003). Capacity building activities will be discussed in the next section of the literature review.

Other scholars acknowledge that the link between capacity and organizational effectiveness is not consistently agreed upon because there is no universal definition of organizational effectiveness; nonprofits are not evaluated on their profits (Bryan, 2019; Shumate et al, 2017). This can lead to multiple models of assessing effectiveness, and Bryan suggests that different components of organizational capacity (goal attainment, system resources, and multiple constituencies) require different assessment models (2019). Goal attainment refers to outputs, or results of capacity-building efforts and outcomes, the goals of a capacity building project on an organizational level; system resources refers to inputs such as gaining resources to improve infrastructure; multiple constituencies refers to stakeholders' assessment of the organization's effectiveness (Bryan, 2019; Linnell, 2003).

While it is clear these models are not mutually exclusive and nonprofits are simultaneously focused on them all at some level (as multidimensional models of effectiveness such as the competing values framework demonstrate), this contingency model underscores the importance of defining effectiveness in a given context before outlining the capacity elements that will contribute to effectiveness. (Bryan, 2017, p. 893)

These models and discussions lead us to the central question of defining capacity building and its importance to the nonprofit sector and individual organizations.

Capacity Building

Much like organizational effectiveness, there is not a single universal definition of capacity building for nonprofits in part because of the diverse nature of the sector. However, it is a “ubiquitous” phrase throughout nonprofits (Kapucu, Healy, & Arslan, 2011, p. 236), and Bryan (2019) argues that “the term capacity is often used as a catchall phrase representing how nonprofit organizations produce services and ultimately create social value” (p. 886).

Kapucu, Healy, and Arslan discuss a multitude of definitions and cite Millesen and Bies (2005) as describing capacity building as an action or activity that can take place internally or externally with the help of a consultant or facilitator and is “undertaken to accomplish some specific mission-related objective, leading to improved infrastructure and increased mission performance” (p. 237). This includes a focus on human resources, fundraising, finances, external relationships, structures, processes, and planning (Svenson et al, 2017).

Capacity, according to Linnell, refers to the ability to achieve a mission, while capacity building is the activity to fulfill or achieve that mission or goal (2003). The National Council of Nonprofits offers its own definition:

Capacity building is whatever is needed to bring a nonprofit to the next level of operational, programmatic, financial, or organizational maturity, so it may more effectively and efficiently advance its mission into the future. Capacity building is not a one-time effort to improve short-term effectiveness, but a continuous improvement strategy toward the creation of a sustainable organization. (Chandler & Kennedy, 2015, p. 3)

Linnell views capacity building as a “continuum of interventions” (2003, p. 6) that assist nonprofits in carrying out the basic functions of an organization. These interventions include training and support for financial management and human resources as well as organizational culture. In fact, Linnell contends, capacity building can be integrated into almost every part of an organization from leadership to entry-level staff (2003). Capacity building works to change or improve some “aspect of an organization’s existing environment, internal structure, leadership, and management systems, which in turn should improve employee morale, expertise, productivity, efficiency, and so forth. These should then which should strengthen an organization’s capacity to do its work, which should increase organizational performance (Light, 2004, p. 46).

For organizations, capacity building may relate to almost any aspect of its work: improved governance, leadership, mission and strategy, administration (including human resources, financial management and legal matters), program development and implementation, fundraising and income generation, diversity, partnerships and collaboration, evaluation, advocacy and policy change, marketing, positioning, planning, etc. For individuals, capacity building may relate to leadership development, advocacy skills, training/ speaking abilities, technical skills, organizing skills, and other areas of personal and professional development.

In short, capacity building is a tool or strategy that nonprofits use to improve performance (Despard, 2016).

Capacity building is an effort that organizations often start themselves, but frequently receive funding for from external sources, such as private foundations, through grant applications (Faulk & Stewart, 2017). Grantmakers for Effective Organizations (GEO) found that by 2013, 65% of foundations were providing some capacity building funding to their grantees. As guidance to foundations, GEO advocates that funders follow the principles of making capacity building grants contextual or unique to the nonprofit, long-term, and collective in terms of encouraging collaboration with other funders so that nonprofits are not dependent on one funder (Bartczak, 2013).

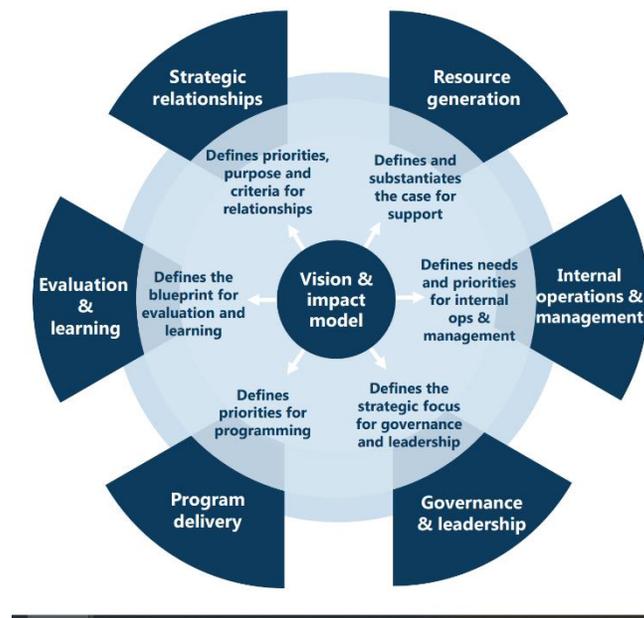
Assessment and Evaluation

If one accepts a multitude of definitions and strategies for engaging in capacity building, the next question is: how are capacity building needs assessed and efforts evaluated? Multiple models for capacity building are evident throughout the sector due to the lack of a standard definition (Despard, 2016; Bryan, 2019). Competing models for capacity building assessment lack consistent measures, making it difficult to understand the effectiveness of these models and efforts across the nonprofit sector (Shumate et al., 2017). None, according to Despard, have been validated by academics, although these models are important because they suggest that

various capacity activities may impact programmatic quality (2016). Strong, Phil, and Kim assert that assessment tools are generally used by the organization at a specific time when beginning capacity building activities, but these are lacking in true evaluation or measurement metrics (Strong et al., 2012; Weiss, 2005).

Despite the lack of validation, there are some common elements within the models that reflect the definitions of capacity, including fundraising, leadership and support, training, and culture (Despard, 2016). In Figure 1, Learning for Action (2018) defines organizational effectiveness through seven dimensions that are considered interrelated and important for assessing and building capacity: strategic relationships, resource generation, evaluation and learning, program delivery, governance and leadership, and internal operations and management.

Figure 1: Vision and Impact



Connolly and York (2003) describe four domains for assessment including “leadership capacity...adaptive capacity...management capacity, and operational capacity” (Despard, 2017, p. 609). Each of these domains is assessed within a four-level model that is partially based on the level of experience of the staff involved in these domains. Despard (2016, p. 609), describes the domains which were modified to be used by the Marguerite Casey Foundation:

1. Leadership capacity: ability of organizational leaders to inspire, prioritize, make decisions, provide direction, and innovate;
2. Adaptive capacity: ability of an NPO to monitor, assess, and respond to internal and external changes;
3. Management capacity: the ability of an NPO to ensure the effective and efficient use of organizational resources; and
4. Operational/technical capacity: the ability of an NPO to implement key organizational and programmatic functions (Marguerite Casey Foundation, 2012).

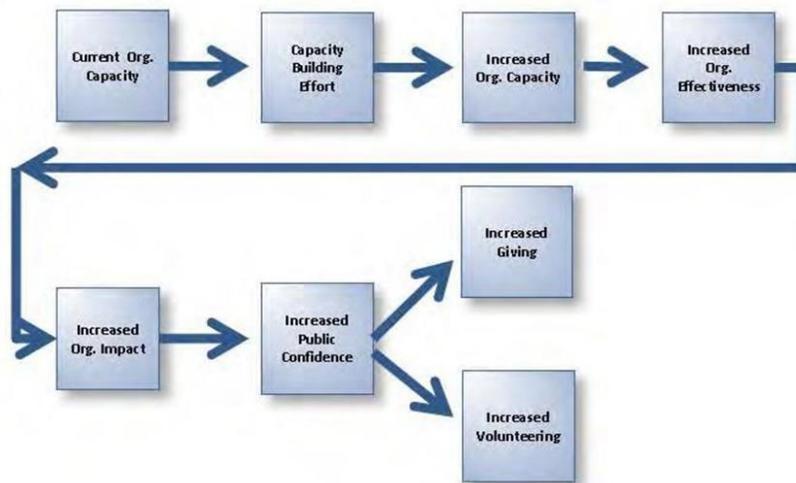
The Compassion Capital Fund identified five areas for assessment of capacity-building needs: organizational development, program development, revenue development, leadership development, and community engagement (Minzer et al., 2014). Other assessment tools include the Core Capacity Assessment Tool and McKinsey & Companies tool, which was based off the original four domains from Connolly and York (Despard, 2017). All these tools include questions and scoring mechanisms to help leaders understand and assess their needs (Despard, 2017; Brown, 2014).

These assessment models help organizations assess their priorities, which is important because an organization will often have limited time or resources for capacity building efforts and a model can be useful in identifying effective efforts (Drake, 2018). However, Despard also finds that the models have limitations due to the subjective and objective factors within an organization that can be addressed through capacity building. In addition, capacity building priorities may differ for organizations that are in different stages of their evolution (2016; Light,

2004). The Foellinger Foundation described six phases for organizations, each with different needs or priorities: the invention, the start-up, the growing phase, maturity, stagnant and renewal, and the decline or end of the organization (2019).

Although understanding and assessing capacity building needs are important, it is crucial to also evaluate the success of these efforts (Brown, 2014). Evaluation is difficult given the lack of standardization and measures. Much of capacity building evaluation is built on “hunch and intuition” (Light, 2004, p. 97). It is clear, however, that there is a direct link between capacity building efforts and organizational effectiveness. The figure below illustrates this link and highlights the importance and the value of evaluating capacity building (Gao et al., 2019).

Figure 2: Evaluating Capacity Building



Gao, Tian, and Bruce Gurd. “Hospital Size.” *BMC Health Services Research* 19, no. 1 (January 24, 2019): 6, fig. 2.

<https://doi.org/10.1186/s12913-019-3907-6>.

Oftentimes however, evaluation reports are prescribed or directed by foundations who are providing capacity-building funding (Faulk & Stewart, 2017). These evaluations are also time-based for the length of a grant, and thus may not be able to measure the true impact of

capacity building activities long-term (Faulk & Stewart, 2017; Minzer et al., 2014). The evaluations often consist of a pre- or post-test, along with the grantees' self-perceptions, with the intent of understanding and measuring the impact of a capacity building grant (Faulk & Stewart, 2017; Connolly & York, 2003; Minzer et al., 2014). Faulk and Stewart found that longer-term evaluations indicated outcomes that may not be identified with the shorter-term evaluation measures, including a growth in the financial strength of the organization.

Foundation managers would be wise to understand the potential limitations of their capacity grant programs and specifically the limitations of self-reported, short-term assessments of grant program outcomes. Although self-reported measures may indicate strong programmatic outcomes, longer-term, objective outcome indicators are necessary to more fully analyze, and improve upon, those grant programs. With many foundations supporting nonprofits over repeated grant periods, foundations could make use of this access to solicit information about outcomes that extend beyond the initial capacity grant's reporting period. (Faulk & Stewart, 2017, p. 331)

Capacity building can be enhanced with better evaluation and can create confidence for funders and organizational leaders in their work to enhance the nonprofit sector. Creating a validated, or academically proven, evaluation tool that goes beyond an organization's self-assessment will help to better understand the relationship between capacity building efforts, funding and impact (Despard, 2017; Minzer et al., 2014). Faulk and Stewart found that nonprofits that had received a capacity building grant did well in long-term financial growth, although the data on other aspects of capacity building was unclear and did not show improvement, most likely due to the lack of validated tools and measurements (2017). However, results from the Compassion Capital Fund show that there is evidence that capacity building efforts do positively impact different dimensions of capacity such as organizational development, fundraising, and leadership development (Minzer et al., 2014), showing the wide disparity in agreement on the effectiveness of evaluation tools.

Adaptability and Resilience

During the author's period of research and publication, the COVID-19 pandemic began and drastically altered the nonprofit sector's ability to function and respond accordingly. The stay-at-home orders and the closing of nonessential businesses during this time creates an important opportunity for nonprofit organizations to understand their own resilience and adaptability within and in service of society.

Social sector leaders face immense challenges during the COVID-19 pandemic. Direct service nonprofits like food pantries face a **growing need among the communities they serve** and a shrinking pool of volunteers and resources to get the job done. **Performances have been cancelled. Major fundraisers have moved online.** And organizations face a new reality of **conducting business virtually.** (SSIR, 2020)

Resilience refers to how capable or effective an agency or organization is in accessing, drawing upon, and using resources in times of organizational crisis or challenge. The figure below shows indicators that help determine and understand how resilient an organization is (Seville, 2016). Many of the elements of capacity building show up in these indicators, including leadership, internal resources, and effective partnerships.

Figure 3: Resilience



<https://www.koganpage.com/article/what-makes-a-resilient-organization>

Frameworks, such as the figure above, can help organizations understand their challenges and understand how to change or adapt. The International Consortium for Organizational Resilience looks at three dimensions: Leadership & Strategy, Culture & Behaviors, and Preparedness & Managing Risk as behaviors or attributes that have been successful for many organizations (nd). Innovative approaches will be key for resilience and adapting (Sahni et al., 2017). Henning (2019) describes a model of organizational resilience that categorizes and places an organization into a quadrant:

As academic research into resilience has evolved, a consensus has developed that organizations vary along two dimensions, from the defensive (protecting results) to the progressive (achieving results), and from consistency (around goals, processes, and routines) to flexibility (around ideas, views, and actions). An organization often finds itself in a particular quadrant. (Henning, 2019)

Another term that relates to resiliency and capacity building is “dynamic capability.” Dynamic capabilities help organizations focus on continual change, particularly during crises, by helping them sense change, take advantage of opportunities, and adapt to the new dynamics. (Kaltenbrunner & Reichel, 2018). To be dynamic and resilient, nonprofits need to create and build up financial reserves that allow for flexibility and control during uncertain times. Funders need to adjust to help organizations build those reserves, rather than only supporting program delivery (Bugg-Levine, 2020). Grantmakers for Effective Organizations (GEO) addresses adaptability and capacity building by stating that:

Strong programs exist in strong organizations, and the strongest nonprofits are adaptable and resilient. They have effective leaders, good financial management, the ability to collaborate with others, and the space to plan, execute and assess new strategies. Capacity building is what allows nonprofits to build these skills and expertise — and more — so that they have what it takes to tackle deep-rooted problems (GEO, nd).

The COVID-19 crisis will stretch nonprofits and create many challenges (National Council of Nonprofits, 2020) and the ability to be dynamic and understand the needs of an organization will be paramount in the days ahead.

Research Questions

Based on the literature review, this research looks at capacity building more closely and examines the following questions. 1) What are the capacity building needs and activities of nonprofit organizations? 2) How are these gaps identified and capacity building efforts evaluated? The paper focuses primarily on organizations in the San Francisco Bay Area, but the research findings can be applied to organizations beyond that region.

Section 3: Methods and Approaches

The applied research in this capstone used a mixed method approach to capture quantitative and qualitative data. As a professional in the nonprofit sector and particularly as a fundraiser for the past 15 years, I have perspectives and experience that may have colored or shaped the questions used in the quantitative and qualitative methods. Although I worked to eliminate any biases, this is not always possible, and I would like to acknowledge the human element of this research.

Quantitative

A 64 question survey was created to answer the research questions: what are the capacity building needs of nonprofit organizations and how are these gaps identified and capacity building efforts evaluated? The survey, which is included in the Appendix C, included scale, categorical, text, and demographic questions, and was completed by participants through the Qualtrics survey software and open for participant completion for a three-week period. Data was

uploaded and analyzed in Jamovi. There were 47 total questions which include 1 yes/no question; 2 categorical with nominal responses; 33 categorical with a 5-point Likert scale response; 4 open-ended responses; and 7 demographic questions. The survey was designed for any nonprofit employee or board member to participate in and the results were anonymous. Because perspectives of different staff members may vary at the same organization, I did not limit responses to one per organization, but tracked responses by the zip code of the organization where the participants work and their job position. The nonprofits surveyed were assumed to primarily be in the San Francisco Bay Area in California but were not restricted to this geography in order to both gain perspective from different locations and to increase the possible response rate.

The survey was distributed via a convenience sample and snowball method. I relied on members of my social and professional network to complete and share the survey. The survey was distributed via LinkedIn, Facebook, and through personal emails. On LinkedIn, the survey was posted on the main timeline, along with being posted in the University of San Francisco Master of Nonprofit Administration page and the Grants Professional Association Page. Colleagues were asked to share the survey within their networks as well.

The survey itself was designed to be an assessment tool rather than a statistically significant analysis given that the expected survey response would be lower than an optimal sample size to be representative of nonprofit organizations. As such, the data analysis is limited to descriptive statistics and inferential statistics for assessment purposes only. Data was compared to a similar survey from Learning for Education (Drake, 2018) for analysis purposes, which is included in the appendices.

Qualitative

For the qualitative analysis, 5 interviews with nonprofit professionals and experts were conducted. Additionally, a background interview was completed with a Foundation Officer from a local foundation which focused on specific portions of capacity building. The interviewees were chosen to represent various facets of the nonprofit sector, including: a government agency dedicated to nonprofit sustainability; the Executive Director of an organization with a small (less than \$2 million) operating budget; and Executive Director of an organization with a large (more than \$10 million) operating budget; and a nonprofit consultant.

Each expert participated in a semi-structured interview. Two interviews were conducted via Zoom, 2 via phone, and 1 via email correspondence, all with extensive note taking to accurately reflect quotes and ideas. The following questions were used to help guide the conversation, and focused on the definition of capacity building, strategies and needs to increase capacity building, evaluation, and a discussion of what the philanthropic community could do to improve its efforts in supporting capacity building:

- 1) How do you define capacity building? What do you think about when you hear the phrase?
- 2) What are the core infrastructure and administrative components necessary to have an effective nonprofit organization?
- 3) What do you see as the greatest need for nonprofits to increase their capacity? Is it education, training, fundraising support, etc....
- 4) How would you identify capacity needs in your organization from a leadership level?
- 5) How do you evaluate capacity building efforts or impact?
- 6) What can the government, philanthropic, and corporate sectors do to support the sustainability and growth of nonprofits in the Bay Area?

The interviews were summarized by looking at keywords and ideas that reflected the research question. The themes were documented and additional ideas that were outside of the scope of the main research question were added to help provide perspective and an understanding of additional insights and topics that emerged from the discussions.

Section 4. Data

Qualitative Data

For the qualitative analysis, I interviewed five experts with extensive experience in capacity building through their work.

Lex Leifheit is the Senior Business Manager at the San Francisco Office of Economic and Workforce Development (OEWD). Her office supports the nonprofit sector in San Francisco through partnerships, policy, grantmaking, and direct assistance, including administering organizational effectiveness support for OEWD's workforce and economic development partners and the Nonprofit Sustainability Initiative program.

Josh Leonard is the Senior Executive Director of the YMCA Stonestown Branch in San Francisco. He has been working with the YMCA his entire career and specializes in staff development and finding new solutions to address needs. As part of his work, he created a capacity building model for his organization, which he has successfully introduced to his team.

Sarah Nelson is the Executive Director of 18 Reasons in San Francisco, a nonprofit focused on empowering the community with creativity, confidence and resources to cook and eat good food. She is also the co-chair of the ShapeUp San Francisco Capacity Building Action Team (I also am part of this team) and has extensive experience in starting and improving nonprofit organizations.

Julia Wilson is the former Chief Executive Officer of OneJustice, which is a capacity building organization for legal aid focused nonprofits in California. Her expertise and experience have helped her focus on the resiliency and strength of legal aid at national, state, and local levels.

Catherine Collen is the Program and Grants Officer for the Metta Fund, a philanthropic foundation located in San Francisco, and has been with the organization for over six years. Prior to that, she was Senior Philanthropic Advisor at Tides Foundation.

The first question asked how the interviewees defined capacity building. The experts generally agreed that the definition from the National Council of Nonprofits makes sense and that capacity building involves almost anything that you need to do outside of programs in your order to make your organizations work. The key themes that were discussed included understanding that the work is often behind the scenes, and that building systems and infrastructure is important. Wilson added that it is *“almost anything where a nonprofit was intentionally working on improving its ability to achieve its mission and strategies.”*(Julia Wilson, personal communication, April 9, 2020). Wilson also wanted to emphasize the intersection between capacity building and organizational resiliency. Collen added that they think about capacity building pretty broadly at the Metta Fund and look at it as a set of activities that an organization engages in to build knowledge and skills to become more effective in what they are doing. She emphasized the value of continuous learning and looking to always build to do something better and faster.

These thoughts naturally led to a discussion of the key infrastructure components that are needed to have an effective organization. One topic that emerged was the importance of the Board of Directors and having effective governance as well as creating strategic partnerships among providers and funders. Internally, systems such as finance, human resources, and information technology need to be considered depending on the organization’s needs. Strategy and planning are particularly important, especially around the revenue model and fundraising tactics. Leifheit sums it up by stating that:

To paraphrase Margaret Mead ... a small group of thoughtful, committed people can transform lives. To me, that's effective. However, if a nonprofit wants to be a partner in an ongoing strategy with, say, a city agency or foundation, then effectiveness begins to take into consideration the impact model, strategic relationships, evaluation and learning, governance, technical functions, program delivery, resource generation and cultural competencies, to name some of the broad "buckets" of organizational effectiveness (Lex Leifheit, personal communication, March 6, 2020).

The interviewees were then asked what they felt was the greatest need in terms of capacity building for nonprofit organizations. Both Leifheit and Nelson emphasized the importance of listening to partners and the community both to identify demand and gaps in service and to learn from other providers. Nelson stated that learning through partners, funders, consultants, and resource libraries was important in helping understand problems and solutions. Wilson agreed that organizational learning does not need to be self-taught, and that management development leads to effective capacity building and organizational development. Leonard also highlighted the importance of finance and understanding where surplus revenue should be directed in order to strengthen an organization. He says “*1. How do you invest whatever surplus revenue into those different areas in question. 2. Where do you spend your resources. The budget represents the investments we want to make.*”” (Josh Leonard, personal communication, April 2, 2020).

How do leaders assess the organizational and capacity building needs? Leifheit states that nonprofits tend to have a good sense of what they need but may not think holistically and may need to understand that adaptive change is sometimes required. Nelson emphasized creating tracking plans to help organize projects and the importance of creating organizational plans early in the phase of an organization to help stay on track. She also noted that staff frustrations can be turned into capacity building projects. “*What’s next?*” she asked. “*What would we do if we had money for the next thing? It’s important to keep track of that*” (Sarah

Nelson, personal communication, March 27, 2020). Leonard created his own assessment tool that was simple for staff to use and follow. The tool is based on muscle growth and follows the pattern of tear, repair, strengthen, and grow. A copy is included in Appendix B. Wilson also echoed that she wished there was a simple, five question, assessment tool as she and her staff had limited time and the tools they used were much too long. Collen mentioned that organizations may talk about capacity building in proposals without naming it, and that capacity building is often during times of positive or negative growth when there is either more money or the organization is in trouble. She has also seen that assessment is often spurred by conversations between organizations and professionals who are providing benchmarks for capacity building or trying to understand what other organizations are doing.

The next question focused on how organizations evaluate their capacity building efforts. The consensus was that evaluation is generally short-term and informal. Leifheit's department focuses on the short-term impact that the grantees can report, which includes examples of infrastructure improvement. It also assesses participation in the reflection and inclusion of racial equity goals. Collen mentioned that the grantees who receive general operating support report back on the impact relative to an agreed upon framework that includes internal capacity, program capacity, and policy or advocacy building. Nelson stated that in the short-term a leader can just feel the evaluation and understand the success intuitively. In hindsight, an organization can look back and attribute success to investment in capacity building ventures. To her, long-term sustainability is a success as well as observing a reduction in day-to-day frustration in the staff. For Leonard, evaluation is also intuitive, and he uses the assessment tool to understand where the staff are on their capacity building projects. He also emphasized that staff generally have a good sense of the success of a project. Wilson shared that her organization struggled with that

question and suggested that projects need a set of markers from the starting point, midpoint, endpoint, and post-project to help with formal evaluation. Anecdotally, success of a project can be viewed through events such as a budget increase, sustainability, career paths for staff, and resiliency from external and internal pressures.

The final question focused on what government, philanthropy, and corporations could do to support capacity building efforts. Nelson stated, “*Just make 10 years grants. Even programmatic grants*” (Sarah Nelson, personal communication, March 27, 2020). Foundations tend to fund the same grant, she added, with the same deliverables. If an organization does good work, according to Nelson, foundations should invest in them and their ability to do good work. Leonard echoed that funders need to provide specific capacity building grants and help make organizations more self-sustaining so that they are not reliant on foundations. He added that the current pandemic could create a new focus on systems and individual resiliency. Wilson added that there should be grants restricted to capacity building and engage in trust-based funding if there are no immediate results to report. She also added that corporations could provide more volunteer support to nonprofits, including in areas of organizational development and business planning. “*Corporations can translate practices from sector to nonprofits, providing volunteer work on organizational development that would really help the nonprofit sector*” (Julia Wilson, personal communication, April 9, 2020).

Survey Data

The survey assessment was open from March 17, 2020 to April 10, 2020 and had 32 total respondents. Of the respondents answering this survey, 27% (n=6) worked for organizations locations outside of the San Francisco Bay Area and 73% (n=16) worked for organizations in the San Francisco Bay Area. Ten respondents did not provide zip code information.

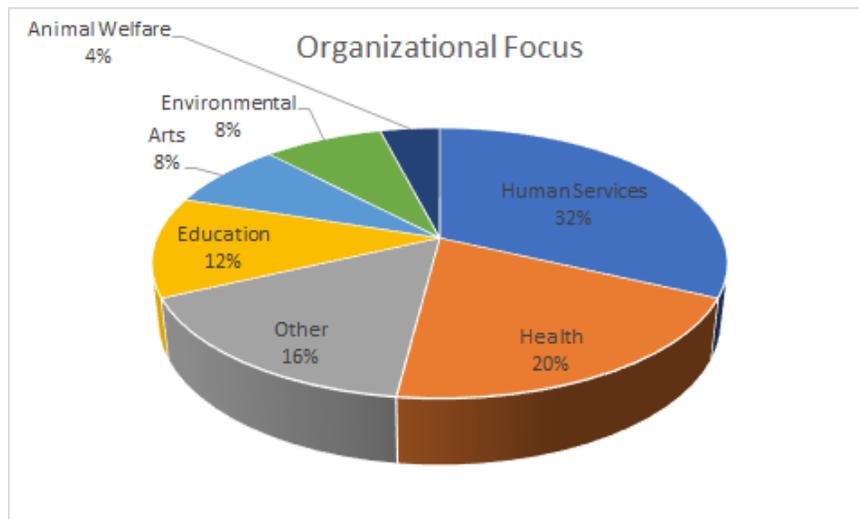
Table 1 shows the organizational roles of the respondents (n=27):

Table 1: Organizational Roles

Organizational Roles	Percent
Development	40.74% (n=11)
Programs and Services	18.52% (n=5)
Executive Director/CEO	11.11% (n=3)
Human Resources	7.41% (n=2)
Board Members	7.41% (n=2)
Finance	3.7% (n=1)
Other	11.11% (n=3)

The organizations represented in the survey were divided into the following categories and represented many different priorities within the nonprofit sector:

Figure 4: Organizational Focus



Respondents reported the number of part-time and full-time staff at their organizations. Eight respondents had a staff size of up to 20 employees, five had 21 to 50 employees, four had

51 to 100 employees, three had 101 to 500 employees, three had 501 to 1,000 employees, and one had 1,001 to 2,000 employees.

Respondents (n=25) also reported how many administrative staff (fundraisers, human resources professionals, marketing staff, etc.) worked at the organization. Fifteen organizations (60%) reported that they had between 1-10 administrative staff, 4 organizations (16%) reported 11-25 staff, one organization (4%) reported 25-50 staff, three organizations (12%) reported 51-100 administrative staff, and two organizations (8%) reported more than 100 administrative staff.

Organizations responding to the survey (n=25) reported the age of their organization. Three organizations (12%) reported being between 3-5 years old, two (8%) reported being 5-10 years old, and 20 organizations (80%) reported being older than 10 years.

Nineteen organizations reported their approximate operating budget. Four organizations had an operating budget less than \$1 million, five organizations were less than \$5 million, five organizations were \$15 million or less, two organizations were less than \$50 million, and one organization was \$200 million.

Qualitative Responses

The survey asked three open-ended questions. The full responses are provided in the Appendix C, but key themes are summarized in the tables below.

Table 2: Capacity Building Challenges and Successes

Question - Please describe any successes or challenges your organization has had with capacity building

Challenges:

- **Funding** to expand program and hire staff

- Staff is very **resistant to change** other than what they know. It's been a challenge to introduce new ideas and **get support into training tools** and capacity building mentality
- **Not having a clear direction** of mission and growth has hindered our ability to plan accordingly.
- **Response to immediate needs** instead of planning ahead for what will be needed
- We essentially **expand anywhere there's money and try to figure out the rest later**. This has been extremely challenging for the on the ground staff in those new markets. **Staff training has been uneven**. Some departments are very well trained, others not at all
- **Rarely invested** our "own" general operating funds in capacity, and have sometimes operated on more of a shoestring than necessary
- **Lack of discussion** among staff about capacity building needs
- **Finding the time** to do it among all of the day-to-day task work has been challenging for us

Successes:

- **Policies and procedures** sustainable to a growing census
- We have **received two grants** over the years that have helped us with capacity building. One, a small \$5,000 grant, helped us buy new computers and hire a consultant who helped us through a merger with another organization. More recently, we received a \$75,000 capacity building grant that is helping us launch a new website, develop and implement DEII training for staff and board members, work on our program evaluation, and hire an organizational consultant to support a new management system and tools for annual and quarterly planning.
- Our grant professional has found us funds to build capacity.

Table 3: Organizational Challenges

Question - What are the biggest challenges facing your nonprofit and how would you address these challenges?

Organizational Challenges:

- Continuing to expand our volunteer base so we can match more girls in need with a mentor. Would address this with a strategic marketing campaign and an additional part-time staff for outreach & to manage increase in applications
- Our salaries are not competitive with other non-profits. Growth and competition are the most evident challenges impacting the organization
- Lack of clear vision, mission and mission strategy, and lack of trained staff to manage expansion.
- Our earned income program is earning as much income as it possibly can, and there's no way to expand it at the moment.
- Staffing is our largest problem (well, right now it is COVID-19). We have talked about how to increase staff recruitment and retention, but I am not clear on any concrete plans
- Lack of staff time for outreach
- I think that we struggle with project management. We tend to lag behind and struggle with accountability/follow-through

- We need better expansion plans. The decision to move to a new market has to be driven by more than just funders who want us there. Even the question of SHOULD we expand was never asked. The assumption was that all growth is good
- From a fundraising perspective, we don't have access to much general operating funding or multiyear grants

Table 4: COVID-19 Challenges

Question- How has the coronavirus pandemic impacted your organization?

- We are deciding if we should cancel our 50th anniversary gala at SF City Hall scheduled for August because it might be very hard to get sponsors for it in the next 2-3 months and we don't know if large gatherings and events would be permitted in August
- Impacted productivity creating an innovative approach that meets client demand
- Massively. Several staff laid off, several others have left assuming their roles will be eliminated
- We have had to close in-person sessions with clients and are working to organize an online platform, beginning with our current students, and then will expand to additional classes and allow for new enrollment
- Our classes are all cancelled. We lost a significant amount of earned income, and had to postpone our spring fundraiser. Hopefully we will be able to reschedule it this year. We won't get the earned income back, though. Our individual giving program relies heavily on that fundraiser, so we are having to think creatively about how to replace that revenue. We are having to shift gears to work remotely, which we have no infrastructure for, and we are limited in the programs we can provide
- All in person program services have been stopped in the short term, we are looking at how to provide at least limited services via technology
- We are 100% reliant on public participation. Without being able to open our doors we are at a severe stand still. The future is unknown
- Put us into survival mode. definitely not interested in expanding programs at this time or in the near future
- Work from home impacts direct case management work greatly. A vulnerable population already lacking resources now lack more
- We are working remotely. We are pivoting everything that we do to support student achievement remotely while continual/distance learning is implemented. Huge rapid-response fundraising campaign and encouraging volunteers to work remotely. Figuring out how to expeditiously and equitably distribute these funds has been a challenging back and forth
- Crushing our fundraising for the quarter/year. Having to cancel many in-person events in the immediate future. Scrambling to shift programs online while still being effective
- We're all working at home. All of our work trips have been canceled (we work internationally so there is usually a good deal of travel for site visits and project monitoring)
- Like nearly all other performance-based organizations, we are currently closed, with no idea when we will again be able to open. We had to close our Adult Day Care
- Our 590+ staff have to work from home or not work at all. All while paying employees full benefits. In addition, the cleaning supplies that are approved to disinfect coronavirus are expensive. After the shelter in place order was announced, our services were deemed essential and government officials

requested our help. We are opening 8 centers during the crisis to provide child care for essential service personnel and we are providing food to families that are food insecure. Related to grants, funding opportunities have been postponed or suspended

- Not yet, but we fear funders will target a lot of their dollars to coronavirus related things and then not have the dollars to help maintain the work of other nonprofits in the community

Quantitative

Table 5 shows the respondents' answers to the question regarding which functions of the organization need additional financial resources. All the questions utilized to a 5-point Likert scale with 1 being Strongly Agree and 5 being Strongly Disagree. The mean score for the questions in Table 5 was between 1.5 and 2.7. Results indicate that there is agreement that additional financial resources for most aspects of an organization are desired, with Programs and Services, and Marketing, indicating the highest need.

Table 5: Financial Resource Needs

My organization needs additional financial resources to improve the following functions	N	Mean	Standard Deviation	Strongly Agree	Somewhat Agree	Neither agree nor disagree	Somewhat disagree	Strongly disagree
Programs and Services	32	1.5	.72	59.40%	28.10%	12.50%	0%	0%
Fundraising	32	2.1	1.19	40.6%	31.3%	15.6%	6.3%	6.3%
Human Resources	30	2.2	1.16	33.3%	30.0%	26.7%	3.3%	6.7%
Finance and Accounting	32	2.5	1.06	40.6%	31.3%	15.6%	6.3%	6.3%
Information Technology	32	1.8	.80	43.8%	40.6%	12.5%	3.1%	0%
Marketing and	32	1.8	.97	50.0%	31.3%	9.4%	9.4%	0%

Communications								
Board Development	31	2.7	1.01	6.5%	41.9%	32.3%	12.9%	6.5%
Volunteer Management	31	2.3	1.13	35.5%	22.6%	22.6%	16.1%	3.2%

In Table 6, respondents answered a question about the organization's need for training in different functions of the organization. The mean scores were between 1.9 and 2.8 with the highest need being Marketing, followed by Information Technology then Board Development. Training for Finance and Accounting was the only variable with a percentage of more than 50% not within the Strongly Agree or Somewhat Agree categories, with 48.4% responding neutrally. More research should be done to determine if this is a trend or if it might be due to the demographics of the respondents or other survey factors.

Table 6: Training Needs

My organization needs additional training to improve the following functions	N	Mean	Standard Deviation	Strongly Agree	Somewhat Agree	Neither agree nor disagree	Somewhat disagree	Strongly disagree
Programs and Services	31	2.3	1.13	29.0%	32.3%	22.6%	12.9%	3.2%
Fundraising	31	2	.98	32.3%	41.9%	19.4%	3.2%	3.2%
Human Resources	31	2.3	1	25.8%	32.3%	35.5%	3.2%	3.2%

Finance and Accounting	31	2.8	1.05	12.9%	19.4%	48.4%	12.9%	6.5%
Information Technology	32	2	.93	34.4%	40.6%	21.9%	0.0%	3.1%
Marketing and Communications	31	1.9	.88	38.7%	41.9%	12.9%	6.5%	0%
Board Development	31	2.1	1.08	35.5%	32.3%	22.6%	6.5%	3.2%
Volunteer Management	31	2.4	1.15	22.6%	35.5%	25.8%	9.7%	6.5%

Table 7 indicates responses to two questions focused on the fundraising philosophies of the organizations and whether fundraising is used to expand programming as well as to maintain current programming. The mean response was 2 (Probably Yes) for expansion and 1.5 for current programs. Results indicate that fundraising is used for both purposes, although current programs and services report a higher percentage of Definitely Yes answers.

Table 7: Fundraising Philosophy

Question	N	Mean	Standard Deviation	Definitely yes	Probably yes	Might or might not	Probably not	Definitely not
My organization fundraises in order to expand programs and services	32	2	1.46	59.40%	12.5%	9.4%	6.3%	12.5%

My organization fundraises in order to fund current programs and services	32	1.5	1.19	78.1%	12.5%	0.0%	0.0%	9.4%
My organization has the resources to expand	32	3	1.33	9.4%	40.6%	12.5%	18.8%	18.8%
How many months of operating reserves does your organization have?	21			0-3 months 27.5%	4-6 months 10.3%	7-9 months 13.7%	10-12 months 20.6%	12 months+ 0%

Table 8 represents questions concerning strategic planning and staff training, as well as organizational culture. More than 43% of organizations participate in strategic planning, yet only 15.6% strongly agree that staff training, an important component of capacity building, is included in that planning. This is also reflected with 20.7% of respondents strongly agreeing that their organization prioritizes staff training.

Table 8: Staff Training and Hiring

My organization needs additional training to improve the following functions	N	Mean	Standard Deviation	Strongly Agree	Some what Agree	Neither agree nor disagree	Somewhat disagree	Strongly disagree
My organization regularly participates in strategic planning	32	2.1	1.36	43.8%	31.3%	3.1%	12.5%	9.4%

The organization's strategic planning includes staff training	32	2.9	1.288	15.6%	28.1%	15.6%	31.3%	9.4%
Staff at my organization have the resources they need to perform their jobs	31	2.2	.92	12.9%	67.7%	6.5%	9.7%	3.2%
My organization prioritizes staff training	29	2.6	1.32	20.7%	41.4%	6.9%	20.7%	10.3%
My organization prioritizes diversity, equity, and inclusion.	29	2.1	1.38	48.3%	20.7%	6.9%	17.2%	6.9%
Hiring new staff has been a challenge for my organization	29	2	.98	31.0%	48.3%	20.7%	6.9%	0%

The questions in Table 9 inquire about whether an organization has hired a capacity building consultant to assist their organization. Respondents who indicated that they had hired a capacity building consultant then indicated their level of agreement on how regularly the plan created by the consultant was utilized or followed. The mean score for those following the plan was 2.7.

Table 9: Capacity Building Consultants

Question	N	Mean	Standard Deviation	Yes	No	Don't know		
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My organization has hired a consultant for capacity building within the last 2 years.	32	1.3	.47	50%	22%	28%		
Question	N	Mean	Standard Deviation	Strongly Agree	Somewhat Agree	Neither agree nor disagree	Somewhat disagree	Strongly disagree
My organization regularly uses or follows the plans created with the help of a capacity building consultant.	15	2.7	1.4	20%	40%	6.7%	20%	13.3%

Table 10 asks specifically about general operating support and how an organization would utilize an additional \$25,000 grant. Intentionally, the question did not mention capacity building, but 34.5% of the respondents selected Other and indicated that the dollars would be used for traditional capacity building and infrastructure support activities. The survey also asked if organizations speak with funders about capacity building, with the findings showing mixed results. The majority of organizations indicated that they may or may not discuss capacity building with funders, but the results may reflect the role of the respondent versus the actual activities of the organization as a whole. In this regard, program officers may have less information about conversations with funders than development officers.

Table 10: General Operating Dollars

Question	N	Expand Programs	Hire new administrative staff	Other*	Provide training to staff	Purchase equipment or supplies
If my organization received a \$25,000 general operating support grant, we would prioritize it to - Selected Choice	29	27.6%	6.9%	34.5%	13.8%	17.2%
Question	N	Definitely yes	Probably yes	Might or might not	Probably not	Mean, SD
Does your organization talk to your funders about capacity building?	29	31.0%	17.2%	34.5%	17.2%	2.4 1.12 (sd)

*Other responses include: Re-imagine and restructure programs; pay admin costs not covered by project-specific funding; fund programs with a deficit instead of using general funds; (partially) fund the revitalization of the website; Pay bills; invest infrastructure including IT and fundraising staff; pay competitive salaries; cover shared and indirect costs; and core operating expenses.

Table 11 asks the respondents about their attitudes towards challenges with capacity building within their organization. Most respondents agreed that they had assessed their capacity building needs, although 65.5% of the respondents indicated that they strongly or somewhat agreed that they were unsure how to assess these needs. The same percentage responded that lack of time to plan was also a challenge.

Table 11: Capacity Building Challenges

My organization faces the following challenges around capacity building	N	Mean	Standard Deviation	Strongly Agree	Somewhat Agree	Neither agree nor disagree	Somewhat disagree	Strongly disagree
Lack of time to plan	29	2.2	1.09	27.6%	37.9%	20.7%	10.3%	3.4%
Not sure how to assess capacity needs	29	2.3	1.23	27.6%	37.9%	13.8%	13.8%	6.9%
Lack of tools or resources to help assess capacity needs	29	2.4	1.18	20.7%	44.8%	13.8%	13.8%	6.9%
Disagreement between staff on needs	29	2.6	1.4	31.0%	24.1%	13.8%	20.7%	10.3%
Never assessed our needs	29	3.5	1.38	10.3%	13.8%	24.1%	17.2%	34.5%

Table 12 asks the respondents to identify capacity building tools that their organization uses. Respondents could select multiple answers. The most used tool was discussion with staff and board members (n=21) followed using a consultant (n=12). The least used tool was a publicly available capacity assessment tool (n=3), and consistent with table 7. Only 4 respondents indicated that their organization has not assessed their capacity.

Table 12: Capacity Building Tools

Answer	%
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Discussions with staff and board members	39.62%
A publicly available capacity assessment tool	5.66%
A consultant	22.64%
Discussion with stakeholders, including funders	18.87%
We have never assessed our capacity	7.55%
Other	5.66%

Further Data Analysis

To determine additional information related to the survey, independent samples t-test were performed whether there was any statistical significance in the relationship between the age of the organization and the operating budget. The first t-test used the age of the organization where the grouping variable, age, was re-coded to split the age of the organization between those that were 10 years or older with organizations that were younger than 10 years. The t-test was performed on each dependent variable from question 1-36 and these results will be included in the Appendix D. The t-tests showed a p value greater than .05 for all the dependent variables. Question 6, which asked about additional financial resources needed for marketing and communications, showed a t score of -2.3, df 23, and a p value of .02. This suggests that there may be some statistical significance between age and the need for marketing resources, however the sample size is small (n=22), so this would be something to examine in future surveys.

The second t-test examined an organization's operating budget and examined the same dependent variables from questions 1-36. The data was re-coded to create a grouping variable

with budgets of less than ten million dollars in one category and budgets over ten million dollars in the other. None of the independent samples t-tests (df 17) showed any p values of .05 or less, suggesting that there was no statistical significance between the size of the operating budget and the dependent variables.

Section 5. Discussion and Recommendations

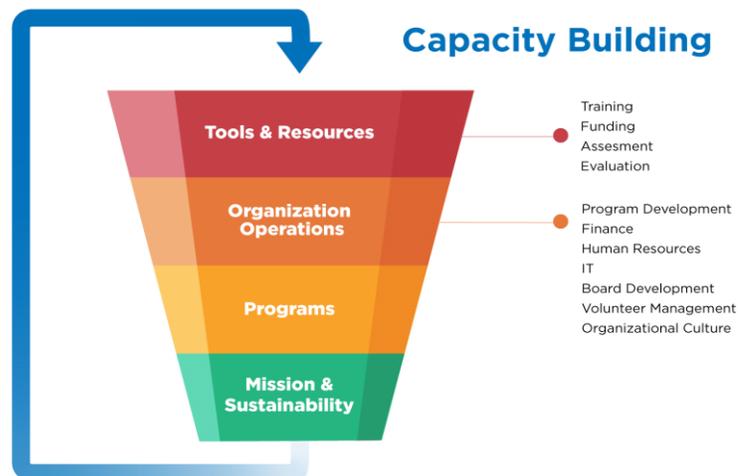
From the literature review and data, it is clear that the concept of capacity building is not a one-size-fits-all process in the nonprofit sector, which is why a universal definition is elusive. For some organizations, capacity building may involve training or resources for improved marketing techniques, while for others it may mean increasing information technology infrastructure to support a digital platform or work from home options. For some it may be a matter of sustainability or survival. Organizations also have different needs depending on their stage and the age of the organization (Light 2004).

To understand the capacity building needs and activities of nonprofit organizations, and how these gaps are identified and how capacity building efforts are evaluated, it is important to consider the components of capacity building as identified in the literature in conjunction with the day-to-day considerations of running an organization. The included interviews and survey data represent this organizational capacity. Table 6 emphasizes the actions organizations would take if they received a \$25,000 general operating grant, and 72.6% (n=26) responded with activities other than direct program support, including infrastructure, information technology revitalization, and simply paying bills. These activities contribute to organizational effectiveness and the capacity of an organization. Sarah Nelson emphasizes that important components necessary to have an effective organization include understanding the role and function of the Board of Directors as well as having a business plan and financial model that reflects the

organization. However, she adds that core components are specific to each organization. In addition to tangible components, staff development and building organizational culture are a big part of success. (Sarah Nelson, personal communications, March 27, 2020).

Data from the survey and interviews confirmed much of the assertions in the literature, but two themes emerged from the survey and interviews which necessitate more analysis. These themes centered around time and training. Figure 5 describes a capacity building model based on the data analysis of this project. While time is described in more detail below, the model emphasizes the tools and resources (training, funding, assessment, evaluation) that feed into effective organizational operations. Effective organizational capacity or operations feed into programs and services, which create impactful missions and sustainable organizations.

Figure 5 Capacity Building Model



Concept by David Byrd, visual by Henry Pacheco

Time

While training makes some appearance in the literature, the subject of time is less discussed. Julia Wilson states that time is a resource and with many organizations utilizing

sweat equity, it is often a resource that is in short supply (Julia Wilson, personal communication, April 9, 2020). Wilson shared that when attempting to use a capacity building assessment tool, her staff had difficulty completing it because of the demands on their time. In the survey, Table X showed that 65.5% of respondents indicated that they strongly or somewhat agreed that lack of time to plan was a challenge in their capacity building efforts. Learning for Action's report on Solano County's nonprofit capacity also indicated that capacity and time was a key challenge (LEA, 2018).

Training

Wilson calls them "accidental executives, but it is often the case that nonprofit professionals wear many different hats and may not have expertise in each facet of their job function (Julia Wilson, personal communication, April 9, 2020). The survey data from Table 2 shows that training in various components of the organization had a low mean score with consistently high percentages in both the Strongly Agree and Somewhat Agree categories. The Solano County study also found that staff lacked sufficient skill and expertise in certain areas (LEA, 2018).

Training does not just include core infrastructure processes, but also staff development and leadership training. Building capacity in an organization requires knowledge and understanding of the business. Training can both enhance that understanding and knowledge and develop leaders who are able to identify areas that are in need of support and capacity building. "You have to know enough about the topic not to be doing it reflexively (Julia Wilson, personal communication, 4/9/20)." Bryan (2019) cites leadership capacity as a critical component of capacity and Josh Leonard argues that investing in leadership is valuable for both the current and

future states, especially creating pathways for staff to develop in their jobs (Josh Leonard, personal communication, April 2, 2020).

Recommendations

Time and training may vary between organizations as do the different components of capacity building. However, based on the data, I have three recommendations that many have more universality toward the issue of capacity building. They are: 1) creating a simpler assessment tool; 2) modifying evaluation practices; and 3) focusing on resilience and adaptability in capacity building.

1) Assessment Tools

There are a variety of assessment tools that have been created to assist organizations in assessing capacity building needs. Informing Change (2017) provides a summary of 43 different assessment tools for identifying organizational capacity needs. Organizations who already lack time to plan may find the choice of tools and the length of many of these assessments to be difficult to use, or difficult to earn buy-in and participation from staff. Research for this paper supported the notion that time is a valuable resource for nonprofits, and Leonard worked around this challenge with his assessment tool that included an embedded evaluation component.

Wilson added noted that assessing capacity would have been less challenging with a tool that was simple and that had as few as five questions.

One of the main purposes of the assessment tool is to spur conversations between staff (Informing Change, 2017). Encouragingly, data from the survey shows that 39.2% (n=21) of respondents identified these discussions as an existing capacity building tool. However, 65.5% (n=29) also indicated that they Strongly or Somewhat Agreed that they were not sure how to assess capacity. This certainly shows that there is a need for an assessment tool, but given the

plethora of available tools, perhaps the complexity or time commitment to complete these assessments is not the best practice for many nonprofit organizations. In the Appendix A, a shorter assessment tool created by the author's consulting business is included as a potential example. A simpler assessment tool could be used to support conversations among staff and stakeholders that may already be happening, or to provide a capacity building consultant or internal team with topics or issues to focus on in order to prioritize and plan for capacity building activities. Each organization would need to find the tool that fits its needs, but it does not need to be constrained by long or complicated assessments if a less time-intensive and shorter tool would fit its needs.

2) Evaluation Methods

This paper shows that evaluation of capacity building efforts within nonprofit organizations is a weakness within the sector. Often the short time horizons for reporting back to funders for capacity building grants fails to provide accurate assessment of the impact of the efforts. There are many factors in increasing organizational effectiveness, so one particular effort may not yield obvious organizational changes when viewed separately from other capacity building and organizational activities.

To address this, I contend that evaluation tools need to be both more holistic in their approach and created to anticipate and capture a longer timeline in the evolution of the organization. For example, a capacity building effort to train a finance team may lead to long-term benefits in fundraising and program sustainability, but it would be hard to capture the impact if evaluation separated merely the training of the staff from the rest of the organizational activities. Wilson suggested in her interview that there should be long-term markers such as

observing whether there was a budget increase, noted organizational resiliency and sustainability, and established career paths for staff.

In addition, funders need to adapt and understand the importance of providing capacity building grants without the expectation of comprehensive evaluation reports. While these reports are useful and can help an organization think about the impact of the activities, this requirement should not be mandatory in applying or receiving capacity building grants. Trust-based funding, as Nelson suggested, is vital to allowing organizations and their leaders improve their nonprofits without having to adapt to the needs or priorities of the funder. This is a trend that is certainly evident in the response to COVID-19 and the increase in general operating grants and funding that do not require written reports. While the issue of unrestricted grants is beyond the scope of this paper, the concept of allowing nonprofits to use funding where they see the most need is certainly compelling.

3) Adaptability

The COVID-19 crisis has impacted the nonprofit sector in ways that shed light on challenges within the nonprofit sector. It has also illustrated the resiliency of many organizations in their response to the rapidly changing environment of working from home and social distancing. Capacity building plays an outsized role in the adaptability of organizations-- whether it be adjusting technology to meet the needs of clients, creating a system that allows the organization to function while staff work from home and doors are closed, or creating a financial model to forecast the budgetary needs and challenges in uncertain times.

Capacity building efforts should include a commitment to breaking the starvation cycle of nonprofits and creating financial models and fundraising activities that cover the full cost of a program and build reserves so that an organization has the ability to pivot or adapts services if

necessary. Leaders are thinking about this issue. Julia Wilson wondered what the intersection was between capacity building and organizational resiliency (Julia Wilson, personal communication, April 9, 2020) and Leonard added that once an organization begins to discuss resiliency, it naturally draws the conversation towards capacity building (Josh Leonard, personal communications, April 2, 2020).

Capacity building should be used for sustainability, creating efficiency and needs to be integrated as a component of every effort from training a fundraiser to improving a human resources database and beyond. This requires a mode of thinking about nonprofits that moves away from dependence on funders and towards more financial independence and a more sustainable business model. This commitment would improve the strength of the sector and allow organizations to scale or adapt in times of crisis while continuing to be resilient during times when the good work of the nonprofit sector is most needed.

Section 6: Conclusion

Capacity building is a topic that will continue to be debated and examined as the nonprofit sector continues to professionalize and continues to be a visible and critical fabric of our society. With so many needs served by the charitable sector, how can organizations continue to strengthen and provide vital programs and services? While this paper has examined certain aspects of the topic, there is certainly more discussion that needs to take place. Further research should be done to understand better evaluation methods as well as to isolate specific capacity building activities to determine if there are methods or priorities that have a bigger impact on an organization's sustainability, resiliency, and adaptability. More research should also be conducted to understand how an organization identifies areas for capacity improvement and how

the actions taken reflect the original assessment or goals of the activity. In addition, this paper does not fully address the needs of small organizations versus those with more resources.

In a time of crisis and great need, we will continue to depend on nonprofits for critical support and care. The ability to understand the organizational backbone of an agency, whether it be internally or externally focused, will help nonprofits continue to improve, which, in turn, supports the needs of those who are most vulnerable.

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Appendix

Appendix A: Capacity Blueprint Sample Assessment Tool

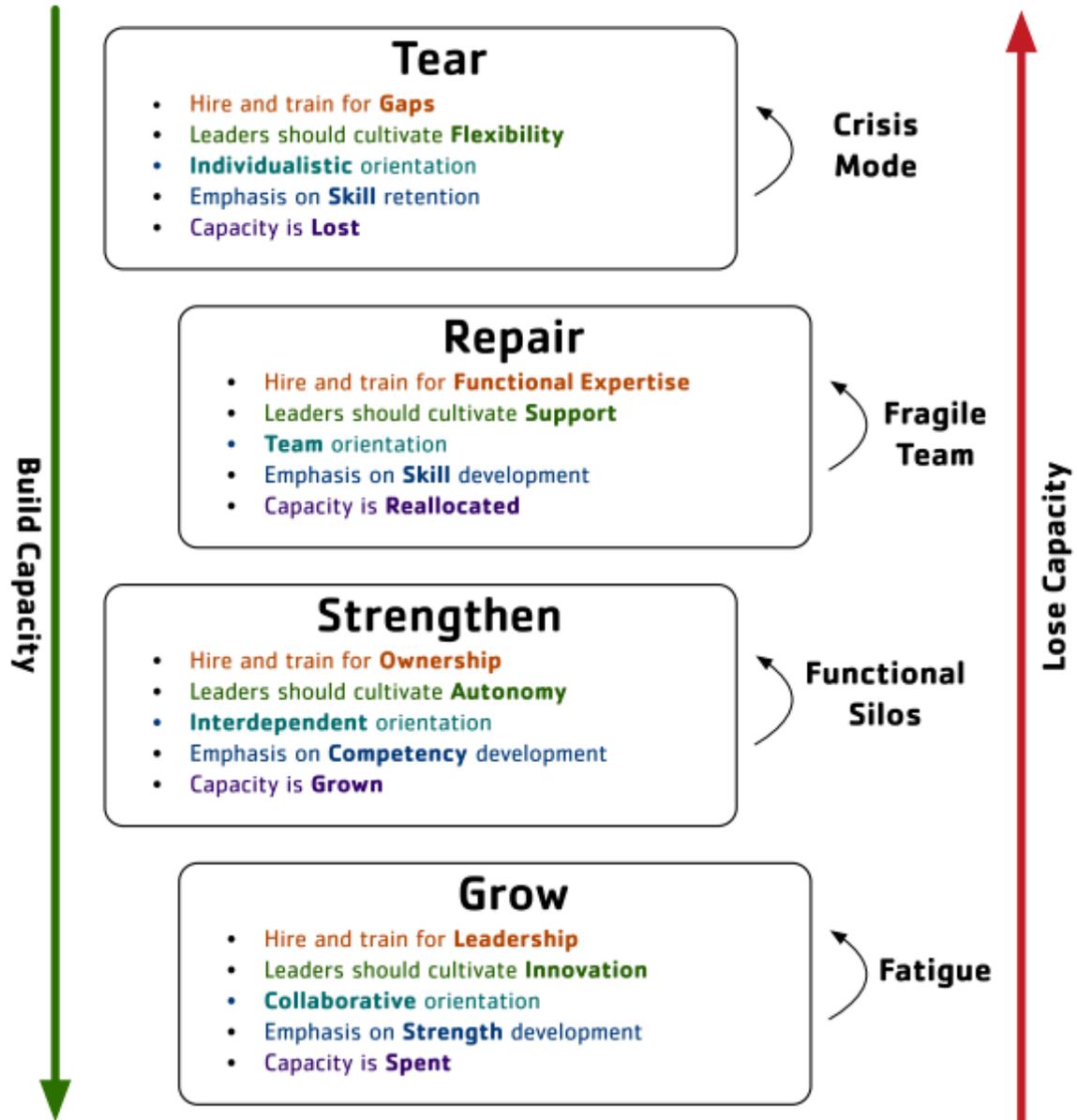


Assessment Tool

- 1) What are your organization's biggest strengths (List 3)
- 2) What are your organization's biggest challenges (List 3)
 - a)
 - b)
 - c)
- 3) Please assess your organization's capabilities in the following areas (Circle one):
 - a) Fundraising
 - i) Very Strong Neutral Weak Very Weak
 - b) Programs
 - i) Very Strong Strong Neutral Weak Very Weak
 - c) Marketing
 - i) Very Strong Strong Neutral Weak Very Weak
 - d) Human Resources
 - i) Very Strong Strong Neutral Weak Very Weak
 - e) Finance
 - i) Very Strong Strong Neutral Weak Very Weak
 - f) Impact Analysis
 - i) Very Strong Strong Neutral Weak Very Weak
 - g) Board and Governance
 - i) Very Strong Strong Neutral Weak Very Weak
 - h) Information Technology
 - i) Very Strong Strong Neutral Weak Very Weak
- 4) Would your organization be open to regular (monthly, quarterly) check-ins on capacity building milestones? Yes No
- 5) What would the organization's goal be in hiring a capacity building consultant?
- 6) What should your organization look like one year from today?

Appendix B: Capacity Development Model

Capacity Development Model 3.0



Appendix C: Survey Data

Final Report
Nonprofit Capacity Building

Q1 - My organization needs additional financial resources to improve the following functions

#	Question	Strongly agree		Somewhat agree		Neither agree nor disagree		Somewhat disagree		Strongly disagree		Total
1	Programs and Services	59.38%	19	28.13%	9	12.50%	4	0.00%	0	0.00%	0	32
2	Fundraising	40.63%	13	31.25%	10	15.63%	5	6.25%	2	6.25%	2	32
3	Human Resources	33.33%	10	30.00%	9	26.67%	8	3.33%	1	6.67%	2	30
4	Finance and Accounting	16.13%	5	38.71%	12	32.26%	10	6.45%	2	6.45%	2	31
5	Information Technology	43.75%	14	40.63%	13	12.50%	4	3.13%	1	0.00%	0	32
6	Marketing and Communications	50.00%	16	31.25%	10	9.38%	3	9.38%	3	0.00%	0	32
7	Board Development	6.45%	2	41.94%	13	32.26%	10	12.90%	4	6.45%	2	31
8	Volunteer Management	35.48%	11	22.58%	7	22.58%	7	16.13%	5	3.23%	1	31

Q2 - My organization needs additional training to improve the following functions

#	Question	Strongly agree		Somewhat agree		Neither agree nor disagree		Somewhat disagree		Strongly disagree		Total
1	Programs and Services	29.03%	9	32.26%	10	22.58%	7	12.90%	4	3.23%	1	31
2	Fundraising	32.26%	10	41.94%	13	19.35%	6	3.23%	1	3.23%	1	31
3	Human Resources	25.81%	8	32.26%	10	35.48%	11	3.23%	1	3.23%	1	31
4	Finance and Accounting	12.90%	4	19.35%	6	48.39%	15	12.90%	4	6.45%	2	31
5	Information Technology	34.38%	11	40.63%	13	21.88%	7	0.00%	0	3.13%	1	32
6	Marketing and Communications	38.71%	12	41.94%	13	12.90%	4	6.45%	2	0.00%	0	31

7	Board Development	35.48%	11	32.26%	10	22.58%	7	6.45%	2	3.23%	1	31
8	Volunteer Management	22.58%	7	35.48%	11	25.81%	8	9.68%	3	6.45%	2	31

Q3 - My organization fundraises in order to expand programs and services

#	Answer	%	Count
1	Definitely yes	59.38%	19
2	Probably yes	12.50%	4
3	Might or might not	9.38%	3
4	Probably not	6.25%	2
5	Definitely not	12.50%	4
	Total	100%	32

Q4 - My organization fundraises in order to fund current programs and services

#	Answer	%	Count
1	Definitely yes	78.13%	25
2	Probably yes	12.50%	4
3	Might or might not	0.00%	0
4	Probably not	0.00%	0
5	Definitely not	9.38%	3
	Total	100%	32

Q5 - My organization regularly participates in strategic planning

#	Answer	%	Count
13	Strongly agree	43.75%	14
14	Somewhat agree	31.25%	10
15	Neither agree nor disagree	3.13%	1
16	Somewhat disagree	12.50%	4

17	Strongly disagree	9.38%	3
	Total	100%	32

Q6 - The organization's strategic planning includes staff training

#	Answer	%	Count
13	Strongly agree	15.63%	5
14	Somewhat agree	28.13%	9
15	Neither agree nor disagree	15.63%	5
16	Somewhat disagree	31.25%	10
17	Strongly disagree	9.38%	3
	Total	100%	32

Q7 - My organization has the resources to expand

#	Answer	%	Count
6	Strongly agree	9.38%	3
7	Somewhat agree	40.63%	13
8	Neither agree nor disagree	12.50%	4
9	Somewhat disagree	18.75%	6
10	Strongly disagree	18.75%	6
	Total	100%	32

Q8 - How many months of operating reserves does your organization have?

How many months of operating reserves does your organization have?

2-3

9

5

3 month

No clue

12
3
10
Unsure
12
12
2
7
1-2
9
9
?
3
11 months
Do not know
12
no idea, but we have an endowment, although given the recent stock market crash, it has significantly contracted as of late
1
6
6
Unknown
3
I don't know
Don't know

Q9 - Staff at my organization have the resources they need to perform their jobs

#	Answer	%	Count
13	Strongly agree	12.90%	4
14	Somewhat agree	67.74%	21
15	Neither agree nor disagree	6.45%	2
16	Somewhat disagree	9.68%	3
17	Strongly disagree	3.23%	1
	Total	100%	31

Q10 - My organization has hired a consultant for capacity building within the last 2 years.

#	Answer	%	Count
1	Yes	69.57%	16
2	No	30.43%	7
	Total	100%	23

Q11 - My organization regularly uses or follows the plans created with the help of a capacity building consultant.

#	Answer	%	Count
13	Strongly agree	20.00%	3
14	Somewhat agree	40.00%	6
15	Neither agree nor disagree	6.67%	1
16	Somewhat disagree	20.00%	3
17	Strongly disagree	13.33%	2
	Total	100%	15

Q12 - My organization prioritizes staff training

#	Answer	%	Count
12	Strongly agree	20.69%	6
13	Somewhat agree	41.38%	12
14	Neither agree nor disagree	6.90%	2
15	Somewhat disagree	20.69%	6
16	Strongly disagree	10.34%	3
	Total	100%	29

Q13 - If my organization received a \$25,000 general operating support grant, we would prioritize it to

#	Answer	%	Count
1	Expand Programs	27.59%	8
2	Provide training to staff	13.79%	4
3	Purchase equipment or supplies	17.24%	5
4	Hire new administrative staff	6.90%	2
5	Pay overdue bills	0.00%	0
6	Other	34.48%	10
	Total	100%	29

Q13_6_TEXT - Other

Other - Text

core operating expenses

Cover shared direct and indirect costs.

Pay competitive salaries

Invest in infrastructure (website, fundraising staff)

Pay bills (not overdue, just bills - including rent and staff salaries)

(partially) fund the revitalization of our website

fund programs with a deficit instead of using general funds

Pay admin costs not covered by project-specific funding

Re-imagine and restructure our programs

Not sure

Q14 - My organization prioritizes diversity, equity, and inclusion.

#	Answer	%	Count
1	Strongly agree	48.28%	14
2	Somewhat agree	20.69%	6
3	Neither agree nor disagree	6.90%	2
4	Somewhat disagree	17.24%	5
5	Strongly disagree	6.90%	2
	Total	100%	29

Q15 - Hiring new staff has been a challenge for my organization

#	Answer	%	Count
1	Strongly agree	31.03%	9
2	Somewhat agree	48.28%	14
3	Neither agree nor disagree	6.90%	2
4	Somewhat disagree	13.79%	4
5	Strongly disagree	0.00%	0
	Total	100%	29

Q16 - My organization faces the following challenges around capacity building

#	Question	Strongly agree		Somewhat agree		Neither agree nor disagree		Somewhat disagree		Strongly disagree		Total
1	Lack of time to plan	27.59%	8	37.93%	1 1	20.69%	6	10.34%	3	3.45%	1	29
2	Not sure how to assess capacity needs	27.59%	8	37.93%	1 1	13.79%	4	13.79%	4	6.90%	2	29
3	Lack of tools or resources to help assess capacity needs	20.69%	6	44.83%	1 3	13.79%	4	13.79%	4	6.90%	2	29
4	Disagreement between staff on needs	31.03%	9	24.14%	7	13.79%	4	20.69%	6	10.34%	3	29
5	Never assessed our needs	10.34%	3	13.79%	4	24.14%	7	17.24%	5	34.48%	1 0	29

Q17 - Does your organization talk to your funders about capacity building?

#	Answer	%	Count
1	Definitely yes	31.03%	9
2	Probably yes	17.24%	5
3	Might or might not	34.48%	10
4	Probably not	17.24%	5
5	Definitely not	0.00%	0
	Total	100%	29

Q18 - My organization uses the following tools for capacity building (Check all that apply)

#	Answer	%	Count
1	Discussions with staff and board members	39.62%	21
2	A publicly available capacity assessment tool	5.66%	3
3	A consultant	22.64%	12
4	Discussion with stakeholders, including funders	18.87%	10
5	We have never assessed our capacity	7.55%	4
6	Other	5.66%	3
	Total	100%	53

Q18_6_TEXT - Other

Other - Text

Don't know

Unsure

Q19 - Please describe any successes or challenges your organization has had with capacity building.

Please describe any successes or challenges your organization has had with capacity building.

Challenges getting funding to expand program (ie additional program staff) but we're able to go from one part-time staff to 2 full time staff (including ED) in last 6 years

Challenges: our staff is very resistant to change other than what they know. It's been a challenge to introduce new ideas and get support into training tools and capacity building mentality

successes include policies and procedures sustainable to a growing census

Not having a clear direction of mission and growth has hindered our ability to plan accordingly.

Successes - we have received two grants over the years that have helped us with capacity building. One, a small \$5,000 grant, helped us buy new computers and hire a consultant who helped us through a merger with another organization. More recently, we received a \$75,000 capacity building grant that is helping us launch a new website, develop and implement DEII training for staff and board members, work on our program evaluation, and hire an organizational consultant to support a new management system and tools for annual and quarterly planning. Challenges - we have rarely invested our "own" general operating funds in capacity, and have sometimes operated on more of a shoestring than necessary. Of course, at the time of the COVID-19 crisis, this meant that we had a significant reserve saved and hopefully will be able to get through the next few years without making dramatic cuts to our organization.

Lack of discussion among staff about capacity building needs.

Response to immediate needs instead of planning ahead for what will be needed

Finding the time to do it among all of the day-to-day task work has been challenging for us.

We essentially expand anywhere there's money and try to figure out the rest later. This has been extremely challenging for the on the ground staff in those new markets. Staff training has been uneven. Some departments are very well trained, others not at all. It comes from a lack of emphasis on training from leadership. Department heads who prioritize it are given free reign to train their teams, but there's no overall guidance from the top.

I don't think it's much on our radar screen.

We recently completed a capital campaign which expanded our physical capacity and accessibility, allowing us to increase on-site programming significantly. In addition to the capital campaign, a transitional fund was raised to help us cover both added facility costs due to the expansion as well as ramp-up of new programs (thanks to the newly available space) which will generate new revenue. Unfortunately, although we knew this transitional funding would only cover two years, we have not been able to generate a mix of earned and contributed revenue to offset that funding, and we are about to enter the third year beyond the capital expansion. We're now assessing carefully what programs to continue or suspend, and continuing to brainstorm new revenue-generating options, in an effort to both cut and supplement budgets appropriately as we continue to grow into the facility. In short, although we had a plan, things didn't ramp up as quickly as we anticipated, so now we're re-framing.

Our grant professional has found us funds to build capacity.

We get about \$35 million each year from state funding. This allows us to provide lots of services. However, we have low funding for general operating and are at the whim of state budgets. Last time there was a recession, our organization received a large cut in funding from the state.

I don't see capacity building at my organization. It is 1:1 meetings with supervisors which I don't think qualify to be a real capacity building

Q20 - What are the biggest challenges facing your nonprofit and how would you address these challenges?

What are the biggest challenges facing your nonprofit and how would you address these challenges?

Right now, we are hoping that the City of San Francisco continues to pay our contract to provide after school care and activities for public schools, but since school closure, we honestly don't know what to expect.

Continuing to expand our volunteer base so we can match more girls in need with a mentor. Would address this with a strategic marketing campaign and an additional part-time staff for outreach & to manage increase in applications.

Our salaries are not competitive with other non-profits. We are trying to fundraise, but this area is siloed and staff/ED don't want to hire a development director and solely want rich board members and don't see an issue with relying solely on foundations. At the moment, it's the job of the board to be the development directors and the finance department. It'd be great to have a diversified fundraising portfolio and to hire a development director or finance director.

Growth and competition are the most evident challenges impacting the organization.

Lack of clear vision, mission and mission strategy, and lack of trained staff to manage expansion. The vision/mission strategy we have approached by creating a dialogue amongst key administrative management and board. Using different brand identity tactics we have started by looking at our organizational values, then creating a vision and mission statement. The staff issue we have started by creating job descriptions with pay scale and qualifications to clarify advancement. Once this is in place we intend to create a training cycle and to hire.

Our programs teach people how to cook, because our schools and families no longer teach this vital skill. In a perfect world, we would work to get home economics back into every high school so that students could enter the adult world with the skills they need to lead healthy lives. How do we get there? I have no idea! Another challenge we face is that our earned income program is earning as much income as it possibly can, and there's no way to expand it at the moment. At some point, we will hopefully launch another version of it in a different location, so our earned income program can grow as rapidly as our free community program.

Staffing is our largest problem (well, right now it is COVID-19). We have talked about how to increase staff recruitment and retention, but I am not clear on any concrete plans.

Lack of staff time for outreach

I think that we struggle with project management. We tend to lag behind and struggle with accountability/follow-through.

We need better expansion plans. The decision to move to a new market has to be driven by more than just funders who want us there. Even the question of SHOULD we expand was never asked. The assumption was that all growth is good.

Perhaps inertia? We've been around over 25 years and a lot of processes and standards are done just the way we've always done them.

In general, seasonal cash flow is the largest issue we currently face. Our earned income ebbs and flows with subscription renewals and single ticket purchasing patterns, and we are working strategically to build up a reserve fund to offset for that pattern. However, as described in the next response, our efforts to achieve that are on hold for the time being.

Lack of staff with the expertise needed to treat SUD and MH in our rural area

Not sure what our CEO might say. From a fundraising perspective, we don't have access to much general operating funding or multi year grants.

The biggest problem is about accumulation of authorities among a very small number of people who have the true authorities of the organization, lack of ownership and lack of true leadership among many staff members (mostly people of color), and the issues around Eurocentric epistemological while serving People of Color. Resolving the problem would entail resolving the problems I just mentioned. Shared power and welcoming epistemological that are not Eurocentric especially when servicing people of color from Africa, Asia, and Latina America.

Q34 - How has the coronavirus pandemic impacted your organization?

How has the coronavirus pandemic impacted your organization?

See above. In addition, we are deciding if we should cancel our 50th anniversary gala at SF City Hall scheduled for August because it might be very hard to get sponsors for it in the next 2-3 months and we don't know if large gatherings and events would be permitted in August.

We have paused all Big & Little Sister in person outings until stay home order lifted and are encouraging our mentors to connect virtually, by text, social media, etc

Our organization offers low to no cost legal help. So folks are having a challenging time getting hold of clients via telephone

Impacted productivity creating an innovative of approach that meets client demand.

Massively. Several staff laid off, several others have left assuming their roles will be eliminated.

We have had to close in-person sessions with clients and are working to organize an online platform, beginning with our current students, and then will expand to additional classes and allow for new enrollment.

Our classes are all cancelled. We lost a significant amount of earned income, and had to postpone our spring fundraiser. Hopefully we will be able to reschedule it this year. We won't get the earned income back, though. Our individual giving program relies heavily on that fundraiser, so we are having to think creatively about how to replace that revenue. Our development and communications staff are working incredibly hard, while program staff are basically inventing new programs from scratch and launching them with only a few days' notice. This is putting a strain on our org structure and relationships between staff members.

We are having to shift gears to work remotely, which we have no infrastructure for, and we are limited in the programs we can provide.

All in person program services have been stopped in the short term, we are looking at how to provide at least limited services via technology.

We are 100% reliant on public participation. Without being able to open our doors we are at a severe stand still. The future is unknown.

put us into survival mode. definitely not interested in expanding programs at this time or in the near future.

Work from home impacts direct case management work greatly. A vulnerable population already lacking resources now lack more.

We are working remotely. We are pivoting everything that we do to support student achievement remotely while continual/distance learning is implemented. Huge rapid-response fundraising campaign and encouraging

volunteers to work remotely. Figuring out how to expeditiously and equitably distribute these funds has been a challenging back and forth.

Crushing our fundraising for the quarter/year. Having to cancel many in-person events in the immediate future. Scrambling to shift programs online while still being effective.

We're all working at home. All of our work trips have been canceled (we work internationally so there is usually a good deal of travel for site visits and project monitoring).

Like nearly all other performance-based organizations, we are currently closed, with no idea when we will again be able to open. This has a large ripple effect in our community - not only are our performers and part time staff who work primarily during performances laid off, the restaurants and shops in the neighborhood which benefit from foot traffic of our patrons are losing that business. We are also more fortunate than some of our peers in many regards - our subscription renewal campaign was already underway, and over 75% of our patrons have renewed for the coming season, so that money is available to us, even though we would prefer to defer it to the future fiscal year, and will allow us to continue to pay staff for the remote work we're doing at least in the short term; we have not yet announced our next season, so depending upon how long this lasts, we can make adjustments accordingly and still bring something exciting to our patrons when the time comes; and we have a very loyal patron and donor base who have actively expressed concern, offered help, and are looking forward to returning.

We had to close our Adult Day Care

Our 590+ staff have to work from home or not work at all. All while paying employees full benefits. In addition, the cleaning supplies that are approved to disinfect coronavirus are expensive. After the shelter in place order was announced, our services were deemed essential and government officials requested our help. We are opening 8 centers during the crisis to provide child care for essential service personnel and we are providing food to families that are food insecure. Related to grants, funding opportunities have been postponed or suspended.

Not yet, but we fear funders will target a lot of their dollars to coronavirus related things and then not have the dollars to help maintain the work of other nonprofits in the community.

We are "working" remotely but the truth is no real work is being done.

Wfh

Q21 - What is your role at your organization?

#	Answer	%	Count
1	Development	40.74%	11
2	Executive Director/CEO	11.11%	3
3	Programs and Services	18.52%	5
4	Finance	3.70%	1
5	Human Resources/Administration	7.41%	2
8	Board Member	7.41%	2
6	Other	11.11%	3
7	Volunteer Management	0.00%	0
	Total	100%	27

Q21_7_TEXT - Other

Other - Text

Committee member

Program Director

Q22 - What is the focus of your organization?

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	What is the focus of your organization? - Selected Choice	1.00	8.00	3.60	2.55	6.48	25

#	Answer	%	Count
1	Health (community clinics, hospitals, medical facilities, etc.)	20.00%	5
2	Human Services (food banks, shelters, youth development, job training, etc.)	32.00%	8
3	Education	12.00%	3
4	Arts	8.00%	2
5	Religious	0.00%	0
6	Animal Welfare	4.00%	1
7	Environmental	8.00%	2
8	Other	16.00%	4
	Total	100%	25

Q22_8_TEXT - Other

Other - Text

Legal rights

We are a CAP organization.

Education/Human Services

Q23 - How many paid staff (part-time and full-time) work at your organization ?

How many paid staff (part-time and full-time) work at your organization ?

it's almost 2,000 but that's because we run tons of camps and afterschool programs, so that's not FTEs

100

2

11

Approximately 100

6

9

40

6

73

1000

340

900

35

22

5

8

~40

180

599+

500

35

17

100+

Q24 - How many paid administrative staff members work at your organization (fundraisers, HR, marketing, etc.)?

I don't know

1 million?

Q26 - How old is your organization?

#	Answer	%	Count
1	0-3 years	0.00%	0
2	3-5 years	12.00%	3
3	5-10 years	8.00%	2
4	10 years +	80.00%	20
	Total	100%	25

Q27 - What is the zip code where your organization is located (main office)?

What is the zip code where your organization is located (main office)?

94115

94109

92116

94103

94401

94110

94621

94520

94062

94109

94103

94109

21217

94607

94598

94903

94707

03435

94538

49503

44114

CA 94704

Appendix D: T-test

Age T-test: Grouping Variable: Age of Organization

Independent Samples T-Test

		statistic	df	p
Q1_Prog&Serv FIN	Student's t	0.0000	23.0	1.000
Q2_FundraiseFIN	Student's t	-0.5493	23.0	0.588
Q3_HrFIN	Student's t	0.0000	22.0	1.000
Q4_FinanceFIN	Student's t	-0.2537	23.0	0.802
Q5_ItFIN	Student's t	0.4920	23.0	0.627
Q6_MarketingFIN	Student's t	-2.3711 *	23.0	0.026
Q7_BoardFIN	Student's t	-1.4793	23.0	0.153
Q8_VolunteerFIN	Student's t	-1.6751 *	23.0	0.107
Q9_Prog&ServTR	Student's t	-0.9483	23.0	0.353
Q10_FundraiseTR	Student's t	-0.3625	23.0	0.720
Q11_HrTR	Student's t	-0.8252	23.0	0.418
Q12_FinanceTR	Student's t	0.1846	23.0	0.855
Q13_ItTR	Student's t	-1.1002	23.0	0.283
Q14_MarketingTR	Student's t	-0.7479	23.0	0.462
Q15_BoardTR	Student's t	-1.6492	23.0	0.113
Q16_VolunteerTR	Student's t	-1.9459	23.0	0.064
Q17_FundraiseEXP	Student's t	-0.5977	23.0	0.556
Q18_FundraisCURR	Student's t	1.3656	23.0	0.185
Q19_StratPlan	Student's t	0.0712	23.0	0.944
Q20_StratPITR	Student's t	-0.5221	23.0	0.607
Q21_ResEXP	Student's t	1.3412	23.0	0.193
Q23_StaffRes	Student's t	0.2880	23.0	0.776
Q24_Consult	Student's t	-0.4333	16.0	0.671
Q25_ConsultPI	Student's t	0.3608	11.0	0.725
Q26_StaffTR	Student's t	0.3803	23.0	0.707
Q27_25kChoic	Student's t	-0.3734	23.0	0.712
Q29_DEI	Student's t	-0.3333	23.0	0.742
Q30_Hiring	Student's t	0.1934	23.0	0.848
Q31_CHALLTIME	Student's t	-1.1430	23.0	0.265
Q32_CHALLNOTSURE	Student's t	-0.7679 *	23.0	0.450
Q33_CHALLTOOLS	Student's t	-0.5615	23.0	0.580
Q34_CHALLDISAG	Student's t	0.7868	23.0	0.439
Q35_CHALLNVASSES	Student's t	0.9878	23.0	0.334
Q36_TLKFUND	Student's t	0.7052	23.0	0.488

* Levene's test is significant ($p < .05$), suggesting a violation of the assumption of equal variances

Operating Budget T-test: Grouping Variable: Size of Operating Budget

Independent Samples T-Test

		statistic	df	p
Q1_Prog&Serv FIN	Student's t	0.5056	17.00	0.620
Q2_FundraiseFIN	Student's t	-0.8635	17.00	0.400
Q3_HrFIN	Student's t	-0.2183	17.00	0.830
Q4_FinanceFIN	Student's t	-0.9075	17.00	0.377
Q5_ItFIN	Student's t	1.7883	17.00	0.092
Q6_MarketingFIN	Student's t	-0.7128	17.00	0.486
Q7_BoardFIN	Student's t	-0.7050	17.00	0.490
Q8_VolunteerFIN	Student's t	1.6980	17.00	0.108
Q9_Prog&ServTR	Student's t	1.0204	17.00	0.322
Q10_FundraiseTR	Student's t	1.1778	17.00	0.255
Q11_HrTR	Student's t	0.7420	17.00	0.468
Q12_FinanceTR	Student's t	1.0341	17.00	0.316
Q13_ItTR	Student's t	0.0000	17.00	1.000
Q14_MarketingTR	Student's t	0.0000	17.00	1.000
Q15_BoardTR	Student's t	-0.3547	17.00	0.727
Q16_VolunteerTR	Student's t	1.8063	17.00	0.089
Q17_FundraiseEXP	Student's t	-0.0357	17.00	0.972
Q18_FundraisCURR	Student's t	1.0512*	17.00	0.308
Q19_StratPlan	Student's t	0.1614	17.00	0.874
Q20_StratPITR	Student's t	-0.1987	17.00	0.845
Q21_ResEXP	Student's t	-0.2574	17.00	0.800
Q23_StaffRes	Student's t	0.5866	17.00	0.565
Q24_Consult	Student's t	0.8120	12.00	0.433
Q25_ConsultPI	Student's t	0.0000	8.00	1.000
Q26_StaffTR	Student's t	-0.9010	17.00	0.380
Q27_25kChoic	Student's t	1.2488	17.00	0.229
Q29_DEI	Student's t	-1.1106	17.00	0.282
Q30_Hiring	Student's t	0.7605	17.00	0.457
Q31_CHALLTIME	Student's t	-1.3295	17.00	0.201
Q32_CHALLNOTSURE	Student's t	0.6279	17.00	0.538
Q33_CHALLTOOLS	Student's t	0.5308	17.00	0.602
Q34_CHALLDISAG	Student's t	1.3214	17.00	0.204
Q35_CHALLNVASSES	Student's t	0.7103	17.00	0.487
Q36_TLKFUND	Student's t	0.2743	17.00	0.787

* Levene's test is significant ($p < .05$), suggesting a violation of the assumption of equal variances

References

[1] The jamovi project (2020). *jamovi*. (Version 1.2) [Computer Software]. Retrieved from <https://www.jamovi.org>.

About the Author

David Byrd is a Senior Advisor at Capacity Blueprint and is a graduate of Connecticut College, where he earned a degree in Economics before entering the nonprofit sector workforce. He is currently pursuing his Masters of Nonprofit Administration (MNA) at the University of San Francisco. A grant writer for 13 years, David has worked and consulted for numerous organizations to help secure nearly \$60 million for vital programs and services through numerous county, city and federal grants as well through private foundation funding. He has extensive experience in healthcare, human services, and educational organizations. David volunteers for the YMCA Stonestown Board of Managers, the MNA Advisory Board and for ShapeUp San Francisco's Capacity Building Action Team.